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HRD Climate in Telecommunication Industry: A Public Sector Perspective

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ABSTRACT

To survive and stand out in the new economy, the HRD climate is of fundamental substance to the Indian public sector organizations. The human resource of an organization must be best managed for its development and success. The economic development of a country can be achieved through exploration of natural resources, availability of physical and financial resources, and international aid. However, none of these factors is more significant than the efficient and committed manpower of the country. The present study investigates the status of HRD Climate that exists in the public sector of Indian Telecom Industry. A case study of BSNL has been done and the survey questionnaire technique has been employed to retrieve the responses of 125 employees working in the organization. Student t-test has been applied to examine the prevalent climate in the organization and to observe significant difference among them. Findings of the study highlights that there exist an average HRD Climate in public sector of Indian telecom industry.

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Introduction

RD Climate is extremely important for the ultimate achievement of the business 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. Dynamic and growth oriented organizations do require HRD climate to succeed in a rapidly changing environment. Organizations flourish only through the effects and competencies of their human resources. Personnel policies of the organization to provide the morale and motivation of employees, at high, but these efforts are not enough to make the organizations dynamic and lead it in new directions. Employee capabilities must continuously be acquired, sharpened and utilized. When employees use their initiative, task risk, experiment, innovate, and make things happen the organization may be said to have a 'good culture'. Even an organization that has reached its peak, has to adapt itself to the changing environment. All the organizations do require the need for processes that help to acquire and increase its capabilities for stability and renewal.

Literature Review

Rao and Abraham (1986) stated in their research paper that human resource in an organization makes it dynamic and growth oriented. The top-level managers are responsible for creating a healthy climate and providing appropriate training measures needed for the development of employees. The overall interpretation of the study was that there exists an average level of HRD climate in Organizations. Venkateswaran (1997) in a Note on Human Resource Development Climate, made a study based on the responses of 132 executives of a large PSU and concludes that early identification of human resource

potential and development of their skill represent two major tasks of human resource development. This can be achieved only when a conducive HRD climate prevails. The study found the existence of favourable HRD climate in the organization. Rohmetra (1998) studied HRD climate and satisfaction in State Bank of India (SBI) and The Jammu and Kashmir Bank Ltd. (JKB) and found that HRD climate was much higher in SBI than in JKB. 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 JKB. Consequently, the satisfaction level of employees in SBI is higher than that in JKB. Mishra and Bhardwaj (2002) examined the nature of HRD climate over the three hierarchical levels of managers in large private sector organizations located in eastern parts of India. A group of 107 managers at senior, middle, and lower levels served as sample for the study. The conclusion derived thereby was that the HRD climate prevailing in private sector organizations was good and satisfactory. Further the authors suggested that the top-level managers should be responsible enough to introduce a well-integrated sound training policy for the training and development of employees. Rodrigues (2005) opined that a well-trained and a well-educated human resource contributes directly to the development of a country and to improve the knowledge, abilities, aptitude and values of human beings organized HRD practices should be followed. Hassan et.al (2006) examined the significance of HRD practices over the employees' development climate and orientation of quality in the organization. They studied the comparative perception of HRD practices and also introspection regarding the ISO Certification to check whether it is effective in improving the HRD System in organizations or not. The findings highlights that certification of companies has a positive impact and the results could also be used by the HR practitioners and scholars

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in building management concerns and advocacy for better HRD systems and practices.

Simann rayana (2008) carried out a study to assess the extent of HRD climate prevailing in Indian organizations. A survey has been conducted upon the employees working of 42 organizations. Among those 42, 18 were in manufacturing sector, 13 were in service sector and 11 were in IT sector. A questionnaire was conducted including 38 items grouped into 3 categories of general climate, OCTAPAC culture and HRD mechanisms. He derived the conclusion that a moderate climate prevails in organizations under study (59.61%) and more favorable HRD climate was in manufacturing sector (62.39%) than in service and IT sectors. Pillai (2008) argued that to face the growing competition; competency of an employee plays a major role. But the development of employees also depends to a large extent on the willingness of the person and his acceptability for change.

