CHAPTER-6

Summary of Findings, Conclusions and Suggestions

"What is to be ended must be ended in this life"
-Ravindranath Tagore
Karnataka Power Transmission Corporation Limited (KPTCL) is a registered company under the Companies Act, 1956 was incorporated on 28-7-1999 and is a company wholly owned by the Government of Karnataka with an authorized share capital of Rs. 1000 crores.

KPTCL was formed on 1-8-1999 by carving out the Transmission and Distribution functions of the erstwhile Karnataka Electricity Board. KPTCL is headed by a Chairman and Managing Director at the corporate office. He is assisted by four functional Directors. The Board of KPTCL consists of a maximum of twelve directors.

The KPTCL originated with focus on integrated corporate farming and implementation of HRD programs. and gradually developed into Electricity Supply Companies(ESCOMS), those are (BESCOM) Bangalore electricity Supply Company, (MESCOM) Mangalore Electricity Supply Company, (HESCOM) Hubli Electricity Supply Company, (GESCOM) Gulburga Electricity Supply Company The four newly formed independent distribution companies, which were registered on 30/04/2002, and another from June, 2005, i.e., CESCOM. They have started functioning w.e.f. 01/06/2002. These companies are in charge of distribution of power within their jurisdiction.

The mission of Karnataka Power Transmission Corporation Limited (KPTCL) is to ensure reliable quality power to its customers at competitive prices. The KPTCL is committed to achieving this mission through: 1) Encouraging best practices in transmission and distribution. 2) Ensuring high order maintenance of all its technical facilities. 3) Emphasizing the best standards in customer service.

To evaluate the perceptions and influences on development in a public power transmission company and draw 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.
6.1 Summary of Findings

After reviewing the proposed research, "Impact of HRD climate for organizational effectiveness in KPTCL" the following summary of findings are presented and suggestions are also offered for effective utilization of human resource in KPTCL.

❖ The highest average score is 3.90 in MESCOM and 33% of the respondents said sometimes true, which implies that the top management ensures that the employees enjoy their work.

❖ It is noticed that executives of MESCOM seems to show significant believes and perceives that human resource improves overall employees performance outcomes, Whereas, 43% of respondents said mostly true that top management believes HR is important and they have to be treated more humanly.

❖ The highest average (3.90) was shown among MESCOM which reflects that executives and co-employees have played a significant role in the development of their juniors. And 43% of respondents said sometimes true that their development is seen as an important part of their job.

❖ The highest scores 4.11 in MESCOM reflected maximum employee development through well defined Personnel Policies. However, 40% of the respondents said mostly true that personnel policies facilitate employee development. The lowest average score was 3.03 among CESCZOM which implies the need for revised policy for better employee development.

❖ The highest average score is 4.11 in HESCOM and 33% of the respondents said sometimes true that the top management is willing to invest a considerable part of its time and other resources to ensure the development of employees. The lowest average score is 3.08 in CESCZOM indicates the need for more consideration by investing some HR by involving their employees to system and removing the barriers to the performance.
❖ The highest average score in MESCOM (3.98) indicates that the senior officers/executives of this organization have shown more interest to junior professional probably from identifying their own needs and also reaching out to gain assistance with them. And 33% of the respondents said mostly true that the senior officers take active interest in their juniors and help them learn their job. The lowest average score in BESCOM (2.88) may need to show more focus in showing more active interest to help their juniors with their expertise and experience.

❖ The highest average score was noticed among MESCOM with the value of 3.31 and the lowest average score being 3.05 among CESCOM, this indicate that they may need to aim at building capacity through various training or standardize requirement for an individual to properly perform a specific job. 46% of the respondents said sometimes true that people lacking competence are helped to acquire competence rather than being left unattended.

