"The mighty minds of old, my never failing friends as they while I understand and feel how much to them I owe my cheeks have been bedewed with tears of thoughtful gratitude."

- Mahatma Gandhi
2.0 RESEARCH DESIGN

In this chapter a review of literature on HRD climate and methodology is presented. The review is largely comprised to be published and unpublished works in India on the subject. This is followed by a discussion of the present study. The counters of enquiry and the various dimensions it purports to cover are outlined. The research design, methodology, sample frame and data collection were also discussed in detail.

In the field of management sciences, 1980s can be called as a decade of computers and HRD. 1990s are likely to continue to be decade of new technologies in every field including human resources. (IGNOU, 1992:5). It is well recognized everywhere that human competency development is an essential pre-requisite for any growth or development any organization. HRD, therefore, should be a continuous process in the organizations. However, the nature of capabilities the organization wants to build up, the change process, size of the organization etc. They are available for organizations to develop employee competencies.

HRD has become a movement in country. Ten years age hardly any organization had HRD departments or talked about it. Today it is difficult to find organizations that employ large number of people that do not talk about HRD. Several of them even have HRD departments or HRD Managers. A few years ago HRD meant a new name for training. Today most organizations talk in terms of HRD Climate, Performance Appraisals, Potential Development, Performance Counseling, Career Development, Organization Development and the like. Thus has come to stay and become an important dimension of modern management language as well as technology. In spite of this popularization of HRD in the last few years, success experience of HRD is limited to a few organizations and many others are yet to translate their goodwill into action.

Many organizations have set up new departments known as “HRD Departments” which symbolize the recognition of importance of people’s perception and competency development. These departments have done remarkable work in attempting to find out new ways of developing employees competencies. In addition to the well known mechanism of training, experiments are being undertaken to use performance appraisals,
potential appraisals, feedback and counseling, job rotation and career development system etc.

In addition to using a variety of mechanisms to develop human competencies, organizations have started enthusing supervisors, line managers, top management, union leaders and other categories of employees to recognize their respective roles in developing their own and their subordinate’s competencies. While there is lot of progress in the field of human resource development in the last one decade, there is a lot more needed to be achieved. Last ten years efforts have largely been limited to the large size industry and profit sectors. Even here executive development was focused much more on executive development rather than workers. Service sector industry and government systems still treat HRD as synonymous with training.

Human resources are effectively deployed through appropriate human resource development practices and management of organizational culture. Human Resource is being one of the important factors productions, HRD is needed to develop competencies of individual employees through various interventions in order to be developed, and the individual should perceive that there is a climate favorable for their development. This responsibility lies with the HRD department. This has to provide a proper climate in the organization for employee development.

The HRD climate is only one of the several significant factors affecting the original effectiveness. Corporate development and organizational restructuring are designed to increase the efficiency and effectiveness of personnel through significant changes in the organizational structure. Corporate development depends on the speed of the organizational behavior and organizational behavior is affected by the behavior of the individual employees and their groups and structure. Organizational restructuring in its true sense, needs to put the people into their new roles which would impose new responsibilities and relationships on them, forcing new attitudes and behaviors to emerge as organizational people.

The whole concept of behavioral pattern of people within the organization forms an organizational climate. Organizational climate consists a system of shared actions, values
and beliefs that develops within an organization and guides the behaviors of individuals. (Bhagat, 2004),

Service focused sectors are quick to emphasize the importance of HRD in the organizational effectiveness. It provides a comprehensive and integrated approach by which an organization can achieve improved performances in the services it offers. In developed nations like U.K., Japan, and United States, the organizations have had success with human resources, which empowered employees with greater need for both timely and accurate results. This can be attributed to the successful implementation of HRD mechanisms in these enterprises.

A brief description of the scientific procedures followed in conducting this study is presented under the following headings.

1. Review of literature
2. Significance of the study
3. Need for the study
4. Objectives of the study
5. Hypothesis of the study
6. Scope of the study
7. Methodology of the study
8. Period of the study
9. Limitations of the study

The objective of this section is to review the related literature in respect of the practice of HRD in companies and its impact on the organizational performance of the companies. The end result of this review will be to identify the research gap and to formulate conceptual framework regarding the selected topic of research.

2.1 REVIEW OF LITERATURE

The studies under this section highlights HRD climate with its systems and mechanisms undertaken in the organizations, top management's role in introducing such systems, expectations in organizational improvement and effectiveness and the objectives aimed as to be achieved. Human Resource Development (HRD) encompasses the development
oriented activities of the organization. For an individual to performances the climate prevailing in the organization needs to be conducive for his development.

Many researches have been conducted on HRD climate. The result has shown that HRD climate affects the performance of the employees. Human Resources development is a framework for the expansion of human capital within an organization. Human Resources Development is a combination of training, learning and development that ensures the continual improvement and growth of both the individual and the organization. Adam Smith states, “The capacities of individuals depended on their access to education”. Kelly D, 2001 Human Resources Development is the medium that drives the process between training and learning. Human Resources Development is not a defined object, but a series of organized processes. “With a specific learning objective” (Nadler, 1984) Human Resources Development is the structure that allows for individual development, potentially satisfying the organization’s goals. The development of the individual will benefit both the individual and the organization.

The Human Resources Development framework views employees, as an asset to the enterprise whose value will enhanced by development,” its primary focus is on growth and employee development….it emphasizes developing individual potential and skills”. A successful Human Resources Development program will prepare the individual to undertake a higher level of work, “organized learning over a given period of time, to provide the possibility of performance change” (Nadler 1984).

Human Resources development can be defined simply as developing the most important section of any organization by attaining or upgrading the skills and attitudes of employees at all levels in order to maximize the effectiveness of the enterprise” (Kelly 2001)(4). The people within the organization are its human resource.

It is inferred from the literature discussed that, the studies linking climate and perception of employees was dominant. The continuous development in the field of HRD had given importance to the concept of roles in the organization (Rao and Pareek, 1981). Therefore, the trend of measuring the HRD climate, which is a core and micro component compared
to job satisfaction, has emerged. Based on these grounds, an attempt has been made in this study to explore the relationship between HRD climate and perception and development of executives in the organization.

Based on the literature-based discussions, a theoretical framework has been developed to show the relationship between employee development, HRD climate, performance and organizational effectiveness. The literature clearly leaves the gap to be researched i.e., the relation between the HRD climate and perception, development in particular. The study was carried out based on the premise that the developmental environment in the organization, the level of developmental climate that exists in the organization. In other words, it is hypothesized that there is both positive and negative correlation prevalent in the organization.

In Indian Organizations the importance of Human Resource Development has been comprehensively felt and various processes and instruments of HRD are being applied in different Organizations in the manufacturing, financial and Service sectors. Whether it is a case of SBI, LIC, GIC or Canara Bank, Indian Bank or it is a case of HMT, TISCO, TELCO, NDDB, Thermax, Hindustan Motors, the importance of HRD in managing people for results and bringing effectiveness in the field of 'Management' have been widely appreciated in all the Conferences of National HRD network.

Most researchers agree that a congenial HRD Climate is extremely important for the ultimate achievement of the organization goals. It is a phenomenon experienced by employees and often referred to by expressions like 'environment', 'atmosphere' and so on. Climate at the individual level is a summary perception of the organization’s work environment that is descriptive rather than evaluative in nature.

Another approach to climate is the cultural approach, which proposes that climate arises from inter subjectivity of members as they interact within a context established by an organization’s culture. In the Indian context, type of organization influences the culture prevalent in the organization. Since climate is an outcome of culture this study attempts to grasp the HRD climate perceptions of employees. The study explores the perceptions.
of executive engineers of middle level management from five Electricity Supply Companies of Karnataka Power Transmission Corporation Limited, on seven dimensions of HRD Climate.

