PREFACE

An organisation's success is determined by the skills and motivation of the employees. Competent employees are the greatest assets of any organisation. Given the opportunities and by providing the right type of climate in an organisation, individuals can be helped to give full contribution to their potentials, to achieve the goals of the organisation, and thereby ensuring optimization of human resources. For this purpose a congenial HRD climate is extremely important. Thus, an optimal level of HRD Climate is essential for facilitating HRD. The study is aimed at assessing the extent of Developmental climate prevailing in Electronics Corporation of India Limited (ECIL).

Human resource development in the organisational context is a process by which the employees of an organisation are helped in a continuous, planned way to: (a) acquire or sharpen capabilities required to perform various functions associated with their present or expected future roles; (b) develop their general capabilities as individuals and discover and exploit their own inner potentials for their own and/or organisational development processes; and (c) develop an organisational culture in which supervisor-subordinate relationships, team work and collaboration among sub units are strong and contribute to the professional well-being, motivation and pride of employees[1]. The positive HRD climate renders the existing systems more effective and makes the organisations more receptive to the introduction of relevant additional system [2]. Organisations differ in the extent to which they have these tendencies. Some organisations may have some of these tendencies, some others may have only a few of these and a few may have most of these. Recognising the importance of HRD climate, Center for HRD, Xavier Labour Relations Institute (XLRI) developed 38-item HRD climate questionnaire to survey the extent to which development climate exists in organisations. These 38 items assess General
climate, OCTAPACE (Openness, Confrontation, Trust, Autonomy, Pro-action, Authenticity, Collaboration and Experimentation) culture and implementation of HRD mechanisms.

'HRD Climate' is characterised by the tendencies such as treating employees as the most important resources, perceiving that developing employees is the job of every manager, believing in the capability of employees, communicating openly, encouraging risk taking and experimentation, making efforts to help employees recognize their strengths and weaknesses, creating a general climate of trust, collaboration and autonomy, supportive personnel policies, and supportive HRD practices. An optimal level of development climate is essential for facilitating HRD activities (Rao & Abraham 1986). The top management subscribing to these values is a starting point. When a critical mass internalized these values, there emerges a conducive climate for HRD. This positive HRD climate renders the existing systems more effective and makes the organisations more receptive to the introduction of relevant additional system (Athreya 1988). A healthy HRD climate certainly bolsters the overall internal environment of the organisation, fosters employee commitment, involvement and satisfaction with the job.

HRD practices have been developed in the context of industrial change and economic development. Managers in the organisations would be confronted with the need to reorient culture, thinking and paradigms. HRD as a function and as a prime mover would need to focus on this changing and emerging role. There are very few evidences where values or organisational culture is directly linked to HRD practices of the organisation. This study attempts to examine the effect of HRD practices on organisation culture of Electronics Corporation of India Limited (ECIL), a leading Indian Public
Sector Undertaking (PSU) in Hyderabad, India. The study revealed that the human resource development practices are a strong predictor of role satisfaction and hence the organisational culture as well. There is an ample demonstration of meaningful relationship between HRD practices and role satisfaction.

The empirical study is consolidated as given below:

*Chapter — I* is primarily introductory in nature and deals with the conceptual framework of HRD, HRD Philosophy, HRD Goals, HRD Benefits, HRD Principles, HRD Mechanisms, HRD Climate – OCTAPACE Culture, HRD Audit, Role Satisfaction and its influence on HRD, HRD in India, HRD in PSUs and etc.,

*Chapter — II* deals extensively about ‘Review of Literature’ about HRD and PSUs.


*Chapter — IV* covers ‘Research Methodology’ that includes Statement of the problem, Significance of the Study, Scope of the Study & Limitations, Hypotheses, Objectives of study, Research Design and Sampling Techniques.

*Chapter — V* presents the empirical analysis of ‘HRD Climate’ using the statistical tools.

*Chapter — VI* presents the empirical analysis of ‘Role Satisfaction’ and also the relationship between ‘HRD Climate’ and ‘Role Satisfaction’ using the statistical tools.

*Chapter — VII* presents the findings, conclusions and suggestions by the researcher and also discusses the scope for the future research.