A favourable climate influences directly the behaviour of managers in an organization which creates a sense of belongingness in them and also enables them to perform well as suggested by Purang (2008). This study revealed that a positive working climate motivates its employees to work tirelessly and enable them to perform better. Rao (2009) carried out a study on HRD climate in the thermal Power Station of Vijayawada in Andhra Pradesh and stated through his study that HRD is a process which helps to develop and identify the keen potential of human force. He further suggested that the management in an organization should be generous and should also support their work force emotionally so that it will help the employees to work better and enable them to exhibit their knowledge and skills in a cohesive manner. Solkhe and Chaudhary (2011) dealt with the measure of job satisfaction to analyze the organizational performance and to critically review the relationship of HRD Climate and job satisfaction. The suggestions offered through the study are to improve the welfare measures for the work force and to create a congenial working environment for better results and improved performance.

Objective of the Study

The main persistence to carry out the present study is to explore the perception of employees working in the public sector telecom companies of India regarding the HRD Climate prevailing in their organizations and to suggest remedial measures for the same.

Research Methodology

Survey Questionnaire

Since, the study is empirical in nature; the data is collected from primary sources. A model questionnaire consisting of 38 items, developed on 5-point scoring scale and divided into three broad categories namely; general climate, OCTAPACE Culture and HRD mechanism has been employed to retrieve the responses of the employees of BSNL. The filled questionnaires were screened for completeness and the ones in which responses to all the statements were complete, were selected for analysis. The questionnaires incomplete in any respect were rejected at this stage. After that all the responses were scored and tabulated.

Sample Study

The present study has been carried out among the employees of BSNL from the three cities of West U.P namely, Aligarh, Rampur and Moradabad. Out of the 200 questionnaires distributed, a total no. of 125 employees has responded and selected by the random sampling method for the analysis and interpretations.

Hypothesis Exposition

In the light of the aim of the study the following hypotheses has been formulated and tested to analyze the HRD Climate in public sector Company of telecom industry.

The study tested following Hypotheses:

(a) Ho: Total HRD Climate in Public Sector Company is average against the Hypothesis (H1) that it is high.

(b) Ho: General Climate in Public Sector Company is average against the Hypothesis (H1) that it is high.

(c) Ho: HRD Mechanism in Public Sector Company is average against the Hypothesis (H1) that it is high.

(d) Ho: OCTAPACE Culture in Public Sector Company is average against the Hypothesis (H1) that it is high

Statistical Tools Application For analysis, one sample t-test has been applied to test the significant difference in General Climate, HRD Mechanism and OCTAPACE Culture in public sector company (BSNL) of telecom industry in India.

Data Analysis

The analysis is done based on the responses of the sampled employees on the three categories of HRD climate: General Climate, OCTAPAC culture and HRD mechanisms.

Table (1): Showing results of t-test regarding the HRD Climate prevailing in the public sector organization (N=125)

Variables	General Climate	OCTAPAC Culture	HRD Mechanism	Overall HRD Climate
Mean	3.50	3.43	3.44	3.45
Std.dev.	0.33	0.31	0.02	0.22
t-test	10.9160	8.9209	11.0726	4.062

Interpretation

Results of one sample t-test given in the Table (1) indicate that the mean score of 3.50 for general climate is average but there is a fair scope of development in future for better outcomes in the organizations concerned, hence the related hypothesis fails to get rejected that has assumed an average general climate in the public sector. Average level of General Climate indicates not only top management and line management's commitment but good personnel policies and positive attitudes towards development in public sector.

Hypothesis 2 which has been framed for assuming average OCTAPAC Culture in public sector undertaking of telecom industry also gets rejected with a mean score of 3.43, which is again below average and its alternate hypothesis is accepted.