Jain, Singhal and Singh (1997), Rohmetra (1998), Alphonsa (2000), Kumar and Patnaik (2002), and Mishra and Bhardwaj (2002), etc. have conducted studies on the factors to be considered for analyzing the HRD climate in various organizations. In these studies, corporate philosophy, superior-subordinate relationship, training and employee development practices, OCTAPAC culture, etc. were considered to determine the HRD climate in various organizations like public and private sector organizations, banks, educational institution.

However, the only instrument developed so far in the HRD climate questionnaire by Rao and Abraham (1986). This questionnaire measures the extent to which a developmental climate (Openings, confrontation, trust, autonomy, Proactivity, authenticity, collaboration, fairness in appraisal, need based training, risk taking guidance, development orientation in managing mistakes, helpful nature of people. Investments in employee development, creation of development opportunities etc) exists in the organization. The first version of this questionnaire had 43 items measuring 43 HRD Climate dimension and the present version has 38 items administrating this questionnaire in 1993 December First and 1985 February later in the State Bank of Patiala it was found that in 40 out of 43 dimensions HRD Climate improved (Agarwal 1986).

The HRD Climate survey conducted from Voltas Ltd., Jyothi Ltd., SBI, L&T, CGL and SBP, IOC by XLRI Centre for HRD in 1984(Rao and Abraham). From these survey of the HRD climate existing in 1984 revealed that L&T and Voltas Ltd have HRD Climate falling in high ranges (around 60%) remaining in the middle range (around 50%).

1. Koffka (1935) had suggested that individual behavior could be more understood if it was related to the behavioral environment as perceived and reacted to by the subject. At about the same time, Lewin (1935) discussed the impact of environmental factors or behavior.
2. Litwin and Stringer (1968), through their experimental studies found that a given leadership style produced a characteristic climate. This shows how we can create and alter climate in a group, and how climate can then arouse a motive appropriate for the demands.

3. Bayti (1970) has identified eight dimensions of climate and found difference in climate of rural and urban school, the open system of education and more responsive and stimulating environment lead to greater creativity in students.

4. Nakra (1971) is of the view that the public sector in India is a victim of the absence of well-defined policies and the presence of an atmosphere of suspicion, mistrust, lobbying, and patronage.

5. Sharma (1971), Rao and Mehta (1973) have worked on organizational climate in Indian Schools. They conclude that school systems have complex climates within a variety of organizational setup, which pose serious problems of measurement.

6. Sinha (1973), on the basis of his study of over 800 executives of two public and two matching private sector organizations found public sector to be inferior in terms of the following dimensions: Chances of promotion, efficiency, responsibility, social relationships, initiative and reward and working conditions. There were lesser conditions, poor leadership, ineffective in the face of external interferences, diffused reinforcement pattern etc. leading to inefficiency, lack of involvement and dissatisfaction among the executives.

7. Rao and Chattopadhyay (1974) studied a number of workers and supervisors and managers of eight small-scale industries and found no consistent differences in their perceptions of their organizations.

8. Ray (1974) compared the climates of organizations in public and private sectors as seen through the eyes of the urban cities of Delhi. The public sector, as compared to the private sector, was perceived to be less efficient because of nepotism, arbitrariness in Union-Management relations inexperienced managers lacking adequate management system and influence by government and political forces.
9. Similarly the State Bank of Patiala (SBP) also started with a HRD department in 1976. It had the objectives of developing systems for developing and harvesting the talents of people and meets the challenging expectations of the community. In the early eighties under the leadership of managing director the training system, a job-rotation programmes, team building and new performance appraisal systems were evolved. Periodic surveys of HRD climate are being conducted.

10. Krishna & Rao, (1977) surveyed the organizational and HRD climate of one of the largest engineering and manufacturing enterprises in India BHEL which shows that environment of openness follow well among middle and senior managers in the company.

11. In 1979, State Bank of India and all associate banks conducted periodic surveys on motivational climate by introducing new performance appraisal systems. The HRD efforts started by introducing a new development oriented-performance appraisal system based on adequate experimentation and orientation of all staff to the philosophy and objectives of the new system. After about 5 years of experimentation and evolution, the new appraisal system was formally introduced by the bank in 1986. The HRD development of the SBI also started working simultaneously from 1979 on job rotation, training, OD career developments, feedback and counseling and other sub systems.

12. Recently another company Jyothi Ltd. was also started with HRD function in 1980 to catalyze and facilitate individual growth and organization effectiveness. In 1982 only efforts were made by the new manager to introduce various HRD sub-systems and process conducting in-house programmes to develop competencies of individual instrument based feed back and counseling for executives, redesigning performance appraisal systems using participative processes etc were some of the HRD activity introduced. A series of OD exercised were organized to improve individual interpersonal and team effectiveness.

13. Where as the top management and Volta’s Ltd., always believed that their people are their strength. This belief has been brought to focus in the last few years through
mechanisms like performance appraisal, counseling, common policy, potential appraisal, training etc. Volta’s did not have a separate HRD department. However, HRD culture was attempted to be brought in the company in a variety of ways. In 1977 it self reviewed the reason for poor performance; the managing director identified the inadequate attention paid to the development of human resources as one of them. In order to ensure development of human resources and generate a healthy organization climate a common policy was evolved. This policy aimed at wider participation in a decision making, openings and regular flow of information.

Later Volta’s Ltd. revised their performance appraisal systems from time to time. In 1982-83 they redesigned the managerial appraisal system focusing it sharply on management development. It had the multiple objectives of strengthening managers as individual, developing them for higher level positions, strengthening working relationships, providing a basis for OD exercise and increasing accountability. Volta’s also having a strong base in training and OD.

14. Larsen and Toubro Ltd. (L&T) is probably the first organization in India to introduce an integrated ‘Human Resource Development system’ (HRDS) (Pereira, 1985:1). HRDS was initiated in the organization with the introduction of performance appraisal and feedback. To introduce HRDS, high level task force was constituted which functioned up to 1979. Prior to the introduction of HRDS, the training department of L&T was conducting a large number of training programmes along with vocational organization development (OD) exercises. These programmes were further strengthened as the new system linked training with performance appraisal and also stepped up OD exercises. HRD department in the organization has now been separated from the personnel department. Critical attributes required for the job have been identified and the organization is heading towards the establishment of potential appraisal system.

A consultant suggested that development oriented performance appraisal system may not achieve developmental objective unless accompanied by other sub systems like potential appraisal, employee counseling, career planning and development. Training and organization development. One of the most important HRD activities in L&T is its
training programmes. It has excellent in-house training facilities including well-equipped classrooms, library, films and other audio-video aids. The training programmes aim at developing technical, managerial, human and conceptual competencies both line managers and outside experts are invited to teach.

15. Later the researcher shifted to study the HRD climate in Indian Oil Corporation (IOC) where it has about 31,000 employees. A series of workshops were conducted to create a positive climate in the company for implementing HRD. A three week intensive programmes was offered for all HRD staff, about 40 workshops were conducted up to 1986 to entrance the HRD competencies.

16. The C-DOT of India focused of Human Resource Development to create a work environment and culture conducive to achievement and excellence. It emphasized on people and their competence. Hence the policies focus on the commitment to the staff numbers - liberal, positive and people sensitive personnel policies, training and development and career development and encouraged to professional competencies like creativity and innovation, initiative and self development. They implemented HRD policy to identify the development input requirement and recommend job rotation and new exposure in respect of the staff members.

