

**A Study on Human Resource Development Climate in Radcoflex India Private Limited, Sriperumbudur**

**Dr. M. Kavitha**

\* Professor and Head, Department of Management Studies, Sakthi Mariamman Engineering College, Chennai.

**Abstract**

Human resource is the most important and valuable resource that every organization has in the form of its employees. No organization can think of viability and effectiveness without the efficient utilization of human resources, which is a very tough task in the present age of technological advancement, knowledge explosion, social changes and increased governmental intervention in business and industry. The optimal utilization of natural resources and the factor inputs of capital and technology depend on the extent of use of human resources. Therefore, the need for human resource development activities constitutes a very significant element of the country's progress, which helps for better production and development of citizens of the country. In this context, the researcher has made an attempt to study the attitude of employees with the human resource development climate of the Radcoflex India Private Limited, Sriperumbudur. By adopting the simple random sampling, 150 respondents were selected by using Tippet's random number table. A pilot study was conducted with 10 employees. Both primary and secondary data were employed in this study. The questionnaire method is employed for the collection of primary data. The secondary data were collected from the books and periodicals. In order to study the perception of the respondents towards prevailing human resource development climate of the company, various statistical tools such as chi-square test, analysis of one-way variance, coefficient of variation and percentage analysis were employed. To arrive at possible solutions simple percentage analysis was employed. There is a significant relationship in the satisfaction level of the respondents belonging to different gender and age groups towards prevailing HRD climate of the company. However, no significant relationship is found in the satisfaction level of the respondents belonging to different educational status, experience, salary and cadre towards HRD climate of the company. Conducive psychological climate, career opportunities, objectivity of the superiors, promotion of employees and adequate training facilities were the suggestions of the respondents to improve the human resource development climate of the Radcoflex India Private Limited. If this study provokes the people concerned to take some positive measures in order to improve it, the researcher will feel amply rewarded.

**Keywords:** human resource development climate, performance appraisal, career planning, promotion, human resource management, etc.

**Introduction**

Human resource is the most important and valuable resource that every organization has in the form of its employees. No organization can think of viability and effectiveness without the efficient utilization of human resources, which is a very tough task in the present age of technological advancement, knowledge explosion, social changes and increased governmental intervention in business and industry. The optimal utilization of natural resources and the factor inputs of capital and technology depend on the extent of use of human resources. The management of human resources represents a significant measure of utilizing human resources to accomplish organizational goals that include making profits, survival and growth. Dynamic people can build dynamic organizations. Effective

employees can contribute to the effectiveness of the organization. Competent and motivated people can make things happen and enable an organization to achieve its goal. Therefore, organizations should continuously ensure that the dynamism, competence, motivation and effectiveness of the employees remain at high level. Human resource development is thus a continuous process to ensure the development of employees in a systematic and planned way. It is an unfortunate sign that there exists a linkage between human resources and business performance. No organization can grow and survive in the present day environment without the growth and development of its people. Developing human resources, upgrading their skills and extending their knowledge and competencies would lead to organizational development. The effectiveness with which various kinds of human resources are coordinated and utilized is responsible for its success. Therefore, human resource development is the key to enhance and utilize the intellectual, technological and entrepreneurial skills.

### **Significance of Human Resource Development**

Human resource is considered to be a newly emerging concept. Development of human is a specialized function and is one of the fundamental operative functions of the personnel administration. In the development and growth of human lies the nation's growth and progress. It is very true that productivity is associated markedly with the nature of human resources and their total environment consisting of inter-related, inter-dependent and inter-acting economic and non-economic factors. If the organizations want to go "global," and to grow "global" due importance should be given to human resources. A company is known by the people it keeps. In today's global, decentralized, information driven economy, knowledge has been recognized as a valuable intangible resource that contributes to the success of the firm. "Retaining" the talented employees is more important than acquiring new blood. But retaining talented employees is extremely difficult.

An organization's success is determined as much by the skill and motivation of its members as by almost any other factor. Human resource development climate affects performance in three ways: by defining the stimuli that confronts the individual, placing constraints on the individual's freedom of choice, and providing source of reward and punishment. Emphasis on human resource development results in several positive individual and organizational outcomes such as higher performance, high quality individual and organizational problem solving, enhanced career plans and employability, sustainable competitive advantage, higher organizational commitment and enhanced organizational retention. It is well-recognized that human competency development is an essential prerequisite for any growth or development effort. The experiences of the developed countries have shown that human resource development programmes play a crucial role in determining corporate performance. Human resources, therefore, are considered to be the most valuable input. Indian economy is witnessing a sweeping trend towards liberalized market friendly economic system from the centralized, controlled and regulated regime. The amazing transformation in the economic system is being brought about by the revolutionary development in science and technology, especially in respect of information technology, which has virtually made the present day world a global village. In India, with its vast untapped resources, especially human resources, Indian organizations now want their human resources to be developed to world class level. It is high time that human resource development gets top most priority in the strategy for putting Indian economy on a high growth path.