Table showing the results of t-test for HRD mechanism highlights the fact that hypothesis 3 also gets rejected and the average of the responses retrieved from 125 employees working in public sector undertaking i.e. BSNL turns out to be below average with 3.44 mean score.

Hypothesis that has been formulated for assuming that the overall HRD Climate in public sector of Indian telecom industry is below average, therefore, Ho4 gets rejected and its alternate one is accepted that there exist a below average HRD Climate in the sector with a mean average of 3.45.

Findings and Suggestions

Findings

Findings of the study indicate that the overall HRD Climate is average in public sector and has to be developed for the betterment of the employees and also for the organization itself. Below average level of HRD Climate with an overall mean score of 3.45 highlights that the employee's perception towards HRD activities in the public sector of telecom industry is positive but there is a scope that it need to be enhanced and promoted for its better implementation in order to maintain the

pace of good environment and committed workforce collaboration in the sector. Therefore, null hypothesis is rejected ($t_{cal} > t_{tab}$).

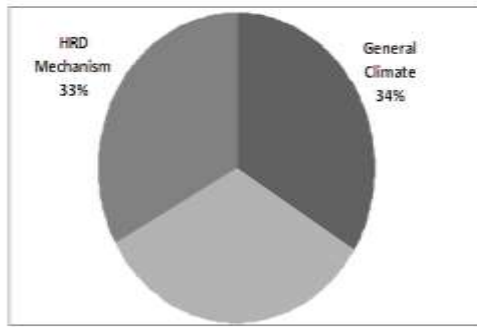


Chart (1): Showing percentage of the Variables of HRD Climate in Public Sector of Telecom Industry

Although general climate is found to be average and the respondents' perceptions towards the General Climate indicate that not only top management and line management's commitment but good personnel policies and positive attitudes towards development in public sector is responsible for creating a congenial and cohesive working atmosphere in the organization.

Octapac culture is essential for facilitating HRD climate as without OCTAPACE culture one cannot think of HRD climate. Good communication among the superiors, sub-ordinates will boost the Climatic conditions of the organization. Top management must appreciate the openness of discussions and expression of thoughts for the employees which will infuse in them the trust and sense of belongingness for the organization. HRD mechanism counts to 33 per cent in public sector i.e. they have adopted latest techniques of performance appraisal. Superiors are guiding their subordinates for their career growth and advancement. Top management people have made the policies, which encourage the employees towards achieving the goals of the organization. They have transparent system in the organization to motivate the employees for better performance.

Suggestions

Following suggestions have been offered for the successful implementation of policies and creating a required HRD Climate in public sector companies:

☞ In public sector companies, the management should emphasize on the present personnel policies and include all those matters which affect the employees and govern their services, such as promotions, trainings, perks and allowances, welfare measures, etc.

☞ The managerial autonomy of public enterprises should be preserved through greater delegation of power and by reducing the number of civil servants and bureaucrats on their boards of directors.

☞ The management should practice job rotation in the organization which maintains the zeal among the employee to work sincerely and to learn new things with a sense of responsibility.

☞ Superiors should guide their juniors for their career growth and advancement. Top management should make such policies which ensures the employees development and make sure that the employees are aware with the policies so formulated.

☞ The policies of the organization should not be in 'lock and key'.

☞ The management should explore the possibilities to introduce new HRD mechanism with advanced techniques.

Limitations of the Study

☞ The sample of respondents belongs to a single organization in public sector companies i.e. BSNL. Therefore, the result of study cannot be generalized to other organizations.

☞ The mind-set of the workers changes from time to time. Hence, the result of the study may not be applicable in long run. Moreover, the data is based on individual opinion, which may bring in some bias.

☞ In addition to this, most of the respondents were reluctant in expressing their opinion freely without any hesitation and showing lack of interest in responding. This has its own impact to certain extent over the validity of the conclusions drawn.

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