The essence of the HRD climate can be well gauged from the amount of importance that is given to the development of OCTAPACE culture in the organization. The term has been coined by Professor T.V. Rao of IIMA. The OCTAPACE items characterized by the occurrence of openness, confrontation, trust, authenticity, pro-activity, autonomy, collaboration and experimentation are valued and promoted in the organizations.

The literature available on HRD climate is an evidence of the fact that a very meager amount of research has so far been carried out especially on the critical dimensions of HRD climate. Empirical studies conducted by (Kumar and Patnaik, 2002; Rohmetra, 1998; Kumar, 1997; Mishra, Dhar and Dhar, 1999; Bhardwaj, 2002; Alphonsa, 2000; Rao and Abraham, 1999) indicate that the culture of OCTAPACE values is imbibed in the culture of the many organizations to a good or moderate degree. These values help in
fostering a climate of continuous development of human resources. Eight OCTAPACE values to develop the profile of an organizational culture as discussed as under;

17. Eicher Motors Limited is a public limited company. Their philosophy has always been to continuously and openly examine issues related to Human resources, fair and firm approach to all human related issues without compromising on basic principles. Recognizing and rewarding merit/contribution. Participative approach to resolution of all worker related issues. Open door policies where workers are allowed to air grievances on all matters of the company workers are encouraged to have a strong and internal union without interference of outsiders. The company believes its employees, irrespective of staff and workmen must be researched on the basis of merit. The appraisal system is designed to encouraged staff and workers to achieve outstanding results preparing an action plan for development.

In order to achieve the objectives there was over emphasized on the behavior correction through counseling and established effective means of communication links with the employees. Sharper focus on appraisal system with a view to rewarding merit and bought the sense of achievement and pride in work. Eicher Motors Limited provided avenues of growth for workers by creating opportunities in a planned manner; also emphasized on team work and team achievement. Towards the objectives of developing Eicher Motors Limited systems provided a satisfied and uninhibited environment to the workforce, where the individual talent can blossom and individual's aspirations of self development and growth.

The company believes that its employees, irrespective of staff or workmen must be rewarded only on the basis of merit. The appraisal system is designed to encourage staff and workers to achieve outstanding results and higher targets. A review of the individual's potentials was rated based on some parameters like Job knowledge, Discipline behavior attitude and leadership. This exercise assisted in conducting a development and career plan for each individual Eicher Motors Limited group spends a considerable amount of time in discussing arriving at the individuals training needs.
Considering HRD climate as an integral part of organizational climate, Abraham (1988:49-64) has made following observation in the study on Banking Sector:

a) There is wide gap between the top management and their practice with regard to human resource development. Whereas the belief and philosophy are of ideal order, the practices of it fall below expectations. It is because the Managing Directors and General Managers are changed too frequently that they do not get sufficient time to put their beliefs into practices.

b) Banks have banked on training as mechanism for HRD. The amount invested in training institutions, training programmes and training facilities is high as compared to its effectiveness. Other mechanisms of HRD have not been fully implemented.

c) Employees see rewards for good work and welfare as ways by which organizations show interest in them. Promotions are time-bound and principally based on seniority.

d) Experimentation and initiative-taking seem to be alien practice in banks as evident from the low scores on these items. The research indicates that initiative-taking is an area to be encouraged and looked into seriously.

e) Bank employees consider job rotation as facilitator for employee development.

The results of the study conducted by the researcher are based on 38-item HRD climate questionnaire developed by Rao and Abraham.

18. Crompton Greaves Ltd (CGL) introduced new HRD system in the company in 1983 with the assistance of external consultants (Verughese, 1989: 62-69). The task force identified role analysis. Performance appraisal and counseling as those priority areas. Role analysis was conducted using role set members for senior executives. New development oriented performance appraisal system is being implemented. Experiments are being made to use in-basket exercises for potential development.

The study indicates a high degree of commitment towards HRD shown by HRD executives and top management. HRD climate diagnostic surveys are being conducted and used periodically. It was started thinking about introducing HRD systems in 1979-80.
to extension and diversification through a series of seminars by using external consultants and internal HRD department, a climate was created where managers started looking forward for HRD interventions. The top management took a decision to introduce HRD systems in a systematic way along with a high level task force of HRD. The task force identified role analysis, performance appraisal and counseling as priority areas, performance coaching, potential developments was also introduced.

19. Engineering Construction Corporation (ECC), which started in small way in 1944, merged with its parent company L & T in 1964 and came to be known as construction group of L & T (LTCG). The rapid growth of the company is manifested in the increase in jobsites from 10 to over 100 and manpower from 1200 to 2600. In order to meet the challenges offered by the environment, the organization needed to strengthen the structure, the systems and the people (Chandrashekar, 1989: 70-74). The new structure was developed taking into operations and the strategies to manage the changes. The systems strengthened included tender-monitoring, planning and scheduling, management information, personnel administration and HRD and plant & machinery function.

A greater emphasis was laid on "human factor". For this purpose OD interventions were taken up by the company in 1983. A senior management team called OD group was formed to implement the system and to focus the attention on key areas. On the advice of this OD group a new plant and equipment department was established. Role analysis and performance appraisal systems were kept on priority. A new appraisal system called 'Performance Analysis and Development System' has been developed.

20. HRD has shown a breakthrough for improving employer-employee relations climate in Eicher Good Earth (Sachdeva and Arora, 1989-94.125). They explored in detail the experiences in developing HRD system in the company. The feed back intervention was carried out, including an attitude survey to assess employer satisfaction covering 19 aspects of their jobs and organizational climate, ranging from job content and compensation to opportunities for development and union management relations. A SWOT analysis was also carried out to identify areas requiring improvement.
After discussing the results of these surveys with different levels of senior management, action steps were identified, pertaining to appraisal system, organizational communication, leadership, employee development, and welfare and job security. Various HRD mechanisms were used to improve employee relations climate including the introduction of annual employee appraisal linked with objectives and identification of employee development needs. Introduction of new communication system, re-orienting the leadership style and structure of the company in a more task oriented direction, improving team work, changing compensation structure and introducing welfare services.

21. Eisenberger, Fasolo and Davis-LaMastro (1990) found that increased performance and positive work attitudes came from those employees who perceived that the HR department is concerned about them. From a practical point of view, this suggests that Job satisfaction can be an important barometer of HRM effectiveness.

22. Peter M. Senge (1990) also explained the influence of structure on the behavior of people. According to him, people, however different, will produce similar results when placed in the same system. He perceived structure as a key factor that influences behavior.

23. Becker (1992) suggested that climate survey resulted due to need for a systematic method of collecting information on human motivation, as this is essential for effective management. National Institute of Bank Management, Pune conducted HRD climate survey for bank and revealed that HRD climate is satisfactorily perceived, and cooperation, team spirit, trust and top management’s belief in human resources have been favorably perceived. The survey suggested, re-orienting mindset of entire Bank family members towards facing the challenges posed by the turbulent environment. The top and senior management executives including chairman and Managing Director and Executive Director were exposed to a weeklong workshop at IIM, Ahmedabad in three batches, covering about 110 senior executives, which prepared them to meet the challenges of the future.

24. Dayal (1993) suggested that creation of a supportive environment is an effective alternative to foster the growth of individuals in organizations. Some of the factors
identified by him in this regard include personal desire among individuals to grow, opportunities for interaction, assimilation of experience and capability to assess one's potentialities.

25. Neelu Rohmetra (1995) studied HRD climate and satisfaction in State Bank of India (SBI) and The Jammu and Kashmir Bank Limits. (JKBL) and found that HRD climate was much higher in SBI than in JKBL. Comparative analysis of the attitudes of employees towards the prevailing development climate revealed that employees in SBI held a much favorable attitude towards the development practices than that in JKBL. Consequently, the satisfaction level of employees in SBI is higher than that in JKBL.