❖ It is noticed that employees of HESCOM seems show significant believes that employee behavior can be changed and people can be developed at any stage of their life, Whereas, CESCOM showed the lowest average score of 3.05, this indicates that they may need to show more faith on its employees capabilities. And 35% of respondents said sometimes true that managers believe that employee’s behavior can be changed and people can be developed at any stage of their life.

❖ The highest average score 3.75 in GESCOM and 3.74 in HESCOM suggests that the employees of these organization seems to show more effective working relationship by showing more trust and helping each other. Whereas, 38% and 38% of respondents showed that the sometimes true and mostly true that the people are helpful to each other in their organization.

❖ The highest average score of 3.49 among HESCOM depicts that the employees have been more informal and feel that they are able to rely upon another person while sharing their personal problems with their supervisors which would help to
work as a team. 39% of respondents said sometimes true that employees are very informal and do not hesitate to discuss the personal problems with their superiors. The lowest average score is 2.84 among BESCOM.

❖ HESCOM shows the highest average score of 3.74, which implies that the working conditions determining the psychological climate seems to be more conducive to productivity. Whereas, 47% of respondents said sometimes true that the psychological climate in their organization is very conducive for any employees interested in developing himself by acquiring new knowledge and skills. The lowest average score is 2.91 among GESCOM.

❖ The highest average score of 4.37 among HESCOM depicts that the seniors of have been more supportive which would enable more confidence in their juniors mind. However, 35% of respondents said mostly true that seniors guide their juniors and prepare them for future responsibilities/roles they are likely to take up. The lowest average score is 3.19 among BESCOM.

❖ The score of 3.65 is noticed that an executive of MESCOM seems to show significant believes that HR is important and they have to be treated more humanly. Whereas CESCOM showed the lowest average score of 3.27. But 32% of respondents said mostly true that the top management of the organization makes effort to identify and utilize the potential of the employees.

❖ The highest average score in GESCOM (3.91) which indicates that promotion decisions in this organization are done basis of the suitability of the promotees rather than on favoritism. But 38% of respondents said mostly true that promotion decisions are based on the suitability of the promotee rather than on favoritism. The lowest average score is 2.60 (HESCOM), this indicate the need to be sensitive and aim to make decisions probably through using various methods or tools like internal job posting available in the office or through using various tools for assessment to come out with the appropriate decision making.
The highest average score is 3.59 in GESCOM and the lowest average score in 2.86. And 33% of respondents said sometimes true that there are mechanisms in the organization to reward any good works done or contribution made by employees. This indicates that objective mechanism would be necessary to give equal importance and also appreciate the performance or contribution made by employees for significant development of organization climate.

The highest average score is 3.78 among GESCOM, and 34% of respondents said sometimes true that supervising officers take special care to appreciate when employees does good work, this indicates that these employees may be motivated for the good work which will also help them to handle similar situation in future. The BESCOM has reflects the lowest average score of 2.97, this indicates the need for more care by giving feedback which will enable them to be aware of the drawbacks and also remove the weakness.

The highest average score in HESCOM (3.83) which indicates that promotion decisions in this organizations have been more objective by collecting adequate information evaluating from all relevant members (superior, peer, subordinate etc) to the promote the employee as appropriate. Whereas, 37% of respondents said sometimes true that performance appraisal reports in the organization are based on objective assessment and adequate information and not on favoritism. The lowest average score is 3.08 (BESCOM).

It is observed that it is not statistically significant, the significant value being 0.21. This indicates that there is no significant difference among people of these organizations about their fixed mental impressions about each other. However, 46 % of respondents said sometimes true that employees in the organization do not have any fixed mental impression about each other.

The highest average score being 3.22 in GESCOM and the lowest average score in HESCOM is 2.51. And 41% of the respondents said sometimes true that employees are encouraged to experiment with new methods and try out creative
ideas. This indicates that the perception of the employees is being encouraged with new methods and try out creative ideas would influence their attitude towards their work.

