

RELATIONSHIP BETWEEN HRD CLIMATE AND ROLE MOTIVATION- A CASE STUDY

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ABSTRACT

The present study aims to explore the nature of HRD climate prevalent in the organizations and the extent to which employees needs are satisfied through their roles to suggest areas for improvement based on the perception of employees. The results indicate that there is a positive correlation between HRD Climate and role motivation for most factors except for top management's belief in HRD. The study reinforces the need for organizations to review its workplace climate based on the employee perceptions and strive for creating a work environment that is pleasant and motivates employees to be committed and effective performers by fulfilling their needs.

1.INTRODUCTION

If we need to find a way to develop employees in order to become effective contributors to the goals of an organization, we need to have a clear view of what an effective contribution would look like. 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. The matter of what, finally, makes 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.

HRD (Human Resource Development) Climate is a set of attributes which can be perceived about a particular organization and its subsystems, and the way it deal with their members and environment. It also depends on the perception and levels of satisfaction among the employees in an organization within a given climate. It is necessary to create an environment that creates interest and motivation among employees for better performance and create an opportunity for growth and success. It is being realized that an organization can have competitive advantage by leveraging its human resources through sound HRD practices. It's all about building three Cs—Competencies, Commitment and Culture. All the three are needed to make an organization function well.

Individual's performance in an organization depends on personal effectiveness in the role and the organizational climate. Effectiveness in the role found to be influenced by general satisfaction and more specifically by role motivation. Role motivation is the extent of satisfaction of emotional needs of individual in ones role in an organization. These needs vary significantly by culture and by individual. The most successful organizations are those that can adapt their organizational climate to suit the requirements of the work force in fulfilling their needs and motivating them to perform their roles with innovation, creativity and flexibility.

Role motivation is the extent of satisfaction of emotional needs of individual in his/her role in an organization. Some are primary needs, such as those for food, sleep, and water—needs that needs are biological in nature and relatively stable. Their influences on behavior are usually obvious and hence easy to identify. Secondary needs, on the other hand, are psychological, which means that they are learned primarily through experience. These needs vary significantly by culture and by individual. Secondary needs consist of internal states, such as the desire for power, achievement, and love. Identifying and interpreting these needs is more difficult because they are demonstrated in a variety of ways. Secondary needs are responsible for most of the behavior that a supervisor is concerned with and for the rewards a person seeks in an organization.

2.OBJECTIVES OF THE STUDY

To study the

1. The perception of workmen regarding HRD Climate in their organizations.
2. The relationship between HRD Climate and role motivation among workmen

3.DATA BASE AND METHODOLOGY

Both primary and secondary data have been exclusively used for the study. Primary data have been collected from the sample employees in the respective division by campaigning a structured questionnaire. The secondary data have been

collected from the sources of Management Review, Journal of Organizational Behaviour, Indian Journal of Industrial Relations, Vikalpa, Personnel, Decision, etc, and from the records of the Office of Ongole and Markapur divisions.

4.SIZE OF THE SAMPLE

In the first stage, out of 6 APSPDCL divisions operating in Prakasam District two divisions constituting 35 per cent have been selected for the study. Further, out of a total employees of Operating and Maintenance Staff of 372 about 130 accounting for 35 per cent have been chosen as sample. Similarly, in Markapur division, out of total Operating and Maintenance Staff of 302, about 105 accounting for 35 per cent have been chosen as the sample. The simple random sampling technique has been employed to select the sample respondents.

5.REVIEW OF LITERATURE

Prasanna Sai Venkateswaran K, in his study, stated that early identification of Human Resource potential and development of their skill represents two major tasks of Human Resource Development. This can be achieved only when a conducive HRD climate prevails. A favourable HRD climate will provide on increased rate of learning, loyalty, commitment, and company image will bring individuals and the organization closer there by resulting in better performance.

Srivatsav A.K, in his study, stated that the employees indicating to have stronger needs for improving their self and competence and for maintaining a high production level and achieving the ultimate goals receive their work to be comparatively more structured. Highly motivated employees who tend to experience comparatively more job satisfaction and get highly involved in their jobs are more likely to perceive their organizational climate as to be more favourable and facilitating. Employees such appreciation of their organizational climate in turn enhances their job as well as personal satisfaction.

Swaha Bhattacharya, & Monimala Mukherjee, in their study, stated that there is a positive relationship between organizational climate and work motivation as expressed by the employees of private sector organization. Organization structure, proper communication channel, good pay package, promotion, reward system, etc., affects the work motivation of the employees. Besides this, duration of service has significant impact upon perceived organizational climate and work motivation.