26. Neelu Rohmetra (1996) conducted a research on the impact of prevailing entrepreneurial culture in four Indian Commercial Banks viz. State Bank of India (SBI), Punjab National Bank (PNB), Oriental Bank of Commerce (OBC) and Dena Bank (DB). Entrepreneurial culture is the function of (i) general climate (ii) the development mechanisms (iii) the value base. The overall entrepreneurial climate for SBI has been worked out at 3.49 indicating a good degree of scope for improvement along this dimension. The entrepreneurial climate for PNB is also estimated at a moderate level implying lot of scope for improvement and in DB, entrepreneurial climate at below average level. The study establishes intimate relationship between entrepreneurial climates and level of satisfaction.

27. Kumar, (1997) an investigation into the extent of presence of HRD culture/climate/values in a post training selling and contribution of training towards the HRD/culture climate/values in a public sector organizations, using 150 executives. The conclusion of the study shows that the training has the potential to contribute to all the values of HRD climate especially the value of Proactivity.

28. Krishna and Rao, (1997) found that value of experimentation was responded favorable among middle and senior mangers. Later the researches shifted from not only analyzing the factors that contributed to the HRD climate in an organization, but also on the effect that the climate had on the effectiveness of the organization. The impact of HRD practices on organizational level outcomes has gained importance as a research
issue. In another study they surveyed the organizational and HRD climate of one of the largest engineering and manufacturing enterprise in India BHEL which shows that the value of autonomy responded poorly by employees. Later they carried out a comprehensive empirical study in BHEL, Hyderabad and found that HRD climate in the organization encouraged middle and senior managers.

29. Rohmetra, (1998) conducted study on banking sector of J & K space for determining the HRD climate and the attitudinal perceptions of 102 employees covering senior, middle and lower managerial levels and the clerical staff. The study shows that the environment is less open for employees.

30. Patel, (1999) has conducted a comparative study of 20 branches of DCCBs, using 105 employees from 10 high performing branches and 10 low performing branches were selected, found that trust recorded above average. Rohmetra, (1990) conducted study on banking sector of J & K for determining the HRD climate and the attitudinal perceptions of 102 employees covering senior, middle and lower managerial levels and the clerical staff. The study shows that there exists an intimate degree of trust and components of attitudinal perception enjoyed in the bank.

31. A study done by Rao in 1999 (Rao et al. 2001) regarding the HRD climate in 41 organizations revealed that the general climate in the organizations is average. A general indifference on the part of the employees towards their own development was found to be the reason for this. The lack of support to the employees post training is a major hurdle in applying what they had learnt. This in turn affects the career development of the employees. It was noted that the top management in most of the organizations is doing routine things. The other impediments of HRD highlighted in the study are the lack of opportunities for transfer of training skills and career development. Yet, the same study suggests that the employees in these organizations were serious about the training, the performance appraisal system was objective and the management was concerned about human resources.

32. Sharma and Purang, (2000) Survey of 27 middle level managers in the engineering sector, manufacturing primarily power sector equipment with a view to understand
relationship between value institutionalization and HRD climate. The study shows there exists a good degree of trust among middle level managers in organization.

33. **Alphonsa**, (2000) surveyed HRD climate in private hospital of Hyderabad with sample of 50 supervisors from different departments participated in present study. The crux of the study highlights that the supervisors perception about the HRD climate is satisfactory and there exists reasonably, good climate with respect to top managements belief in HRD climate.

34. **Rao, Raju and Yadav**, (2001) surveyed HRD practices in 12 Indian organizations covering financial services, consumer products, electronics, cement, tiers and automobiles which shows that employees perceived as favorable the value of autonomy.

35. **Alphonse** (2001) analyzed the HRD climate in a hospital by assessing the top management's belief in HRD, superior-subordinate relationship, personnel policies, team-spirit, employee development, training, employee initiatives and management encouragement. It reported the existence of a reasonably good climate with an average score of 3.46 in the HRD climate assessment scale. This study used the HRD Climate Scale developed by T.V. Rao.

36. **Bhardwaj, and Mishra** (2002), conducted a study with a sample of 107 senior, middle and lower level managers of private sector organization which is one of India's largest multi-business companies. Thus, on the whole, the existence of good HRD climate in the organization covered under study. The managers in general showed a favorable attitude towards HRD policies and practices of the organization. They were satisfied with the developmental policies of top management as well as happy with the prevailing HRD climate in the organization. The result showed the existence of good HRD climate in the organization. The managers were satisfied with the HRD policies and practices of the organization. Another study by Mishra and Bhardwaj (2002) reported that the managers in a private organization perceived the HRD climate as favorable. The top management's commitment to HRD, integrated HRD system, well defined personal policies and culture of openness are listed to be the strengths of HRD in that organization.
37. **Kumar and Patnaik**, (2002) have conducted a study on 135 postgraduate teachers (112 male and 23 female) of JNV six from all parts of the country to find the relationship between HRD climate, job satisfaction, attitude towards work, and role efficiency. The value of confrontation responded good among teachers. HRD climate had a positive association with job satisfaction, attitude and role efficacy.

38. **Venkateswaran**, (2002) made a study in a public sector undertaking in India and found that, to a large extent, a favorable HRD climate was prevalent in the organization.

39. **Salokhe** (2002) has conducted a study of the HRD climate in selected banks in the Kolhapur district of Maharashtra. It revealed the existence of a remarkably good HRD climate in the scheduled, co-operative and public sector banks there. There was no substantial variation in the perception of HRD climates across the different cadres of employees.

40. **Priyadarshini and Venkatapathy**, (2004) have conducted a comparative study on collaboration of 20 leading banking Industries in India. Hence, from a total of 324 responses, 200 complete responses were collected from 20 banks. The study highlight that employees have a strong feeling of belongingness and there is sense of equality with common facilities provided to the employees. **Mishra** (2002) in their empirical study found that the HRD climate among private sector managers on the states of collaboration in their organization was perceived above average. **Sarathi and Rao** (1988) in their HRD experiences in BHEL found that collaboration exists good among the employees in organization under collaboration the superior and subordinate working together.

41. While describing the HRD in Indian organizations, **Gupta** (2004) concluded that the focus of HRD in Indian organizations is on the development of the competencies of people. It also emphasizes the development of an organizational climate that would facilitate and sustain the process of employee development and commitment.

42. **Mufeed** (2005) in his empirical study of the HRD climate in Hospitals found that the value of authenticity had been well developed and signified Cohesion and trust in employees their personal relationship. **Mishra and Dhar** (1999) have conducted a study
on 200 middle level managers of manufacturing (Pharmaceutical) and service (Banking) companies which show that the value of authenticity was recorded average.

43. Sampath & Kalpana, (2005) conducted a study and found that to a large extent organizations where knowledge workers work enjoy a ‘good’ HRD Climate. The strengths of the HRD Climate emerges from the organization’s belief that the human factor is a critical factor and need commitment to development, team spirit, helpfulness and providing training on skills and knowledge. The result indicated the presence of psychological climate conducive for development.

44. Mufeed (2006) has conducted study in hospital as stated earlier found the value of experimentation has been discouraged. They never encourage potential employees by sharing of their new ideas and suggestions. Keeping in view the paramount importance of managing people at work places effectively, the present study focused on the need for promoting favorable OCTAPACE culture in organizations irrespective of their size and nature of control. Despite the fact that the field has been quite fertile for researchers, not many comprehensive studies have been conducted to examine the need for implementation OCTAPACE value system among the employees across the hierarchies in the Indian industries in general and Tourism sector in particular. In order to fill the research reported gap, the present study has been undertaken in the Tourism sector in J &K State, where hardly any such research work has even been attempted so far keeping in view of the present identified research objectives.