- HESCOM and GESCOM showed the highest average score of 3.34 indicating that employees of these two organizations seem to be understood and helped by the supervisors when any employee makes mistakes rather than punishing him or discouraging him. However 41% of the respondents said sometimes true that when an employee makes a mistake his supervisor treats with understanding and helps him to learn from such mistake rather than punish or discourage him. The lowest average score is 2.69 in BESCOM, this indicates that the tendency to be supportive and generally helpful seem to lesser in this organization when compared with others.

- The highest average score of 3.66 among HESCOM depicts that the employees would have been given feedback about their weakness handling the delicate situation more carefully. The lowest average score is 2.58 in BESCOM indicating the need to deal with such situations more carefully to avoid confrontation.

- HESCOM showed the highest average score of 3.42 indicating that the employees of this organization seem to weigh the advice, suggestion or the feedback given on their behavior and tries to take it as a constructive feedback for self-development. And 39% of the respondents said sometimes true that when behavior feedback is given to employees they take seriously and use it for development.

- The lowest average score is 2.97 in GESCOM; this indicates that this type of communication may be attempted at regularly intervals rather than putting off the conversations which will not help the employees to detect their shortcomings affecting their performance. And 41% of respondents said sometimes true that weaknesses of employees are communicated to them in a non-threatening way.
The highest average score is 3.35 among MESCOM, probably this organization shows more pains to record performance of their employees to encourage their employees in putting additional effort and give training where there is a need. It is noticed that 2.41 in GESCOM which is the lowest average score among the organizations. However 37% of the respondents said rarely true that employees in the organization take pain to find out their strengths and weaknesses from their supervising officer.

MESCOM showed the highest average score of 4.38 indicating that most of employees have been taking training seriously and tried to learn from the programs for developing their competencies when they are nominated by their organization. Whereas 35% of the respondents said sometimes true that when employees are sponsored for training, they take it seriously and try to learn from the programmes they attend. HESCOM showed the lowest average score of 2.97 which reflects that they may need to show more interest and seriously when given learning opportunity.

The highest average score is 4.17 in MESCOM which implies that this organization has been more open and willingness to explore from the employee who have returned from the training. But only 30% of the respondents said mostly true that employees returning from training programmes are given opportunities to try out what they have learned. The lowest average score is 3.05 in BESCOM indicates the need to consider systematically to examine the prepared employees to implement the next level plans to demonstrate better performance.

The average score of all organization is 3.26 and it is observed that it is not statistically significant, the significant value being 0.49. This indicates that there is no significant difference in Employees who are sponsored for training programmes on the basis of genuine training needs among organizations. However 40% of the respondents said sometimes true that employees are sponsored for training programmes on the basis of genuine training needs.
It is noticed that employees of GESCOM seems to perceive and believes being closely observed with coaching or mentoring gives them guidance and also motivates them to work more effectively for example asking the supervisor about today’s priorities before beginning work. BESCOM showed the lowest average score of 3.01. And 30% of the respondents said sometimes true that employees should closely observe the performance and behavior and guide and motivate them.

The highest average score in GESCOM (3.97) indicates that the employees of this organization trust and tend to be forthright to their subordinates in discussing about their feelings without hesitance. The lowest average score in CESCOM (2.55). Whereas, 38% of the respondents said that sometimes true that people trust each other in the organization.

The average score of all organization is 3.20 and it is observed that it is not statistically significant, the significant value being 0.09. This indicates that there is no significant difference among people of these organizations discussing about the private matters or being open to their superiors. And 33% of the respondents said mostly true that employees are not afraid to express or discuss their feeling with their subordinates.

The highest average score in GESCOM (3.41) indicating that the employees of this organization seems to be encouraged to experiment new ideas demonstrating their performance improvements without even having to wait for superior’s instruction. And 32% of the respondents said sometimes true that the employees are encouraged to take initiative and do things on their own without having to wait for instruction from supervisors. The lowest average score in HESCOM (2.51) indicating they may need to be given more opportunity to encourage more for the same.