6.DATA ANALYSIS AND METHODOLOGY

**TABLE – 1: CHALLENGING ASSIGNMENTS ARE PROVIDED TO EMPLOYEES BY COMPANY
(Figures in Numbers)**

S.No	Choice of Response	Ongole Division		Markapur Division	
		No. of respondents	%to Total	No. of respondents	%to Total
1	Strongly Agree	47	36.15	20	19.05
2	Agree	39	30.00	24	22.86
3	Neutral	27	20.77	17	16.19
4	Disagree	7	5.39	19	18.09
5	Strongly Disagree	10	7.69	25	23.81
Total		130	100	105	100

Chi-square Value = 26.33 df = 4 Table Value = 13.3**

Source: survey

Table 1 shows that the opinion given by the respondents show that the extent of agreed with the assertions is greater than disagreement. It is evident from the fact that majority of 36.15 per cent of Operating staff of Ongole division strongly agree that the company provides challenging assignments to employees as compared to lower 19.05 per cent of Markapur division. Further, it is evident that 30 per cent of Ongole division agrees to the statement as compared 22.86 per cent of Markapur division. Thus, as evident from the analysis 66.15 per cent and 41.91 percent of the employees in Ongole and Markapur divisions of the APSPDCL respectively agreed that they are given challenging assignments.

The tested chi-square value of 26.33 is found significant at 1 per cent level because the degree of freedom is 4 and the tested value shows higher than the table value 13.3. Hence, the analysis of table and tested value explains that there is a significant difference in the opinion of the employees who are working in southern power distribution in Ongole and Markapur divisions on challenging assignments are provided to employees by company.

TABLE - 2: AVAILABILITY OF SUPPORT FROM MANAGEMENT TO OVERCOME EMPLOYEE WEAKNESSES

(Figures in Numbers)

S.No	Response	Ongole Division		Markapur Division	
		No. of respondents	%to Total	No. of respondents	%to Total
1	Strongly Agree	40	30.77	10	9.52
2	Agree	36	27.69	25	23.81
3	Neutral	34	26.15	34	32.38
4	Disagree	14	10.77	29	27.62
5	Strongly Disagree	6	4.62	7	6.67
Total		130	100	105	100
Chi-square Value = 22.89** df = 4 Table Value = 13.3					

Source: survey

Table 2 reflects the opinion of the employee respondents regarding the assertion that the management supports employees to overcome their weaknesses. It is evident from the fact that majority of 30.77 per cent of Operating staff of Ongole division strongly agree that they have support from management to overcome employee weakness against 9.52 per cent of Markapur division. However, disagreeableness is observed mostly with Markapur division as 27.62 per cent disagreed and 6.67 per cent strongly disagreed against meagre figures of Ongole division.

The calculated chi-square value of 22.99 stands significant at 1 per cent because the degree of freedom is 4 and table value is 13.3, which is lower than the calculated value. Therefore, it is clear that there exists difference in the opinion of employees working in APSPDCL in Ongole and Markapur divisions on the aspect of support from management to overcome employee weaknesses.

TABLE – 3: REWARDS AND RECOGNITION PROVIDED FOR BEST PERFORMANCE

(Figures in Numbers)

S.No	Choice of Response	Ongole Division		Markapur Division	
		No. of respondents	%to Total	No. of respondents	%to Total
1	Strongly Agree	36	27.69	15	14.29
2	Agree	44	33.85	21	20.00
3	Neutral	20	15.39	33	31.43
4	Disagree	22	16.92	22	20.95
5	Strongly Disagree	8	6.15	14	13.33
Total		130	100	105	100
Chi-square Value = 19.17** df = 4 Table Value = 13.3					

Source: survey

It is evident from table 3 that the fact that Ongole division is identified more with best practices of rewarding and recognizing employees for their best performance as agreement and strong agreement found more with Ongole division at 33.85 per cent and 24.69 per cent as respectively. It is as compared to its counterpart division Markapur with 20 per cent and 14.29 per cent respectively. On the other hand, the extent of disagreement and strong disagreement is found more with Markapur division, where the extent of employee disagreement and strong disagreement are respectively at 20.95 per cent and 13.33 per cent signifying deviations between divisions.

Further, the calculated chi-square value of 19.17 is found significant at 1 per cent level because the degree of freedom is 4 and the calculated value shows higher than table value of 13.3. Hence, it helps to infer that there is a significant difference in the articulations of employees working in Ongole and Markapur divisions with respect to the rewards and recognition from immediate supervisor for best performance.

TABLE – 4: RECEIVED OPPORTUNITIES FOR CONTRIBUTION TO THE ORGANIZATION

(Figures in Numbers)

S.No	Choice of Response	Ongole Division		Markapur Division	
		No. of respondents	% to Total	No. of respondents	% to Total
1	Strongly Agree	45	34.61	18	17.14
2	Agree	25	19.23	28	26.67

3	Neutral	27	20.77	21	20
4	Disagree	19	14.62	26	24.76
5	Strongly Disagree	14	10.77	12	11.43
Total		130	100	105	100
Chi-square Value = 11.20* df=4, Table Value = 9.49					

Source: survey

Table 4 evident the fact that 34.61 per cent of the employee respondents of Ongole division strongly agree that they received opportunities for contribution and it is against 17.14 per cent of Markapur division. However, disagreeableness is also seen to the above statement but it is mostly with Markapur division as 24.76 per cent disagreed and 11.43 per cent strongly disagreed against the respective proportions of 14.62 per cent and 10.77 per cent in Ongole division.