On the same analogy Mufeed (2006) has conducted comprehensive in one of the study major hospitals of the Jammu and Kashmir namely Shri-Kashmir Institute of Medical Sciences (SKIMS) about perception of medical staff towards HRD climate in the said hospital. The result of the study shows the existing HRD climate in the hospitals to a large extent is significantly poor. The study also shows that HRD in organization uses various instruments like performance appraisal system, training, promotion, rewards, organizational development and counseling etc., to create a climate conducive to achieve organizational efficiency and effectiveness.
45. Mufeed & Gurkoo, (2006) attempted to study whole gamut of HRD climate in universities and other equivalent higher level academic institutions by eliciting employee perceptions on HRD climate for which the University of Kashmir, Srinagar is selected as the main focal point of study.

46. Mufeed & Gurkoo (2007) have conducted comparative study in Universities of Jammu & Kashmir with sample of 521 employees about perception of teaching & non-teaching staff towards HRD climate in universities found the value of pro-activity as unfavorable. Mishra, Dhar and Dhar, (1999) have conducted a study on 200 middle level managers of manufacturing (Pharmaceutical) and service (Banking) companies indicate good value of pro-activity in the banks.

47. Banu (2007) conducted study in public sector Cement Corporation in Tamil Nadu and found that sound HRD Climate is necessary for the success of the public sector undertakings.

48. Srimannarayana M, (2007) conducted a study in local bank of Dubai and found that a good HRD climate was prevalent in the organization. He found out the differences in the perception of employees regarding the HRD climate on the basis of demographic variables.

49. P.N. Singh, (1990) in his “Developing and Managing Human Resources” on special human resources” in India, says that seven behaviors based indicators are constituted to form a new Human Resource Information System to indicate the health of the organization.

\( a \) Pycopancy Index: Dissent in present day organization is not only discouraged but also “curbed.” Those who matter do not seem to realize that ‘Yes-men’ contribute little in making an organization great. Therefore, a high level of sycophancy should serve as a warning to the management.

\( b \) Self-Development Index: All development is self-development. The strength of an organization will partly depend on how serious its employees are about their own development. Factors like how many employees are attending courses, how many books they are reading etc., will be the index.
(c) **Boredom Index:** Any employee either newly recruited or posted to a new assignment goes through the following stages: Anxiety Period, Competence Building Period, Confidence Building Period, and Boredom Period.

(d) **Leadership Index:** Productivity etc., depend to a great extent on the quality of leadership at different hierarchy levels of the organization. Therefore, better the leadership and better the climate.

(e) **Creativity Index:** In a modern and changing environment one has to be creative to cope with competition from outside.

(f) **Executive Stress Index:** Since executives play a crucial role in achievement of goals, stress for a short period may be functional. The executive stress index could be gauged from the number of key executives suffering from high blood pressure etc. Therefore, less the stress, better the achievement.

(g) **Parochialism Index:** Lastly, it is stated that organizations will do very well if this index is lower and vice-versa. This depends on the performance of cosmopolitan team. Last two are not directly affected by technology, and are known as “Technology Independent.”

The supremacy of human element and urgency of creating a learning organization through development of organizational capabilities all the times, make out a strong case for the evaluation of HRD climate in organizations.

Various studies reveal that the HRD climate contributes to the organization’s overall health and self-reviewing capabilities which in turn increase the capabilities of individual, dyads, team and the entire organizations.

50. Another study on HRD climate was conducted by **KPS Venkateswaran, (2008)** his study was conducted in a large public sector undertaking in an engineering industry with multiple manufacturing locations in Karnataka with the corporate office located at Bangalore. The organization competed with public sector located in Karnataka. The organisation competed with private sector gains in the same industry. It is one of the few
public sectors undertaking which has been consistency making profit and in which government has divested part of the holding to the investing public.

51. V.K. Jain and K.C. Singhal, (2008) have conducted a study on HRD climate in BHEL. The study takes into account top management executives view to consider HRD climate in BHEL. Top management in any organization is entrusted with the task of policy formulation and general management; developing people as future executives by appraising and developing their potentials and developing and improving organizations productivity, efficiency and effectiveness through planned organizational change.

Based on the above review of literature, it can be generalized that the seven dimensions of HRD climate include: Top management belief in HRD, Superior-subordinate relationship, Personnel Policies, Team Spirit, Employee Development, Training, and Organisation Contributions towards employee developmental activities have been taken into account to study variances of HRD climate on account of these dimensions. The effect of personal factors on HRD climate has also been studied. In the whole, the study was conducted to answer following questions:

a) Are there any relationship between superior subordinate and the impact of HRD climate?

b) What is relative contribution of these factors, when combined together to HRD climate?

c) How much variance in HRD climate is accounted for by the best linear combination of personal data and HRD factors respectively?

52. In addition to these above, Steel Authority of India Limited (SAIL) is the biggest industrial company with assets worth Rs.6000 crores and employees numbering 2, 50,000 found a diagnostic efforts to create image for better and have impacted on the country's economy. New chairman initiated a series of internal discussions involving a large number of executives to reflect and work out priorities to identify the human resources - which included the improvements in work culture, capacity utilization, productivity, control and cost and customer services – work culture was sought to be improved through team work, in formation sharing, job-enrichment, discipline, operational consistency and
2.2 Critical assessment of the literature

The present review of literature on HRD climate carried out as a part of on-going research has identified certain issues which have not been satisfactorily addressed. These issues can be regarded as inadequacies and they offer scope for further research and exploration. The resource requirement for completed HRD climate project needs to be carefully established for small and medium scale enterprises. These organizations which are normally tight in budget cannot afford to venture on human resources. Therefore, any commitment towards HRD climate has to be justified in terms of assured contributions. No doubt, HRD climate is a wonderful factor for improvement, assuring success as proved by the rich literature cited in the thesis.

This literature review is expected to stimulate further exploration on the topic to create HRD climate a powerful tool in power Supply Company’s management. Results of this study suggested that in effectively implementing HRD practices, training efforts, the professionals responsible for such initiatives and encouragement should be concerned with the following; securing top management support, reinforcing the policies of the organization developed from the training in the performance appraisal process and including the key supervisory levels in all quality training endeavours.

A new performance appraisal system was designed with identified developmental needs and counsel poor performance to help them develop. It provided support for the development aspects such as identification of strengths and weakness, training and development job rotation and enrichment and performance planning and review.

2.3 SIGNIFICANCE OF THE STUDY

The KPTCL is facing several managerial problems. Firstly due to lack of scientific man power planning, it has procured number employees at the all levels than its requirements. Secondly, due to lack of proper training to the personnel in their field they are not able to perform satisfactorily. Thirdly. The top management belief in HRD and the climate. Fourthly, due to lack of personnel policies in the organisation.
Despite the best efforts of the senior level officials and employees, the corporation is decided as loosing public interests, because of some exogenous facts beyond control. This is gross injustice to an organisation, which is striving hard and achieving efficiency in its operations of services. Hence this stupendous issue deserves to be probed into in a detailed way so as to arrive at and identify the measures required for the strengthening this organisation for the overall good of the people and the State of Karnataka. The emphasizes on improving employees satisfaction in KPTCL, better jobs and higher service is needed.

The importance of Human Resource Development for service industry is increasingly being realized. There is a need to mobilize the human resource with the purpose to enable them to participate in the task of organizational effective development and nation building. Mobilization would include the need to develop the human resource, their skills, knowledge, attitudes, so that they can achieve competently the pre-determined goals. Having equal importance, however, is the quality of staff training, which is often relatively neglected during the early stages of service sector development. Electricity supply is basically being a service business; a developing destination must take the necessary steps to build a pool of efficient trained people to fill various jobs, which will be created subsequently.

