PREFACE

HRD is most needed in a country like India for the development of service sectors. For example, schools and colleges, universities, national level research institutions, agriculture development agents and agencies, district development agencies, health centre etc. need continuous competence development of their staff that has to act as agents of development. Development agents require a high degree of motivation and complex skills to deal with employees and influences their attitudes, habits and behavior. Unfortunately very little is being done so far apart from increasing the number of training programme, for these agents. Training programmes by themselves may have a limited impact on developing compels competencies. More serious and concerted effort is needed.

Human resource is considered as the most important and essential part of any organization. Every employee has the ability and potentiality to do remarkable jobs when they are provided with opportunities and authority to develop and utilize their potentials. In the past the development of human resource has been neglected and ignored by most of the organizations. These organizations are treating employee as instruments for accomplishment of its goals. Therefore they need to be administered and managed.

Modern organizations are apparent from changing environment like technology, business, productivity and greater emphasis lies on cutting down the cost of production improving the quality of performance, and maintaining effective and efficient leadership styles. This intern speaks of increasing the efficiency of human resources in the organization at all levels. This shows that if the organization wants to accomplish the objectives of stability, profitability and growth and to increase the organizational effectiveness in terms of development, employee’s satisfaction. It requires well developed, committed and efficient people on the job. Therefore the development of people has to be paid special attention.

Human resources are most valuable among all the resources. Potentiality and existing in the organization and most vital for the successful achievement of its objectives. The contribution they make is the intangible to attain the goals of work force. The dynamic employee can build dynamic organization and effective employee can contribute to the
effectiveness of the organization. Human resource development is a continuous process to ensure the development of employee’s competencies, dynamism, motivation and effectiveness in a systematic and planned way (Rao. 1990s). The human element is the most important factor production in which the success of every organization that depends. Moreover, it is also been tries to carry out that how the HRD climate does play its role in the establishment and the development.

We need to find a way to develop employees in order to become effective contributors to the goals of an organization, there is needed to have a clear view of what an effective contribution would like to look. The use of personal capacities can be very helpful in describing the way in which an effective employee should operate and behave, but there can be no general prescription of an effective employee. Effectiveness will differ with organizational context, and on whose perspective we are adopting.

An effective employee is a combination of personality, natural capabilities, developed skills, experience and learning. The process of enhancing an employee’s present and future effectiveness is called development. Climate is an overall feeling that conveyed by the physical layout, the way employees interact and the way members of the organization conduct themselves with outsiders.

The success and effectiveness of any organization depends to the large extent upon the capability, competence, and efficiency and developed human resources, who are the active agents, who build socio-economic organizations and carry forward corporate organizational and national development. Corporate development and organizational restructuring are designed to increase the efficiency and effectiveness of personnel through significant changes in the organizational structure.

The Nature of HRD climate has been the prerequisite of all employees in the organization. The concept has made deep route into the life of employees of various services. As an employee in the organization we are regarded as the destiny of organizations world wide. In the part of organizations, also subscribing to this fact. Various research studies and authority writings point out the employees satisfaction focus, individuals delight and trust as focal indicators for organizations’ survival and
excellence. In this premise climate is being talked and practiced today in reaching to employees and retaining them by the corporate sectors across the globe.

The emerging trends and popularization of the concept of HRD climate has been evident in the wake of reality mentioned. The creation of the HRD climate has evoked not only as a best way to maintain image but also as a status symbol to the organizations. Before reaching to this broader philosophical approach, many concepts evolved in theory and practice. To name a few, ‘Human Resource Development’ ‘Human Resource Development Practices’ and ‘Human Resource Development Systems’. Though each successive concept is an improvement over the other, HRD climate is considered to be broader and comprehensive.

The HRD climate concept was given to us by many experts in the past from different perspectives. Among them the first one who propagated HRD climate was T.V.Rao and Abraham. They proposed 7 dimensions for practicing HRD along with his popular principle.

**Human resource** enhances the **effectiveness** of the organization. We are landing on a sticky situation. We are finding ways and means of enhancing the level of human resource and thereby enhance the effectiveness of the organization. The aim is that both the individual and the organization should become effective and thereby derive benefit. This would result in the economic growth of the society. I would raise the issue whether we are getting close to mechanistic view of the human element, which could be developed and used.

To move away from such a possible criticism we have to consider that human resource development is for the benefit of both the employees and the organization. Accepting the fact that human resource development program is a reality I wish to make a point that such a program cannot exist in isolation or to the exclusion of the organization. The two are inseparable. The employee and the organization are willing partners in the program. The thesis is divided into 6 chapters. I have made each chapter short enough for readability by eschewing narrative style.
If we scan the decades of second half of 19th century we notice attitudinal changes among experts. Earlier experts were of the view that financial incentives coupled with changes in work methods were all that was needed for enhancement of performance level. Then the awareness of recognition of social factors, and a host of motivational theories for enhancement of level of performance was realized.

Today we are seriously considering human resource development. I recommend the establishment of a separate R&D department in every organization on a permanent basis. This department should have efficiency experts and psychologists who continually update knowledge in this vital area. The research is carried out by way of questionnaire so that more enhanced and appropriate data can be collected and refined data can be extracted from it in order to maintain its purity as well as to carry out the in depth knowledge of the topic. It is also been considered that the more significant issues can be extracted from the research work as well as it helps as a base for the research works to be carried out in future form of business and development. Successful implementation of a suitable Human Resource Development is crucial to the success of any organization and need to create such an atmosphere for the development of its employees.

CHAPTERISATION

The outcome of the present study is presented in the form of a thesis which is divided into the six chapters.

Chapter.1: Introduction: The first chapter presents a detailed conceptual background of the HRD climate and discusses general description of HRD climate, importance of Human Resources and HRD climate, an overview of HRD, and supporting HRD mechanisms.

Chapter.2: Research Design: Under this chapter the lay out of the research plan is mentioned which includes review of literature, scope of the study, objectives of the study, research methodology, sources of data, sampling design, data collection, statistical tools used etc., are discussed in detail.
Chapter.3: Company Profile: This chapter discusses the genesis, growth and development of the KPTCL organization in all dimensions with organizational structures. It also includes History of Electricity Industry in India, the concept of developments, implementation and evaluation of HRD by the organization.

Chapter.4: HRD climate: This chapter deals with the data analysis of different dimensions of HRD climate such as top management belief in HRD, superior-subordinate relationship, employee’s development climate, personnel policies, training and feedback, team spirit and contributions of organization towards development of employees.

Chapter.5: Organizational Effectiveness: This chapter covers the level of understanding of HRD concept by the organization through contributions for the developments of employees. Also reveals the impacts of independent variable as components of HRD climate and dependant variable as contributions of organization towards effectiveness.

Chapter.6: Summary of findings, conclusions and suggestions: The major findings of the study along with specific suggestions for implementing and strengthen the HRD climate in the organization are presented in the study.