

# An Analysis on Human Resource Development Culture and Climate of Chemical Based Public Sector Enterprises in Kerala, India

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**Abstract:** The impact of Globalization creates a competitive horizon with new markets, new products, new mindsets, new competencies, and new ways of thinking about business. As an outcome of this, the market places become more complex, uncertain, competitive, and transformational. In this era, the major challenge faced by any organization is to maintain a peaceful as well positive culture and climate inside the organization. The human resource development climate of an organization plays a significant role in ensuring the competency, motivation, and development of its employees. Here the term climate denotes the quality of the internal environment. It influences morale and the attitudes of the individual toward his work and his environment. Culture refers to the deep structure of organizations, which is rooted in the values, beliefs, and assumptions held by organizational members. The study was aimed to analyze the Human Resource Development culture and climate of chemical-based public sector enterprises in Kerala. The results indicated that the Human Resource Development climate in an organization is average and the perception of employees regarding Human Resource Development culture and climate does not differ significantly based on age, job approval status, and qualification. But it differs significantly based on gender and experiences.

**Keywords:** Globalization, Human resource development, Human Resource Development Culture, chemical-based, public sector.

## 1. INTRODUCTION

The success of any organization depends upon skillful employees and efficient management. Providing the right type of climate in an organization helps the employees to showcase their full potential and to use the opportunities effectively to achieve the goals of the organization and thereby ensuring optimization of human resources. Under globalization, all boundaries have vanished and the world is now growing independently. Organizations started planning to think globally and act locally. As a result without any barriers, the exchange of knowledge, technology, ideas, information, literature, and culture is shared. Above all one of the major challenges for any organization in this era is to maintain a peaceful as well positive culture and climate inside the organization. It is supposed that the organization's best way to tackle these challenges will be for those that can acquire and utilize valuable resources and cultivate a positive culture and neutrally maintain the climate. In the world of cutthroat competition, the only actions will survive.

Kerala, God's own country had exposed many things in front of the world such as unrivaled scenic beauty, delectable cuisine, vivid architectural styles, and cottage, etc. From the centuries back, traditional industries like mat-weaving handloom, bamboo products, coir products, etc. were popular in different parts of Travancore, Cochin, and Malabar. To utilize these cultures, serious attempts that were started only by the middle of the 19th century, those are an example of Human resources utilization. An organization that has a better Human Resource Development climate will perform more effectively than an organization that does not have them. The success of any organization is determined by the skill and motivation of its members. While this has always been true, recent changes focus on ways in which Human Resource Development

activities can be used to ensure organizations have what they need to meet challenges. The competence, motivation, and development of employees depend mainly on the human resource development climate of an organization. The appropriate climate can be created through effective HR development systems and leadership styles on the part of management.

In 2016, Desimone. R.I., Werner.J.M.&Harris.D.M. point out that the human resource development climate is both a means to an end as well as an end in itself. In 1973 Pritchard and Mara sick define The Human Resource Development climate as a relatively sustainable quality of an organization's internal environment, distinguishing it from other organizations that are.

1. Results from the behavior and practice of members of the organization especially in top management.
2. Is perceived by members of the organization,
3. Serves as a basis for interpreting the situation,
4. Acts as a source of pressure for directing activity.

Human resource development climate can be grouped as general climate, HR culture (OCTAPACE), and HR mechanisms. As far as the general climate is concerned, the following factors play an enabling role in improving the human resources development climate:

1. Top Management Style and Philosophy
2. Personnel Policies

3. Positive Attitudes Towards Development
4. The commitment of Line Managers

The HRD (OCTAPACE) culture items deal with the extent to which Openness, Confrontation, Trust, Autonomy, Pro-activity, Authenticity, Collaboration, and Experimentation are valued and promoted in the organization. The primary responsibility of the Human Resources Manager is to acquire a thorough understanding of the culture, plans, and policies of the organization. Important HRD mechanisms, which constitute part of the HRD climate and are considered for the present study are the following.

1. Performance Appraisal
2. Career Planning
3. Grievance Mechanism
4. Feedback and Counseling
5. Training and Development
6. Employee Welfare for quality work-life
7. Job rotation
8. Rewards
9. Recruitment and Selection.