A variety of jobs will have to be created to look after and manage power supply services. Special attention has to be given to the needs of manpower and personnel development and rendered the services for the various professions. Special care has to be taken to ensure that there is expansion of facilities and services.

In case of a developing country, it will also be appropriate to study at this stage the volume of manpower required for activities complementary to accommodation industry in general and service sector particular.

a) In spite of having a lot of potentials India’s share is relatively small in volume about servicing. The greatest thrust to servicing will come through human resource development in our country. We would have skilled persons to handle this industry right from the bottom level employees to executive level.
b) While planning for human resources development, programmes should be established to screen and train prospective employees so that they could acquire both attitudinal as well as technical skills. Attitudinal characteristics contribute to an employee’s success in service position and include pride, flexibility, adaptability and judgment. Technical skills required for equipment operation and maintenance, financial management, and personnel management etc.

The study emphasis on HRD climate and theory has been in the lime light since the inception of the concept. In the theoretical description there has been a consequential notice in the dynamic and post development changes. Therefore the performance-focused companies are quick to emphasize the important role of employees in the organizational process. This effort provides a comprehensive and integrated approach by which an organization can achieve improved performance in the services.

The performance is fundamental in the ever-changing competitive environment for services. Major corporations include perception in their strategic planning. Development climate of employees has been the major factor in the success of Japanese products particularly in automotive and electronic and infrastructure market. In the service industry also the superior performance is a winning corporate strategy.

The second major area for understanding significant need of HRD climate is a continuous focused on performance, development, involvement, top management styles etc., of internal employees. There has been paradigm shift on the competence-based performance for employees for the success of Human Resource developments.

It is understood that the presence and practice of HRD can be significantly enhanced through two broad approaches namely production oriented and human resources oriented. This has already been achieved in production with help of sophisticated technology while the human resources contribution – for Human resource development achieved is far below the expected level. These observations make significance to undertake this study.

Several Indian organisations conducted survey in their organisations, the data collected from various respondents. It is interesting to note that the average extent of climate
prevailing in those organisations about 54% which is rather low. State Bank Patiala makes periodic review of HRD climate (Agarwal 1995) various studies indicates the introduction and development of HRD program in Indian organisations including Larsen & turbo Ltd. (Pereira 1985) etc, they have attempted to crystallise the factors that influence determine climate. The factors that influence of determine climate the present study is similar to previous study.

The research question fits within the performance paradigm of HRD. According to Weinberger (1998) the performance paradigm of HRD holds that the purpose of HRD is to advance the mission of the organizational system. HRD efforts have to improve the capabilities of individual working in the organisation and improving the organizational effectiveness in which they perform their work.

Kaplan and Norton (1996) suggest two categories of performance measures: the so-called drivers and outcomes. Outcomes measures the effectiveness or efficiency relative to core outputs of the system, sub-system, process or individual, whereas drivers measures elements of performance that are expected to sustain or increase system, sub-system, process, or individual ability and capacity to be unique for particular performance systems (Holton, 2000). Their theory fits well into the theory of HRD effectiveness, where HRD effectiveness is conceived as the goals and objectives are achieved. (Wognum, 1999).

This theory points as well to a means-goals ordering between the ultimate criteria and the supportive, effectiveness is enhancing criteria. The HRD effects can be seen as ultimate criteria of HRD effectiveness, such as the HRD process itself, resource acquisition, adaptability to the environment, or the ability, satisfaction and motivation of employees, are seen as effectiveness enhancing criteria (Scheerens & Bosker, 1997; Wognum, 1999), just like Kaplan and Norton’s performance drivers.

Literature indicates a number of contextual characteristics exerting influence on organizational effectiveness. Considering the HRD perspective, those characteristics refer to the HRD functions, which are usually shaped into an HRD department, and the organizational context in which the function is embedded (Mintzberg, 1993; Tjepkema &
Wognum, 1999). This environment can be divided into two parts: the company in which
the HRD function is embedded, and the company’s external environment the so-called
macro-environment.

2.4 NEED FOR THE STUDY
The present study is aimed to understand the HRD climate and Effectiveness in one of
the most pioneering and fast growing power transmission companies of Karnataka i.e.,
Karnataka Power Transmission Corporation Limited(KPTCL). Within the corporation
limited all Electricity Supply Companies (ESCOMS) has been chosen as sample
organization for the purposes of the study. Evidently this company is mainly vested with
the functions of Transmission and Distribution of power in the entire State of Karnataka.
It operates under a license issued by Karnataka Electricity Regulatory Commission
(KERC).

KPTCL purchases power from Karnataka Power Corporation Limited (KPCL), which
generates and operates major power generating projects in the state consisting of Hydel.
Thermal and other sources. KPTCL purchases power from KPC at the rate fixed by the
State Govt. from time to time. Government vide order No. 69 BSR 2001 Bangalore, dated
15/02/2002 has unbundled KPTCL and formed four distribution companies. Consequent
to this the function of distribution of power has been totally separated from KPTCL.

KPTCL is now vested with the responsibility of transmitting power all over the State and
construction and maintenance of Stations and lines of 66KV and above. KPTCL will
purchase power from various power producers and sell it to the distribution companies.
The organisation competes with many other public sector companies in the same
industry. It is one of the public sectors undertaking which has consistency in making
profits.
As a part of the reforms, the power distribution sector was further divided into 5
companies viz. Bangalore Electricity Supply Company Limited-BESCOM; Hubli
Electricity Supply Company Limited-HESCOM; Mangalore Electricity Supply Company
Limited–MESCOM; Gulbarga Electricity Supply Company Limited–GESCOM and
CESCOM; Chamundeswari Electricity Company limited. These companies came into
existence from 1st June 2002. The analysis covered various aspects such as top management belief in HRD, superior-subordinate relationship, personnel policies, employee development, training and development, team spirit and contributions of organization towards development activities of the employees etc which have a bearing on the success and effectiveness of organization through HRD.

2.5 OBJECTIVES OF THE STUDY

Considering the significance of HRD climate, the perception, and developmental climate of employees prevailing in the organizations the following objectives are laid down;

1. To study the nature of HRD climate prevailing in the Electricity Supply companies of Karnataka Power Transmission Corporation Ltd (KPTCL). viz, BESCOM, MESCOM, HESCOM, GESCOM and CESCOM.
2. To determine the significant factors influencing on HRD climate for organizational effectiveness in Electricity Supply Companies of (KPTCL) Karnataka Power Transmission Corporation Ltd.
3. To know the perception of employees about Electricity Supply Companies and the developmental climate in their organization.
4. To assess the level of contributions of organization towards developmental climate of their employees.
5. To provide suitable suggestions for promoting the organizational effectiveness based on the study results.

Due to innovative management practices and competitive performances in the power transmission sectors and processes, the study is directed towards identifying the problems and practices of HRD climate and its effectiveness in KPTCL. Another important aim of this study is application of different components of HRD as mentioned below. In auditioned to above, the study attempts to suggest and recommend suitable measures in HRD climate for effectiveness of the organization for better results.
2.6 HYPOTHESIS

In consonance with the above objectives, the following hypothesis is formulated for testing:

H1<sub>N</sub>: There is no relation between HR climate and organization effectiveness

H1<sub>A</sub>: There is relation between HR climate and organization effectiveness

H2<sub>N</sub>: There is no impact of HR climate on organization effectiveness

H2<sub>A</sub>: There is impact of HR climate on organization effectiveness

H3<sub>N</sub>: There is statistically significant difference on HR Climate between various Electric Supply companies in Karnataka

H3<sub>A</sub>: There is statistically significant difference on HR Climate between various Electric Supply companies in Karnataka

H4<sub>N</sub>: There is no statistically significant difference on Organization effectiveness between various Electric Supply companies in Karnataka

H4<sub>A</sub>: There is statistically significant difference on Organization effectiveness between various Electric Supply companies in Karnataka

2.7 SCOPE OF THE STUDY

The scope of present study is confined to public sector electricity supply companies of KPTCL five divisions in Karnataka. This study covers the entire companies in overall manner. However for the purpose of detailed examination in vast level developments are taken from (BESCOM) Bangalore Electricity Supply Company, (MESCOM) Mangalore Electricity Supply Company, (HESCOM) Hubli Electricity Supply Company, (GESCOM) Gulbarga Electricity Supply Company and (CESCOM) Chamundeswari Electricity Supply Company, are ahead in implementation of HRD programs.