The success of human resource development to a large extent depends upon the existence of a favourable human resource development climate. Human resource development climate is more personnel oriented than technology oriented and believes that participation and communication would bring about greater commitment, efficiency and growth of individuals. Human resource consists of total skills, creative abilities, talents and aptitudes of an organizational workforce, as well as values, beliefs, trust, team spirit, participation, fair compensation, counseling, problem solving, valuing the assets, respect for the individual, etc. Human resource development aims at the promotion of well being of individuals, families and societies. It deals with creating conditions that enable people to get the best out of themselves and their lives. As people develop them in new directions, new problems and issues arise and the loop would continue. There are however, some universal goals towards which all human resource development efforts should aim to achieve. At the individual level, these goals may include developing capabilities for ensuring a happy and healthy living. At the organizational level, the goals of human resource development are normally to have competent, committed and motivated employees ensure higher levels of productivity, profitability and growth of the organization. At the national level, human resource development aims at ensuring that people in the country live longer, live happily, free of disease and hunger, have sufficient skill base to earn their own livelihood and well being, have a sense of belongingness and pride through participation in determining their own destinies. Thus, human resource development should be treated as an integrated concept. It promotes the development of all people and is not limited to any one section or sector. It deals with both process of competency development of the people and creation of conditions to help people apply these competencies for their own benefit and for that of others.

### **Statement of the Problem**

Human resource development has become a highly significant concept in the Indian corporate sector. Productivity and performance of an organization are the outcome of joint efforts of two different types of elements, namely technological and human. Technological elements are mechanical and can be easily implemented. However, human elements are very difficult to manipulate and it requires a great deal of expertise and understanding on the part of managers to put these elements in proper perspective. Human beings are the number one resource of an organization. They are the real assets of an organization. Productivity and quality of any organization depend largely on the ability and motivation of individuals and the effectiveness of the working in teams. It is an accepted fact that besides money, materials and machines, the success of any organization depends upon the quality of its human resources. There has been an increasing realization that organization's success is dependent on the synergy created by its human resources. The development of human resource differs from man to man, time to time and country to country and even in the same country according to its objectives, value system, culture, social institutions, degree of industrialization and general level of social and economic development. Also, India is in the state of inadequacy of skills, technological obsolescence, personal obsolescence, organizational obsolescence, conversion of agrarian labour to industrial worker and so on. Public policy provides reservation to less privileged sections of society like the handicapped, minorities, dependents of deceased workers, etc. They are the threshold workers having less than minimum prescribed level of knowledge and skill. Hence, human resource development activities in India are urgently needed because India is an industrially developing nation and its working conditions are not up to the expectations.

In India, we are endowed with millions of hectares of land, rich minerals and oceanic wealth, possess large population acclaimed as number two in the world in terms of trained human resource, but we attach least importance to human resource and so minimum attention is paid to its development. Human resource plays an important role in the development of a community and a nation. Therefore, the need for human resource development activities constitutes a very significant element in the country's development. Thus, a need to study about human resource development climate becomes essential. Radcoflex India Private Limited is no exception and hence, the researcher planned to undertake the present study. Human resource development aims at the promotion of well being of individuals, families and societies. It deals with creating conditions that enable people to get the best out of themselves and their lives. As people develop them in new directions, new problems and issues arise and the loop would continue. There are however, some universal goals towards which all human resource development efforts should aim to achieve. At the individual level these goals may include developing capabilities for ensuring a happy and healthy living. At the organizational level the goals of human resource development is normally to have competent, committed and motivated employees ensure higher levels of productivity, profitability and growth of the organization. At the national level, human resource development aims at ensuring that people in the country live longer, live happily, free of disease and hunger, have sufficient skill base to earn their own livelihood and well being, have a sense of belongingness and pride through participation in determining their own destinies. Thus, human resource development should be treated as an integrated concept. It promotes the development of all people and is not limited to any one section or sector. It deals both with the process of competency development of the people and creation of conditions to help people apply these competencies for their own benefit and for that of others. The Indian industrial working class originated mostly from the most bottom stratum of the national village society. The early migrants in India who joined the industrial centre were non independent farmers, but socially and economically they were disabled groups hence human resource development activities in India are urgently needed because India is an industrially developing nation and their working conditions are not satisfactory. Functionally, the workforce plays an important role in the community. Therefore, the need for human resource development activities constitutes a very significant element of the country's progress, which helps for better production and development of citizens of the country. Radcoflex, with 40 years of manufacturing experience, is recognized as the innovators in the design and manufacture of flexible hoses and expansion joints. Whether its customers need hose in metal, composite or P.T.F.E, or expansion joints in metal, fabric or rubber materials, Radcoflex is the source. In the Asia and Asia Pacific region, Radcoflex manufactures in five countries, including four assembly plants within Australia, and supports sales offices throughout the region. Its latest and most modern composite hose and spring pipe supports manufacturing plant has been in operation since 2005 in Chennai, India. It's fully equipped to manufacture composite hoses from 1 inch to 8 inch upto 20 meter length for all the applications including petrol, chemical, gas, edible oil, and hi temperature etc. Radcoflex India caters the demand for USA, UK, Europe, Asia and Middle East. In this context, the researcher has made an attempt to study the attitude of employees with the human resource development climate of the Radcoflex India Private Limited, Sriperumbudur.