The chi-square value of 11.20 stands significant at 5 per cent level because it is more than the table value (9.49). This indicates that there is a significant difference in the opinion of employees working at Ongole and Markapur divisions regarding opportunities for contribution in the organization, where more than one-third of the employees in Markapur division disagreed against one fourth of those in Ongole division.

**TABLE – 5: ENCOURAGEMENT TO NEW AND IMPROVED WAYS OF DOING THINGS
(Figures in Numbers)**

S.No	Level of Agreement	Ongole Division		Markapur Division	
		No. of respondents	% to Total	No. of respondents	% to Total
1	Strongly Agree	11	8.46	24	22.86
2	Agree	58	44.62	31	29.52
3	Neutral	30	23.08	28	26.67
4	Disagree	15	11.53	17	16.19
5	Strongly Disagree	16	12.31	5	4.76
Total		130	100	105	100
Chi-square Value = 16.50** df=4, Table Value = 13.3					

Source: survey

Table 5 shows that the opinion given by the respondents depict that the extent of employee agreement in this regard is greater than disagreement. It is evident from the fact that 44.62 per cent of the employees of Ongole division agree that they received encouragement for doing things in new and better ways as against 8.46 per cent of Ongole division, whereas 20.86 per cent of Markapur division strongly agree to the statement against meagre 8.46 per cent of Ongole division. Disagreeableness is also seen and it is comparatively more with Markapur division at 16.19 per cent as against 12.31 per cent of Ongole division.

The calculated chi-square value of 16.50 stands significant 1 per cent level because it is more than the table value (13.3). This shows that there is a significant difference in the perceptions of employees working at Ongole and Markapur divisions regarding the encouragements in the organization to do new and better things.

TABLE – 6: ORGANIZATIONAL ENCOURAGEMENT FOR IDEATION

(Figures in Numbers)

S.No	Response	Ongole Division		Markapur Division	
		No. of respondents	%to Total	No. of respondents	%to Total
1	Strongly Agree	30	23.08	18	17.14
2	Agree	50	38.45	31	29.52
3	Neutral	29	22.31	25	23.81
4	Disagree	18	13.85	26	24.76
5	Strongly Disagree	3	2.31	5	4.76
Total		130	100	105	100
Chi-square Value = 7.13 df = 4 Table Value = 9.49					

Source: survey

Table 6 evinces that the opinion expressed by the respondents reveal that the extent of agreement in this regard is greater than disagreement. It is evident from the fact that 38.45 per cent of Operating staff of Ongole division agree

that there is encouragement for better ideas and it is against 17.14 per cent of Markapur division. Similarly 23.07 per cent of Ongole division strongly agree to the statement against 17.14 per cent of Markapur division. The extent of neutrality is observed and it is slightly higher with Markapur division as compared to Ongole division.

It can be further concluded from the analysis that the extent of disagreement regarding encouragement for better ideas is more observed with Markapur division (29.52 per cent) as compared to Ongole division (16.16 per cent). The calculated chi-square value of 7.13 stands not significant because the table value 9.49 is higher than tested value. Thus, there observed significant difference in the opinion of employees between Ongole and Markapur divisions with respect to organizational encouragement for better ideas.

TABLE – 7: EMPLOYEE TREATMENT BY MANAGEMENT IS APPRECIABLE

S.No	Response	Ongole Division		Markapur Division	
		No. of respondents	%to Total	No. of respondents	%to Total
1	Strongly Agree	38	29.23	21	20
2	Agree	54	41.54	52	49.52
3	Neutral	18	13.85	14	13.33
4	Disagree	12	9.23	7	6.67
5	Strongly Disagree	8	6.15	11	10.48
	Total	130	100	105	100
Chi-square Value = 4.62 df = 4 Table Value = 9.49					

Source: survey

It is evident from the table 5.26 that 29.23 per cent of Operating staff of Markapur division strongly agree that the treatment of management is good against 20 per cent of Markapur division and similarly 41.54 per cent of Ongole division as against 49.52 per cent of Markapur division agree to the statement. Thus, the analysis helps to conclude that, in both the divisions of APSPDCL under review, the proportion of employee affirming that the employee treatment by the management is appreciable. It 70.77 per cent in Ongole division as against 69.52 per cent in Markapur division that agreed with appreciable employee treatment.

The tested chi-square value of 4.62 stands not significant because the degree of freedom is 4 and table value 9.49 which is higher than the calculated value. Hence, it can be inferred that there is no significant difference in the opinion of employees working at Ongole and Markapur divisions regarding treatment of management towards employees.

7.CONCLUSION

This study underlines the need for more involvement of top management's time and other resources towards employee development, more transparent HRD mechanisms, an open climate which promotes communication and trust between workmen and superiors need to involve workmen more and more to make them strive for their own development and achievement of organizational goals. The study helps the organizations to know and focus on factors they need to address for improvement of HRD Climate and fulfilling employee needs.

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