In the changing world of globalization, HRD is inevitable for acquiring higher competencies and sharpened skills. A newer approach to accomplish the organizational goals will be benefited by the end-user i.e., the customer. Although Kerala has a progressive face in many areas of social development, it is a sad predicament that the industrial sectors in the state are yet to shed their conservative approaches and go out to take up new challenges and opportunities. The contribution of the present status and the unwillingness of the authorities to bring on changes either structural or functional in the industrial development scenario would be highly damaging to the interests of the young generation in general and the present employees in particular. The findings of the study should help the concerned authorities to provide the lacking of HRD elements that can increase the service output and efficiency.

Public enterprises have more social obligations than other organizations. These organizations spending on HRD activities did not convert into the desired output. Additional HRD activities are needed to increase the effectiveness and efficiency of the employees of chemical-based state-owned enterprises in Kerala. This study is proposed to be made to analyze the problems and prospects of the HRD system in the Chemical-based state public sector in Kerala, India.

## 2. OBJECTIVES

1. To study the HRD culture and climate prevailing in chemical bases public enterprises in Kerala.
2. To analyze the problems and prospects of the HRD system in chemical-based state-level public enterprises in Kerala.

3. To understand the strength and weaknesses of the HRD activities in these organizations.
4. To evolve appropriate strategies and suggest measures to improve the efficiency of the employees in these organizations.

## 3. LITERATURE REVIEW

Iqbal (2007) says human productivity is crucial for the growth and survival of organizations. Wilson.J.P.(2005) supported the idea and investigated that performance management is not a technique or a single step process, but rather a collection of processes that include employee knowledge of what their managers expect of them, motivation to perform well, mentoring, and performance evaluation to identify areas where improvements are required. Nurmi (2001) conducted a study on "An Investigation of Evaluation of Human Resource Development: A Case Study in the Finish Pulp and Paper Industry". This unpublished dissertation focused on the evaluation of industrial Human Resource Development (HRD). The study analysed the conceptual background of Human Resource Development (HRD). Bhardwaj, and Mishra (2002), conducted a study on private sector organizations which is one of India's largest multi-business companies. Thus, on the whole, the existence of a good HRD climate in the organization is covered under the study. Managers, in general, had a positive attitude toward the organization's HRD policies and procedures. They were pleased with top management's developmental policies, as well as the current HRD climate in the firm. Mufeed (2006) conducted a comprehensive study about the perception of medical staff towards HRD climate in the said hospital. The result of the study shows the existing HRD climate in the hospitals to a large extent is significantly poor. The study also shows that HRD in organizations uses various instruments like performance appraisal, training, promotion, rewards, organizational development, counseling, etc., to create a climate conducive to achieve organizational efficiency and effectiveness. The review of the literature highlights the important role played by HRD Climate in the successful performance of organizations.

## 4. METHODOLOGY

The investigator used normative survey methods for the present study. Employees of Kerala's chemical-based Public Sector Enterprises were included in the study as population constituents. When all three chemical-based public sector units (PSUs) in Kerala were combined, the total population was 2104 people. The researcher individually contacted 600 employees from three chemical-based PSUs. The tools and techniques used for the present study are the Human Resource Development Climate (HRDC) Questionnaire, Personal Interviews and Secondary data. The Secondary sources were used for the study includes the following

1. Office records of administration & HRD Departments of the concerned companies.
2. Economic review of state planning Economic Board, Kerala.
3. "A Review of Public Enterprises in Kerala" for the years 2013-14 to 2017-18 published by Bureau of Public Enterprises, Government of Kerala, Trivandrum.

4. Books and Magazines published by Chemical based PSUs in Kerala
5. Standing Orders of the companies.
6. Annual reports of chemical based state level public sector enterprises in Kerala.

All the respondents were approached individually and personal interviews were conducted to elicit relevant data from these personnel clearing the apprehensions. The researcher received 444 completed surveys, with a response rate of 74%. After rejecting 42 questions for various reasons such as incompleteness, insufficient information, and errors, a total of 402 completed questionnaires were chosen for the study. The Employees Details both Managerial Staff and Workers of study are shown in Table 1.