### **Objectives of the Study**

The following are the objectives of the present study.

1. To study the need and importance of human resource development climate in general
2. To review the human resource development practices of the Radcoflex India Private Limited, Sriperumbudur.
3. To study the satisfaction level of employees with the prevailing human resource development climate in the Radcoflex India Private Limited, Sriperumbudur.
4. To offer suitable measures to improve the human resource development climate of the Radcoflex India Private Limited, Sriperumbudur.

### **Testing of Hypothesis**

In order to examine the satisfaction level of employees towards prevailing human resource development climate of the company, the following null hypothesis was formulated.  $H_0$ : The demographic variables of the respondents such as gender, age, educational status, cadre, salary and experience, will not have any influence on their perception towards human resource development climate of the company.

### **Research Design**

It is an empirical study based on survey method. The researcher had a discussion with the officials of the human resource department of the Radcoflex India Private Limited, Sriperumbudur. Based on the discussion, a questionnaire was prepared after going through some of the available literature on the topic. The adequate information contained in the questionnaire was tested and the necessary changes were incorporated in the revised questionnaire in the light of the experience gained from the pilot study. The total strength of human resources was 521 as on 30.09.2014. By adopting the simple random sampling, 150 respondents were selected by using Tippet's random number table. A pilot study was conducted with 10 employees. Both primary and secondary data were employed in this study. The questionnaire method is employed for the collection of primary data. The secondary data were collected from the books and periodicals. In order to study the perception of the respondents towards prevailing human resource development climate of the company, various statistical tools such as chi-square test, analysis of one-way variance, coefficient of variation and percentage analysis were employed. To arrive at possible solutions simple percentage analysis was employed.

### **Findings of the Study**

1. There is a significant relationship in the satisfaction level of the respondents belonging to different gender and age groups towards prevailing HRD climate of the Radcoflex India Private Limited. However, no significant relationship is found in the satisfaction level of the respondents belonging to different educational status, experience, salary and cadre towards HRD climate of the company.
2. The variations in the satisfaction level of the sample employees towards prevailing HRD climate was high among the male employees, employees aged above 50 years, employees with Diploma and ITI qualifications, administrative staff, employees drawing Rs.15,001-20,000 salary and employees of above 15 years experience.

3. Corporate image, job security, more benefits, large scale undertaking and attractive salary were the factors motivating the employees to join Radcoflex India Private Limited. Large scale undertaking, good reputation, manufacturing wide range of products and symbol of the quality are the special features of Radcoflex India Private Limited.
4. 42 per cent of the respondents were satisfied towards human resource management of the company. 88 per cent of the respondents were aware of the HRD policies. Out of 150 respondents, 44.67 per cent of the respondents had overall satisfaction towards prevailing HRD climate of the company.
5. Ranging from 38 per cent to 45 per cent, the respondents were satisfied with various HRD practices of the company such as willingness of the management to invest resources for the development of employees, role of human resource policies on the development of employees, facilities available for the employees to acquire competencies, promotion policies, reward for the good work, mental impressions of people about each other, use of feedback by the employees for their development, career development avenues, opportunities for discussing their personal problems, interest of the senior officers in the development of juniors, solving of problems with openness and job reengineering practices.
6. Ranging from 46 per cent to 50 per cent, the respondents were satisfied towards beliefs of the top management on the development of human resources, encouragement given to the employees to experiment new methods, corrective measures for the mistakes of employees, opportunities to know their feedback of the training programme, trust of people amongst each other, encouragement given to employees to do things on their own, use of authority for their development, awareness of employees about the future plans and importance given to the welfare of employees. 51 percent of the respondents were satisfied with the helping tendencies of employees and their team spirit.
7. Ranging from 38 per cent to 42 per cent, the respondents were partially satisfied towards prevailing psychological climate, efforts of the top management in identifying and utilizing the potentials of the employees and career opportunities pointed out by the superiors. 37 per cent of the respondents were dissatisfied with the selection criteria of employees for the training and development programme.
8. Poor psychological climate, lack of career opportunities, bias of the superiors, inadequate training and lack of employees' promotion were the problems of the respondents with the prevailing HRD climate of the company.
9. Conducive psychological climate, career opportunities, objectivity of the superiors, promotion of employees and adequate training facilities were the suggestions of the respondents to improve the human resource development climate of the Radcoflex India Private Limited.