MESCOM showed the highest average score of 3.67 indicating that delegation of authority to encourage juniors to develop handling higher responsibilities has been significant in this organization. The lowest average score is 2.69 in
HESCOM. But 37% of the respondents said sometimes true that delegation of authority to encourage juniors to develop handling higher responsibilities is quite common in the organization.

❖ The highest average score is 3.91 in GESCOM indicating that the junior employees of the organization perceived the delegation of authority to be an opportunity for development. However, 41% of the respondents said sometimes true that when seniors delegate authority to juniors the juniors use it as an opportunity for development. The lowest average score is 3.06 in BESCOM; this reflects the need for every managers/supervisors of this organization to show more inclination in helping and giving opportunity in developing their junior employees.

❖ GESCOM showed the highest average score of 4.22 indicating that in this organization gives importance to team spirit programs and believes in inspiring and leading to high performance. Similarly, 41% of the respondents said mostly true that their team spirit is of high order in the organization. The lowest average score is 3.21 in GESCOM where they may need to recommend fostering team spirit.

❖ The highest average score is 4.06 in HESCOM, indicating that the employees of this organization tends to open up about their problems rather than accusing each other and may even try to look for opportunities to improve system and the relationships. But 34% of the respondents said mostly true that when problems arise, people discuss them openly and try to solve them rather than keep accusing each other behind their backs. The lowest score is 3.18 in CESCOM this implies that they may feel uncomfortable to discuss about their problem to come out with the right decision rather than look for someone to blame.

❖ The highest average score is 3.40 (MESCOM) which indicates that this organization seem to show varied opportunities to their employees by encouraging them to constantly stay in touch to help them to match their experience and interest. The lowest average score is 3.20 (GESCOM). However,
35% of the respondents said mostly true that career opportunities are pointed out to juniors by seniors in their organization.

❖ The highest average score is 3.77 in MESCOM, this implies that this company’s top management communicates their objectives and future plans at all levels making the employees help them develop and plan for future. The lowest score is 2.84 in CESCOM. And 43% of the respondents said sometimes true that the organization future plans are made known to the managerial staffs to help them develop their juniors and prepare them for the future.

❖ The highest average score is 3.78 in GESCOM indicating that this organization seems to intensely focus and perform work and also simultaneously help in enhancing their mental energy for work purposes. And 39% of the respondents said sometimes true that their organization ensures employee’s welfare to such an extent that the employees can save a lot of their mental energy for work purposes. The lowest average score is 2.66 in CESCOM which implies that they may need to involve incorporating new activities by taking break and also focusing on their work.

❖ The highest average score is 3.78 in MESCOM indicating that this organization seems to intensely focus and perform work and also simultaneously help in enhancing their mental energy for work purposes. The lowest average score is 1.46 in HESCOM which implies that they may need to involve incorporating new activities by taking break and also focusing on their work. This is also implies the need for the organizations to be open to integrate job rotation to enhance broader outlook and also seek wider organizational perspective. And only 26% of the respondents said mostly true that job rotation in the organization facilitates employee development.

❖ The highest average score is 4.00 in MESCOM indicating that the Top management of the organization seems to initiate more HRD interventions and approaches. The lowest average score is 3.05 in BESCOM which implies they may need to involve for formulation and implementation of new activities.
❖ The highest average score is 3.39 in MESCOM and the lowest average score is 2.96 in CESCOM. The results reflect that the superior – subordinate relationship has shown intermittent difference among the organizations which has showed marked difference in these organizations.

❖ The highest average score is 3.48 in MESCOM indicating that this organization has taken certain initiatives to drive employee development climate probably by improving conditions giving meaning to experience at work, positive experience are reinforced, training for employees etc. The lowest average score is 2.98 in BESCOM.

❖ The highest average score is 3.88 in MESCOM which reflects stronger influence on the employees on this organization. The lowest average score is 3.23 in BESCOM. This implies that training seemed to have determined significant difference among organizations.

