



Mini Review Paper

HRD Climate: A Literature Review

Anukool Manish Hyde, Manisha Singhai, Satnam K. Ubeja and Ranjana Patel

Prestige Institute of Management and Research, Indore, MP, India
anukool_hyde@pimrindore.ac.in

Available online at: www.isca.in, www.isca.me

Received 19th August 2016, revised 5th September 2016, accepted 6th September 2016

Abstract

In current scenario people have accepted human resource as a very important resource and no doubt Human Resource Development is also considered an output of HRM which is having its significance all over the world. Human Resources are considered as a human capital in the modern times. The plentiful physical resources cannot contribute the growth of the any country without talking about human resources, which converts physical resources into productive resources. Therefore, the difference in the level of economic growth of the countries is mostly a outcome of the differences in quality of their human resources. Those who understand HRD in its true sense are increasingly getting concerned with developing a HRD climate in their organizational setup. They have been using concepts of performance appraisals, job rotation, team development, potential appraisal, training and such other mechanisms.

Keywords: HRD Climate, Competencies, Supportive practices, Autonomy, Potential appraisal.

Introduction

Any organisation which is dynamic and result oriented and wants to grow needs Human Resource Department. To be successful every manufacturing organisation needs competent and skilled people in all areas to bring about cost reduction, reduction in delays, increased customer satisfaction, enhanced quality, prompt service and enhanced market image. HRD climate stresses on the learning such as considering employees as human capital, confidently accepting in the skills and capability of employees, communicating openly, motivating for risk taking and doing experiments, putting efforts to support employees recognize their capabilities and drawbacks, creating a general healthy and conducive environment of trust and trustworthiness, collaboration and autonomy, sound HR policies, and accomodating HRD practices.

Review of Literature

Venkateswaran¹ identified that, "to a large extent, a favourable HRD climate was prevalent in a public sector undertaking in India". Srimannarayana² identified "below average level of HRD climate in a software organization in India". Agarwala³ examined that the "HRD climate was significantly more developmental In IT industry when compared to the automobile industry. Mishra and Bhardwaj⁴ summarized in their study that the "HRD climate in a private sector undertaking in India was good". Rodrigues's⁵ studied in the institutes of engineering in India found the "HRD Climate highly satisfactory". Srimannarayana⁶ found that a "moderate HRD climate was prevailing in Dubai organizations". Pillai's⁷ said that "HRD climate existing in banks as moderate. This study further found

that a supportive HRD climate in banks stimulated the learning orientation of the employees".

Baumgartel⁸ viewed "organizational climate as a product of leadership practices, communication practices and enduring and systematic characteristics of the working relationships among persons and divisions of any particular organization. Human resource development is considered the key to higher productivity, better relations and greater profitability for any organization". Iqbal⁹ found "human productivity is crucial for growth and survival of organizations". Cheney¹⁰ found that "higher productivity leads to ultimate societal benefits. As far as the dimensions/components/ subsystems of human resource development are concerned, mechanisms of human resource development have been designed in different ways, and various thinkers and professionals have offered divergent views".

Rao¹¹ suggests that "human resource development sub-systems comprise performance appraisal, potential appraisal, career planning, training, performance coaching, organization development, employee welfare, rewards, quality of work life and human resource information system". Pareek¹² refers to "feedback, performance appraisal, career advancement, career planning, counselling, potential appraisal, and training as dimensions of human resource development. Varadan¹³ traces "human resource development mechanism into performance appraisal, role analysis, organization development and quality circles.

Though there is diversity among these arguments, one can trace out that on some of the dimensions there is unanimity of opinion among the experts".

Ashton and Sung¹⁴ mentioned that “High performance working practices supported the climate of the organization in a way which results in a working environment which not only provides the potential for developing the personality of the worker, but also raises the productivity of the organization. Climate perceptions are psychologically meaningful, that people can agree to characterize a system's practices and procedures. By its practices and procedures a system may create climates”.

Noorjahan¹⁵ studied and found that “People perceive climates because the perceptions function as frames of reference for the attainment of some congruity between behaviour and the system's practices and procedures. However, if the climate is one which rewards and supports individual differences, people in the same system will not behave similarly. Further, because satisfaction is a personal evaluation of a system's practices and procedures, people in the system tend to agree less on their satisfaction than on their description of the system's climate.”

L. Lyon and J.M. Ivan Vick¹⁶ found that “HRD climate in 14 Different Organizations they found that the climate varied but hierarchical groups of the 20 climate dimensions measured. People at higher groups described the climate as less authoritarian, friendlier, more stimulating and more likely to promote innovations than people at lower groups”. Murthy B.S. and Giri D.V.¹⁷ in the research said that “the problem of human resource development in a large private sector paper mill in HRD Practices. The HRD climate and the state of discipline as they are prevailing in the mill are perceived as by the workers of the mill. Personal background factors of the workers and the social environment in which they work, influences HRD Climate was the major finding”. Rajendran¹⁸ in his study said “each and every organization requires some amount of participation but its attentiveness may vary in accordance with the group. In the study, HRD climate was meant to include those characteristics that distinguished the organization from others and that influence the attitude of the people in the organization. Liker¹⁹ studied that “the manifold impacts of HRD climate components and individual job values on worker satisfaction. He found that “the climate had the greatest impact on satisfaction with interpersonal relationships on a job and a moderate impact on satisfaction with recognizable advancement in the organization”. Singh²⁰ studied the magnitude of HRD climate and found “a positive relationship between all those dimensions and development of the specific areas in the organization”. Lit Win and Stringer have voted that “the strength of these motives is affected by HRD climate”. Sagar Sharma and Sharma²¹ in their study analysed that “Human Resource Development Climate with regard to achievement, expectancy, affiliation and dependence is positively related to job involvement and organizational role stress impairs job involvement”.

Hyde Anukool Manish, Deshpande Sulakshana and Mishra D.P.²² found in the study that “the Total HRD Climate, General Climate, HRD Mechanism and OCTAPACE Culture in Private

Banks surveyed appears to be at high level. High level of HRD Climate gives an indication that employee's perception towards HRD activities in the banks is positive”.

Conclusion

HRD Climate concept has been used in many organizations nowadays. Prof. T.V. Rao and Prof. Abraham have been instrumental in using this concept and later on studies have been done by many researchers in various sectors. It highlights the HRD practices in the organization which includes General climate, OCTAPACE culture and HRD mechanism. Researchers have done research on HRD Climate and with other variables.

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