**Table 1**

Employees Details both Managerial Staff and Workers

Organization	Managerial Staff	Workers	Total	Total Number of employees
Minerals & Metals,Chavara	68	148	216	1064
Titanium Products Trivandrum	48	98	146	664
The Cochin Chemicals	18	64	82	376

## 5. FINDINGS AND DISCUSSIONS

The major goal was to research the culture and atmosphere of HRD in Kerala's chemical-based industries. The HRD climate is found to be significantly associated with all of the parameters. However, a strong link was discovered with the HRD process. All of the sub-dimensions are significantly associated with HRD (OCTAPACE) culture. In the responses related to the General Climate, the two elements i.e. Top Management Style and Philosophy and Personnel policies scored unfavorable conditions which show the weakness of HRD activity. This demonstrates that the HRD system is the most important contributor to the whole HRD atmosphere in Kerala's chemical-based public sector firms.

The study's second aim was to examine the difficulties and potential of the HRD system in Kerala's chemical-based public firms. (1). General climate, (2). HRD (OCTAPACE) culture, and (3). HRD mechanisms. In the responses related to HRD (OCTAPACE) culture, all the eight elements i.e. Openness, Confrontation, Trust, Authenticity, Pro-Activity, Autonomy, Collaboration, and Experimentation scored favorable conditions which show the strength of HRD activity. In the responses related to HRD Mechanisms, the elements i.e., Career Planning, Employee Welfare, and Quality Work-Life, and Rewards scored an unfavorable condition which shows the weakness of HRD activity. Based on data analysis, the factors contributing to favorable dimensions of HRD culture were as Educated, experienced, and skilled workforce, Positive and motivating attitude of supervisors and executive staff. Dedicated and committed line managers, Dedicated and committed line managers, Positive attitude of some trade unions of the employees, and Freedom to let people work independently with responsibility.

The factors contributing to the weakness of HRD activities were found to be as Non-conformity of actions with the declaration of the top management, Lack of clear cut and adequately defined policy on human resources, Incompetency of concerned persons who are responsible for the development of human resources, Inadequate utilization of HRD instruments and system, Inadequate delegation of power and autonomy to the concerned implementing officers at various levels and Behavioral issues which are varying from person to person occupied at the key position of management.

The research study's third goal was to identify the strengths and weaknesses of HRD operations in these firms." The findings demonstrated that the general elements of HRD climate, such as General Climate, HRD (OCTAPACE) culture, and HRD Mechanisms, were in good condition, indicating that HRD climate is strong. In the responses related to HRD mechanisms, the elements i.e., Performance Appraisal, Grievances Mechanism, Feedback and Counseling, Training, Recruitment & Selection, and Job Rotation scored favorable conditions which show the strength of HRD activity.

The last objective of the present study was to evolve appropriate strategies and suggest measures to improve the efficiency of the employees in these organizations. The measures to improve the efficiency of the employees of chemical-based state PSUs in Kerala are found from the analysis were, conducted Awareness programs regarding economic and technological changes for all employees of chemical-based state PSUs in Kerala, Worker participation in management should be permitted which will help to improve a healthy organizational culture, To improve welfare activities, one officer should be there. This may lead to getting more concentration in welfare activities in these organizations, For positive and rational performance appraisal a clear and comprehensive, parameters based, sketch of evaluation must be defined to make the results of perception more scientific, To make the HRD system practices more acceptable and result-oriented, the Government should fully assist the Public Sector Units for promoting needs-based training and development by providing financial support and technical expertise.

## 6. CONCLUSION

A good HRD atmosphere is promoted by an organisation that has superior learning, training, and development system, as well as a reward and recognition system and an information system. The quality of the human system and the processes that underpin the enterprise's products and services will be determined by the attitudes, knowledge, and capabilities of the enterprise's personnel, as well as its contractors and suppliers. Currently, state public enterprises have emerged as a vital instrument or public policy for meeting the development objectives in Kerala.

The present study was also an attempt to contribute to a better understanding of the HRD climate prevailing in chemical-based state-level public enterprises in Kerala and make a comparative analysis to understand whether they have some degree of HRD climate or not. Based on the overall analysis it can be concluded that the favorable HRD climate was prevalent in the organizations surveyed. Thus, the extent of the HRD climate prevailing in both organizations seems to be different. For organizational and employee performance it is important to focus on various aspects of the HRD climate prevalent in the organization

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