❖ The highest average score is 3.58 in GESCOM indicating that this organization has taken considerable step and process to provide its members with varied HR initiatives to meet the current and future job demands. The lowest average score is 2.69 in HESCOM indicating that this organization may need to continuously provide opportunity in contributing towards the excellence of the employees.

❖ The findings obtained from correlation indicated that the seven dimensions showed significance at 1% towards the contributions of organizations. The results indicated that the human resource development practices have helped as determinants of HRD climate and quality orientation in the organizations.

❖ The dependent variable is Contributions of organizations and independent variable are predictor (Training, Personnel Policies, Team Spirit, Superior-Subordinate Relationship, Employees Development Climate, and Top Management Belief in HRD). The model summary scores reveal that R Square has .403 and that the predictors do show influence in contributions to the organizations.
6.2 Favourable and not-favourable of HRD climate

Karnataka Power Transmission Corporation limited were surveyed for their HRD climate and data was collected from 246 respondents from 5 Electricity Supply Companies and the results of which are presented here.

It is interesting to note that the average extent of climate prevalent in all 5 electricity supply companies of KPTCL is between 20%-29% is rather low. To observe which components are favourable and which are not, an item-wise analysis is conducted and results are discussed below.

The following are the items with respect to which the HRD climate is not favourable i.e., the average item-wise scores are below 30%.

a) Promotion decision are based on the suitability of the promotee rather than on favorutism [item no.14]

b) Job rotation in this organization facilitates employee development [item no.38]

The following are the items with respect to which the HRD climate is good i.e., the average item-wise scores are between 30%-40%.

a) The top management of this organization goes out of its way to make employees enjoy their work [item on.1]

b) The top management is willing to invest a considerable part of their time and other resources to ensure the development of employees [item no.5]

c) Senior officers/executives in this organization take active interest in their juniors and help them learn their job [item no.6]

d) Executives believe that employee behavior can be changed and people can be developed at any stage of their life [item no.8]

e) Executives in this organization has trust and is helpful to each other [item no.9]

f) Employee in this organization are very informal and do not hesitate to discuss their personal problems with their supervisors item no.10]

g) Seniors guide their juniors and prepare them for future responsibilities/roles they are likely to take up [item no.13]

h) The top management of this organisation makes efforts to identify and utilize the potential of the employee [item no.13]

i) There are mechanisms in this organization to reward any good work done or any contribution made by employees [item no.15]
j) When an employee does good work, his supervising officers take special care to appreciate it [item no. 16]

k) Performance appraisal reports in this organization are based on objectives assessment and adequate information and not on favoritism [item no. 17]

l) When behavior feedback is given to employees, they take it seriously and use it for development [item no. 22]

m) Employees in this organization take pains to find out their strengths and weaknesses from their supervising officers or colleagues [item no. 23]

n) When employees are sponsored for training, they take it seriously and try to learn from the programmes they attend [item no. 24]

o) Employees return from training programmes are given opportunities to try out what they have learnt [item no. 25]

p) Executive should closely observe the performance and behavior of employees and guide and motivate them [item no. 27]

q) Employees are not afraid to express or discuss their feelings with their subordinates [item no. 28]

r) Employees are encouraged to take initiative and do things on their own without having to wait for instructions from supervisors [item no. 30]

s) Delegation of authority to encourage juniors to develop handling higher responsibilities is quite common in this organization [item no. 31]

t) When problems arise, people discuss these problems openly and try to solve them rather than keep accusing each other behind the back [item no. 34]

u) Career opportunities are pointed out to juniors by senior officers in this organization [item no. 35]

v) This organization ensures employee welfare to such an extent that the employees can save a lot of their mental energy for work purpose [item no. 37]

The following are the items with respect to which the HRD climate is extremely good i.e., the average item-wise scores are above 40%.