To evaluate the perceptions and influences on development in a public power transmission company and to drawn up the conclusion on the relevance of the study focused on the areas of developmental climate. Many of the comments and lessons learnt may be used as the background for recommendation of future work.
The scope of the study is further extended to understand the performances under observation of employees on the effectiveness in Karnataka Power Transmission Corporation Limited.

**Exhibit-2.1. various dimensions of HRD climate used for the study**

<table>
<thead>
<tr>
<th>Sl.No.</th>
<th>Dimensions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Top management belief in HRD</td>
</tr>
<tr>
<td>2</td>
<td>Superior-subordinate relationship</td>
</tr>
<tr>
<td>3</td>
<td>Personnel Policies</td>
</tr>
<tr>
<td>4</td>
<td>Team Spirit</td>
</tr>
<tr>
<td>5</td>
<td>Employee Development</td>
</tr>
<tr>
<td>6</td>
<td>Training and development</td>
</tr>
<tr>
<td>7</td>
<td>Organisation Contributions</td>
</tr>
</tbody>
</table>

2.8 METHODOLOGY OF THE STUDY

Research design used for the study is pre-experimental survey research design includes surveys and fact finding enquires of different kind which helps the researchers to describe the present situation that makes the analysis of the HRD climate for the employees easily and helps to reach the objectives.

Using the questionnaire developed by XLRI, (Rao & Abraham 1986). The present study was conducted in Karnataka Power Transmission Corporation Limited (KPTCL)-Karnataka, to find out the extent of HRD climate and its effectiveness prevailing in the corporation limited. The information was collected from 246 respondents working in 5 Electricity Supply Companies (ESCOMS) of KPTCL. The information was collected during May-20097-July 2011. The questionnaires were given to the employees randomly, taking into consideration of their availability and interest to respond the questionnaire.

The 38 items included in the questionnaire was grouped into 7 dimensions such as Top Management’s belief in HRD, Superior-Subordinate Relationship, Personnel Policies, Team Spirit, Employee Development, Training, Employee Initiatives and Management
encouragement was computed. Since the questionnaire used a five-point scale (almost always true, mostly true, some times true, rarely true and not at all true), average scores of 3 and around indicate a moderate tendency on that dimension existing in that organization. Scores around 4 indicate a fairly good degree of that dimension existing in the organization as below.

**Exhibit-2.2 Items in dimensions**

<table>
<thead>
<tr>
<th><strong>SL.No</strong></th>
<th><strong>Dimensions</strong></th>
<th><strong>Variable</strong></th>
<th><strong>Group of items</strong></th>
<th><strong>No. of items</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Top management Belief in HRD</td>
<td></td>
<td>q1,q2,q5,q6,q13</td>
<td>05</td>
</tr>
<tr>
<td>2</td>
<td>Superior-Subordinate Relationship</td>
<td></td>
<td>q10,q12,q16,q20,q22, q23,q29,q31,q34 &amp; q35</td>
<td>10</td>
</tr>
<tr>
<td>3</td>
<td>Personnel Policies</td>
<td>Independent Variables</td>
<td>q4</td>
<td>01</td>
</tr>
<tr>
<td>4</td>
<td>Team Spirit</td>
<td></td>
<td>q9,q18,q27 &amp; q35</td>
<td>03</td>
</tr>
<tr>
<td>5</td>
<td>Employees Development Climate</td>
<td></td>
<td>q3,q7,q8,q11,q17,q21, q22,q32,q36 &amp; q38</td>
<td>10</td>
</tr>
<tr>
<td>6</td>
<td>Training</td>
<td></td>
<td>q24,q25 &amp; q26</td>
<td>03</td>
</tr>
<tr>
<td>7</td>
<td>Contributions of Organizations</td>
<td>Dependent Variable</td>
<td>q14,q15,q19,q30 &amp; q37</td>
<td>05</td>
</tr>
</tbody>
</table>

Source: Items of questionnaire grouped into dimensions for study.

To achieve the said objectives this study is directed to identify various sources of data and information in a systematic and scientific way. The data collected are processed further by using certain statistical techniques to bring out reasonable and logical interpretation and conclusions.

### 2.8.1 Sources of Data

Generally two types of data sources are available for any kind of research. Utilisation of either one or both the sources is decided based on the nature of the study. With an objective of taking advantage from both the sources have been extensively used in the study. The primary sources of data are collected afresh and for the first time to retain originality and significance in the study. The proposed case study depends heavily on this source. However certain crucial inputs are also taken from the secondary sources of data that have already been collected and documented by the company.
2.8.2 Primary data

With respect to primary data collection the sources from the middle level management executives are the respondents like SEs, AEEs, EE, AE and JE of various electricity supply companies of Karnataka Power Transmission Corporation Limited, Karnataka, India. Predetermined structured questionnaires having various statements and different components of the questionnaires also contain a uniformly maintained 5-point Likert scale with options ranging from ‘Almost always True to ‘Not at all true’ has been applied for each statement in ensure accuracy and preciseness of responses. In addition the questionnaires contain statements on other crucial aspects of human resource development practice.

2.8.3 Secondary data

For collection of review of literature and secondary published data and information the libraries of Sri Siddhartha Institute of Technology, Siddaganga Institute Management Studies, Tumkur, Sri Krishnadevaraya University, Anantapur, Indian Institute of Management, Indian institute of Science, Bangalore, Bangalore University and other host of research institutions dealing with studies on HRD climate were visited. This was in addition to reading various related journals, reports, newsletters, circulars, manuals and other documents published by the Karnataka Power Transmission Corporation Limited, Karnataka. The secondary data were also collected from company’s internal records, projects, text books, and internet.

2.8.4 Collection of Data

With regard to primary data collection the HRD professional or Engineer who is heading the implementation of HRD practices in each of the company is contacted either directly or indirectly during the study. Middle level employees were contacted over phone aiming at having an agreement to answer the survey. They were determined as the most appropriate respondents because they are familiar with HRD climate as well as company outcomes.
2.8.5 Sampling Techniques

A sampling process is a definite plan for obtaining a sample from their population it refers to the non random based convenient sampling technique was adopted in selecting items for the sample including a sample unit, sample size. The collected data of the HRD climate from various electricity companies of Karnataka Power Transmission Corporation Limited, Karnataka, India, and a public service sector is processed, tabulated and analyzed in a systematic manner and for the data analysis various statistical tools have been used.

By using principal component of factor analysis, mean score analysis, standard deviations used to create diagrams, identify trends, and analyzes data for further analysis. In this respect some of the quality tools like bar charts are used in the present study to arrive at a qualitative result.

A bar graph is used to graphically summarize and display the distribution of a process data. An analysis was made based on the data obtained by respondents to summarize the differences between groups and within the groups. The hypothesis has also been setup for measuring significance of the effective implementation of Human Resource Development climate for initiating and developing efficiency of the employees for which appropriate statistical test are employed such as ‘F’ test and probability values finally conclusion is drawn.