### **Suggestions**

1. More than 34 per cent of the respondents were not satisfied with selection of employees for the training and development programme due to the personal bias of the superiors. It is therefore suggested that the Radcoflex India Private Limited should follow a clear-cut selection policy and procedure regarding deputation of employees for training and development programme. Also, the training needs should be estimated in advance to train sufficient number of employees without affecting the normal course of work.

2. Development of competencies of employees is not like one-day match. It is a continuous process. Therefore, arranging of number of refresher courses, orientation and short-term training programme could develop the competencies of the employees. More than 34 per cent of the respondents' opinion about the present facilities for the training is inadequate. Therefore, the Radcoflex India Private Limited should take necessary efforts to arrange number of training programme to enhance the competency of employees. The company can depute more number of employees to attend training programme conducted by the external training houses.
3. About 36 per cent of the sample employees had grievances with promotion policies. It is therefore suggested that the management of the company may consider the experience cum merit basis for the promotion of employees. The right candidates may be uplifted to the next cadre. This effort may ensure the career advancement of employees.
4. According to respondents, the prevailing psychological climate is not satisfactory due to unwanted mental impressions of the people about each other. In order to establish conducive psychological climate, mutual understanding should be developed among the employees, and employees and management. Only in a peaceful environment, the human resource development could be achieved in an effective manner. It is therefore suggested that meetings with employees, participation of employees in decision-making and such other measures could be enforced.

### **Conclusion**

Survival of any organization depends on the competencies of the employees. In this aspect we can say that the human resource development is the key task of the company and thus human resource is the precious assets and the only active factor in the factors of production. The researcher has suggested suitable measures to improve the HRD climate of the Radcoflex India Private Limited. If this study provokes the people concerned to take some positive measures in order to improve it, the researcher will feel amply rewarded.

### **References**

1. Anil Kumar Singh (2003). Philosophy of Management and HRM Practices in Indian Organizations, The Indian Journal of Commerce, Vol.56, No.2 &3, April-September.
2. Jyoti D. Nayak (2001). Human Development Strategy in 21<sup>st</sup> Century, Indian Journal of Commerce, Vol.54, No.4, October-December.
3. Laird D. McLean (2005). Organizational Culture's Influence on Creativity and Innovation: A Review of the Literature and Implications for Human Resource Development Advances in Developing Human Resources, Vol. 7, No. 2.
4. Lewlyn L.R. Rodrigues (2004). Correlates of Human Resource Development Climate Dimensions: An Empirical Study in Engineering Institutes in India, South Asian Journal of Management, Vol. 11, No. 2.
5. Monica Lee (2007). Human Resource Development from a Holistic Perspective Advances in Developing Human Resources, Vol. 9, No. 1.
6. Padmakali Mishra and Gopa Bhardwaj (2002). Human Resource Development Climate: An Empirical Study among Private Sector Managers, Indian Journal of Industrial Relations, Vol.38, No.1, July.
7. Pattanayak, B (1998). Corporate HRD, New Delhi, Excel Books, pp.26-40.

8. Sandberg, J (2000). Understanding Human Competence at Work: An Interpretive Approach, Academy of Management Journal, Vol.43, No.1.
9. Sharad Kumar and Sabita Patnaik (2002). Human Resource Development Climate and Attributes of Teachers in JNVS, Indian Journal of Training and Development, Vol.XXXII, No.2, April-June.
10. Srimannarayana, M (2008). Human Resources Development Climate in India, Indian Journal of Industrial Relations, Vol.44, No.2, October.