a) The top management believes that human resources are an extremely important resource and that they have to be treated more humanly [item no. 2]

b) Executives and co-employees play a significant role in the development of their juniors [item no. 3]

c) Well defined personnel policies in the organization facilitate employee development [item no. 4]

d) People lacking competence in doing their jobs are helped to acquire competence rather than left unattended [item no. 7]
e) The psychological climate in this organization is very conducive to any employee interested in developing himself by acquiring new knowledge and skill [item no.11]

f) People in this organization do not have any fixed mental impressions about each other [item no.18]

g) Employees are encouraged to experiment with new methods and try out creative ideas [item no.19]

h) When any employee makes a mistake his supervisors treat it with understanding and help him to learn from such mistakes rather than punishing [item no.20]

i) Weaknesses of employees are communicated to them in a non-threatening way [item no.21]

j) Employees are sponsored for training programmes on the basis of genuine training needs [item no.26]

k) When seniors delegate authority to juniors the juniors use it as an opportunity for development [item no.32]

l) Team spirit is of high order in this organization [item no.33]

m) The organization’s futures plans are made known to the employees to help them develop and prepare them for future [item no.36]

6.3 Suggestions and recommendations

The responses (Table-5.10) the level of significance is(0.32) suggest that organizations may need to be open to develop new policy effecting the organizational change meeting the changes in the external environment. In addition, organizations may need to include more specific training programs improving the competency for the short term period for effective performance. Example, employee orientation, skills and technical training, coaching and counselling when necessary. (Table-5.10) the level of significance is(0.17) Hence it is suggested to improve in the following to favour the organizational development as well to individuals.

- Influence personnel policies by providing necessary inputs to the personnel department and top management.
- Keep inspiring the line executives to have a constant desire to learn and develop through external training programmes.
- Constantly plan and design new methods and systems of developing and strengthening the employee oriented developmental activities
• Monitor effectively the implementation of various HRD subsystems to maintain the good HRD climate.
• Conduct human process research organizational health surveys and renewal exercises periodically.
• Develop a HRD philosophy for the entire organization and get the top management committed to believe in HRD.
• Be aware of the organization’s social democracy and goals of the organization and direct all their HRD effort to achieve these goals.

The Impact of developmental efforts should be assessed or evaluated. The evaluation of impact of developmental efforts or training can be three levels; viz:

  a) Appreciation or endorsement level—did he/she like the programmes and its content?

  b) Learning or acquiring level—what did he/she learn or acquire?

  c) Productivity or result level—has his/her new learning contributed to certain positive results such as cutting costs, reducing waste, increasing productivity etc?

However, a major yardstick of the utility of the strategy for HRD in that when an organization needs persons at different levels, there are people available and ready to step in. These steps need suitable theoretical as well as practical training of personnel along with change of attitude at all levels.

Critical issues which are identified by the Top Management Team in different Organizations share the same concern and deal with identical problems. It is found on a survey of the Indian Organizations that in the following fields HRD has to be strengthened.

• Performance Appraisal System in the Organizations is to be modified so that the right persons are rewarded in the right manner and placed in the right posts.
• Greater emphasis is to be laid on Human Resource Development and Training.
• Communication system is to be improved.
• Motivation, morale, commitments and sense of belongingness and involvement of employees at all levels should be enhanced.

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• Greater attention is to be paid regarding development of first line supervisors, second and third line executives.

• Policies, Rules and Procedures of the organization are to be consolidated and reviewed on a consistent and recurrent basis.

6.4 Conclusions of the study

This chapter embodies the conclusions based on the data analysis and interpretation made in the previous chapters. The main focus of the present study is to understand the nature of HRD climate prevalent in the organization. The researcher also offers some important suggestions to improve the different dimensions of HRD climate.

Climate is the atmosphere that employees perceive and it is created in their organization by practices, procedures and rewards. A sound climate is the long-time proposition. HRD climate is an important key to employee’s satisfaction, motivation and performance.