For the purpose of the study the sampling techniques were performed. The research does not necessarily have to involve samples of 1000 to 2000 people (Martyn Denscombe) (1999). Instead research involving a sample size of between 30 and 250 cases is adequate.

2.8.6 Sample Size

A sample size of 246 middle level management employees has been collected from all the five electricity supply companies of KPTCL as shown below.

<table>
<thead>
<tr>
<th>Sample Sizes and entity names</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organization</td>
</tr>
<tr>
<td>N</td>
</tr>
</tbody>
</table>

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2.8.7 Design of Questionnaire

The questionnaire based on literatures and the typology of Rao and Abraham (1986) was used to determine the developmental climate prevalent in different organizations. Considering the objectives and scope of the study, a survey approach was employed to conduct the research. The questionnaire used in this study consisted of four parts: The nature of HRD climate prevalent in organization for executives, Employees perceptual differences, significant factors for development, and contribution of organization towards developmental activities of employees and the supporting HRD systems including performance appraisal, training, reward systems, potential developments, Job-rotation, career planning etc. The instrument had 38 items, all in the five-point likert scale techniques ranging from 5(almost always true), 4(mostly true), 3(sometime true), 2(rarely true) and 1(not at all true).

The survey was administered through both direct interview and an instrument consisting of three mailings. A cover letter explaining the purpose of the study, a questionnaire, and a pre-paid self-addressed envelop were sent to all respondents in the sample. Later, e-mails were sent and phone calls made to non-respondents encouraging them participating in the survey.

2.8.8 Data Analysis

The responses collected are in the form of quantitative data. These data are processed further with the help selected statistical techniques such averages, standard deviation, percentage to means, ‘F’ Test, correlations and regression analysis, and ANOVA etc, to bring out rational interpretations and conclusions. In the first stage, explained under chapter 4 & 5, the responses collected from the middle level management employee respondents on the statements mentioned, were processed by using averages, means, percentages and standard deviations.

In the second stage, the responses collected from the engineer respondents were on their views on the over all HRD climate of various thirty eight components and their impact on organisational effectiveness, significant factors influencing for developmental climate, perception differences of executives and contribution of organisation towards
developmental activities of executives in ESCOMS of Karnataka Power Transmission Corporation Limited. The respondents were asked to give their opinion on a five point Likert Scale to various statements ranging from “Almost always true” to “Not at all true” for HRD climate exists in the organisation. The quantitative responses were further processed by using weighted average mean, percentages, ‘F’ test and level of significances.

The study is also directed towards understanding the impact of each dimension on the organization and its results. Under each dimensions there are certain statements. The impact of HRD climate for organizational effectiveness can be assessed by understanding the organizational performance. Hence, in the present study on the impact of HRD climate in the ESCOMS of Karnataka Power Transmission Corporation Limited is administered among the sample respondents in the category of middles management employees. The perceptions of these categories of respondents were presented in separate tables for all the 38 statements that constitute HRD climate in the sample organization.

2.8.9 Development of scale

The tables also contain statistical techniques such as mean and standard deviations for all responses on the 5-point scale. To arrive at weighted averages for responses to each of the statements were calculated by assigning 5 points for Almost always true, 4 point for mostly true, 3 for some times true, 2 for rarely true and 1 point for not at all true. The cumulative total of scores was divided by the sample number. Further with help of data ‘F’ value the totals were calculated to find out the impact of HRD climate for organizational effectiveness in Karnataka Power Transmission Corporation Limited.

Application of ANOVA test is the appropriate test as the sample size was 246. The interpretation of ‘ANOVA’ values for each of the statements of every parameter was done with the help of hypothesis testing. H₀ and H₁ hypothesis were considered for the purpose of interpretation which is discussed, in the following pages under each of the HRD climate dimensions.
In this research study, the following design was adopted to generate a true representative samples. The study was conducted in various electricity supply companies of Karnataka Power Transmission Corporation Limited. The study considers the general information about the company. For the purpose of study the primary data has been collected for HRD climate in the organization. Owing to general constraints in covering entire population a non random based convenient sampling methods were applied in the study by putting maximum efforts to reduce negative effects in the meaning and interpretation of the study.

With regard to middle level employee respondents, out of more than 800 sample respondents selected to determine their general awareness on the existence of HRD climate in ESCOMS of Karnataka Power Transmission Corporation limited. This exercise was done because generally in the employee segment many of them are not well aware of conceptually compared to management personnel, with the HRD climate.

With this belief and understanding preliminary screening was done in the first stage of sampling with 246 respondents those who were found to be aware of the existence of HRD climate were taken to the study. In the second stage of the study, which concentrates on the significant factors influences on organisational effectiveness, In the third stage perception differences of executive respondents and in the fourth stage the contribution of organization towards the developmental activities of employees, were taken. And the impact of various HRD mechanisms has been taken up to enhance the accuracy in responses and to compare with the views of management activities towards development of employees.

Therefore, the sample size of 246 executive engineers respondents was arrived based on the results on awareness of HRD climate were considered that constitutes 31% of total employee population in the sample organisation, Karnataka Power Transmission Corporation Limited.

2.8.10 Data Collection Instrument

Multiple choice rather than open-ended questions were used in the questionnaire so that the data input could be facilitated. Some open-ended questions were used where greater
freedom of expression was required. Then, it was necessary to code the answers taking care of response non-misinterpretation. In some cases, an affinity diagram was used to group the information. Most of these answers were qualitatively analyzed, but common answers were considered in terms of frequency that companies responded. In fact, most of the analysis was based on the frequency of response, i.e. the number of companies that ticked an option.

Data is the heart of HRD climate. But collecting data alone is not enough. It must be analyzed. The data of the questionnaires were input in an electronic spreadsheet to analyze the results. Statistical analysis software used to quickly create diagrams, identify trends, run tests and analyze data for further analysis. In this respect, some of the quality tools like Bar charts are used in the present study to arrive at a qualitative result. A Bar chart is used graphically to summarize and display the difference between groups of data. And a Pareto diagram is used to graphically summarize and display the relative importance of the data between the groups of data. It can be constructed by segmenting the range of data into groups.

2.9 PERIOD OF THE STUDY
The study covers a period of 4 years from 2007-08 to 2010-11, in order to draw up trends in HRD climate in ESCOMS of Karnataka Power Transmission Corporation Limited, Karnataka, India.

2.10 LIMITATIONS OF THE STUDY
The present study has the normal limitations of time, funds and other difficulties commonly inevitable for any study of this nature. Further the selection of different statements under each of the components is inconclusive. The study is also limited to five divisions of (KPTCL) Karnataka Power Transmission Corporation Limited and only certain important aspects of HRD mechanisms practiced in the Company.

This research was conducted with some constraints

1. The study was carried out with complete geographical boundaries of Karnataka, which including Bangalore, Mangalore, Hubbli, Gulburga and Mysore, i.e. the survey is limited to ESCOMS of KPTCL Karnataka.
2. The sample of respondents belongs to a single organization i.e. KPTCL. Therefore, the result of the study cannot be generalized to other organizations. Survey restricted to a large scale public power transmission sector, Karnataka.

3. The attitude of the employees changes from time to time. Hence, the result of the project may not be applicable in long run.

4. During the study, there were several problems such as unwillingness to respond and lesser co-operation from respondents due to their daily target during data collection.

5. The study suffers with common limitations such as response rate and content from the respondents, accessibility to reliable data from the organizations, time and other resource limitation.

However, all possible care was taken to make the study more meaningful, rational and reasonable so as to achieve the desired objectives.

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REFERENCES


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