The analysis leads to the conclusion that moderate HRD climate was prevailing in the organization in KPTCL. It is observed that the HRD dimensions like superior-subordinate relationship (56%), Employee development climate (53%) followed by team spirit (51%) than top management belief in HRD (44%), training and development (36%) and personnel policies (23%) which was less prevalent HRD climate.

The analysis reveals that the organizations in manufacturing sector could provide better HRD climate than power transmission and service sectors. The present study leads to the conclusion that overall HRD climate in KPTCL has improved marginally over a period of time. The general indifference on the part of employees to their own development and a good deal of lip sympathy and intellectual positivism to HRD, but no emotional investment continue to contribute to this situation. The top managements in the respective power distribution companies might therefore adopt human resource practices by investing a considerable part of their time and other resources to ensure the development of employees.
The research study indicates that a majority of the employees are not highly satisfied with the overall HRD climate, in the ESCOMS of KPTCL a public power transmission sector organization, but while considering the objectives of the study, the nature of HRD climate prevailing in organization, influencing factors on HRD climate, perceptions of employees and the contributions of organization towards employee oriented developmental activities is an evident from the analysis is quite good on the various dimensions or components of HRD climate in the organization, also seen that the human resource development is given moderate importance.

The analysis shows that, out of 38 items the mean score for any items are not identified as extra ordinarily good HRD climate. But from the overall mean score ranges from 3 to 4 which indicate that the good HRD climate present in the organization is moderately significant.

A good climate is always necessary for the employees after all it is the human resources that is the most important resource for the organization and its proper growth is very important in the organization for which a good climate is very necessary and organization has to look forward to develop a healthy climate for the development of the people. The greatest achievement of human spirit is to live up to one's and opportunities make the most of one's resources.

The management of said organizations should therefore, show the serious inclusions to provide the remedy for the aforesaid factors involved for discontent among thr employee towards the HRD climate practices and sholud be stiving much to implement the HRD climate as per the organizational objectives based on developmental approach, so as to make the HRD climate more acceptable, more workable and result oriented. Author believe the effecxtiveness of HRD climate practices of any organization irrespective of its size, nature of ownership and control depends upon overall climate and culture of an organization.Thus conducive HRD climate requires a OCTAPAC culture and participation.

In short researchers have also enormous reasons to believe that if existing HRD climate as prevalent in the present organizational settings would be utilized in the sense it is
meant and rightly perceived and implemented in the light of conclusions and policy implications, would certainly yield very good results in the area of human resource, which will give the employees the sense of belongingness and imbibe in the feeling,

To conclude, no sensible restructuring strategy can afford to undermine the importance of human resources. Also, people should support gained through effective HRD policies practices and elements of HRD climate is the only answer to ensure organizational effectiveness, and managerial excellence, deliver results & meet the challenges of uncertain future successfully. Moreover, to make the HRD system practices more acceptable and result oriented, the organization should fully assist the power transmission corporation for promoting needs based training and development by providing financial support and technical expertise.

6.5 Implications for HRD climate in the power transmission companies.

Some of the aspects that HRD functionary or HR manager should take into consideration before initiating HRD programmes in the company are given below.

❖ Conduct an HRD climate survey to assess whether a ‘developing climate’ exists in the organization.
❖ Generate a report based on the survey, abstracts of which can be submitted to the top, middle and lower levels of management.
❖ Assess the top management’s belief in and support to HRD.
❖ Develop the OCTAPAC culture.
❖ Design HRD mechanisms.

Finally, in the words of Pareek, and Rao (1982), if HRD systems are implemented well, the employees are likely to become happier, committed and enjoy their work more. In addition, there is likely to be a multiplication of the capabilities of employees thus increasing the career choices of employees. Such happier and committed employees also make their customers cheerful and happy as they improve their quality of life through economic sufficiency.
The main function of HRD in the power transmission industry is to facilitate performance improvement, measured not only in terms of effectiveness but also in terms of quality of services provided. The skill level, attitude and knowledge of the personnel play an important role in determining the effectiveness of the company. Companies have to understand that the capital and technology-considered to be the most important pillars of servicing-are replicable, but not human capital, which needs to be viewed as a valuable resource for the achievement of competitive advantage.

The primary concern of the company should be to bring in proper integration of human resource development strategies with the organization strategies. It should foster cohesive teamwork and create commitment to improve the efficiency of its human capital. More than operational skills today's servicing call for these 'soft skills' to attend the needs and requirement of the customers at the counter.

The need to adopt global best practices to service sector regulation and supervision to the domestic environment, places a premium skills and expertise of the company human resources. Human resources are to be treated indispensable because of the potential it has to activate the other factors for production of goods/services in modern organizations.

In service sector, it is being increasingly recognized as inevitable and crucial to the effective functioning of the organization. This thesis addressed three issues of HRD in the organization. Firstly, the importance of HRD in a service sectors has been presented due to the employee-intensive operations of an organization. Besides, a major portion of the budget of the companies is spent on the human resources in the form of training and other HR activities. Secondly, a model of HRD in the organization has been proposed for a better understanding of the HRD framework. Lastly, the implications for implementing HRD function in the organization have been drawn with the hope that those companies can have this function to help the employees and customers enjoy the services offered by the organization.

Top management involvement and employees empowerment is one of the most important and vital principle in overall development of the organization, because it is often assumes
to have a strong relationship with employee satisfaction. In human resource development mechanisms top management involvement in creating an HRD climate that empowers employees is very imperative. Thus, this can be achieved with top management involvement in delegation of authority to employees and giving employees opportunities to be responsible for the satisfaction quality of the work. HRD strategy brings about a turn around in corporate culture as compared to the old traditional system of management in which the top management simply give orders and the employees merely obey them.

In this study it shows that HRD objective is more effective and employee satisfaction can be better achieve if the top management are committed to empower employees to be responsible for the quality of their work and also empowerment in relation to decision making authority and process. It also shows that employees' empowerment and improved level of job satisfaction can be facilitated by top management leadership and commitment to the goal of employee satisfaction in the organization.

Team spirit is one of the essential agents to performance and success. The most important aspect of sharing a common goal is building a team spirit. Team spirit is a feeling of working together as one. Team spirit is the only ladder that can take any organization to pride, expansion and success. This emotional connection of the working group provides a deep sense of making a whole lot difference through meaningful work.

Some of the top management and employee relation building activities are:

❖ Encourage universal cooperation among team members and divide them in small groups to help them work together by supporting each other.
❖ Identify non-value-added work such as Bureaucracy, rework, and inefficiency that destroys the feeling of commitment. Involve team members into action plans and reduce useless work.
❖ Build a strong and well established relationship between the organization and customers. Involve your customers in various events, training programs and celebrations. This will help you dictate the qualities and effectiveness of your products and services in presence of huge number of people.
❖ Give autonomy to the team and keep everything as simple as possible. Don't unnecessarily complicate things. Keep the rules, regulations, systems and principles lenient.

❖ Develop a healthy environment by promoting humor and entertainment sessions. This can help release tensions and improve the power of determination. Ensure that the humors don't disguise barb among the team members.

❖ Share your cup of tea with all your team members. Tell them your real life experiences of how you crossed all obstacles and tough times to reach the place where you are. This will motivate them and help them build an even stronger organization.

❖ Avoid any kind of disagreement and miscommunication as these can lead to negative emotions and hamper the feeling of oneness.

❖ Place a visible board with applause for members and let the whole organization acknowledge the worth of team spirit.

❖ Recognize and celebrate all the significant activities and milestones reached. Try to approach all towards a positive attitude with a feeling of "we will win".

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