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**A STUDY ON HUMAN RESOURCE DEVELOPMENT CLIMATE  
IN PLANTATION CORPORATION OF KERALA LTD,  
KANJIKUZHI, KOTTAYAM**

by  
**HARIPRIYA H.**  
(2014-31-139)



**MAJOR PROJECT REPORT**

Submitted in partial fulfilment of the  
requirements for the post graduate degree of

**MBA IN AGRIBUSINESS MANAGEMENT**

**Faculty of Agriculture**

**Kerala Agricultural University**



**COLLEGE OF CO-OPERATION, BANKING AND MANAGEMENT**

**VELLANIKKARA, THRISSUR-680656**

**KERALA, INDIA**

**2016**

*Declaration*

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## **DECLARATION**

I, hereby declare that this project report entitled “**A STUDY ON HUMAN RESOURCE DEVELOPMENT CLIMATE IN PLANTATION CORPORATION OF KERALA LTD, KANJIKUZH, KOTTAYAM**” is a bonafide record of work done by me during the course of project work and that it has not previously formed the basis for the award to me of any degree/diploma, associateship, fellowship or other similar title of any other University or Society.

Vellanikkara  
18-08-2016



**HARIPRIYA H**  
(2014-31-139)

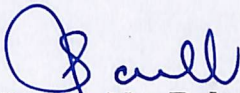
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## CERTIFICATE

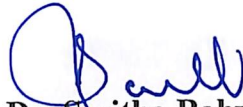
Certified that this project report entitled “**A STUDY ON HUMAN RESOURCE DEVELOPMENT CLIMATE IN PLANTATION CORPORATION OF KERALA LTD, KANJIKUZHI, KOTTAYAM**” is a record of project work done independently by Ms.Haripriya H. under my guidance and supervision and that it has not previously formed the basis for the award of any degree, fellowship, or associateship to him.

Vellanikkara  
18-08-2016

  
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## CERTIFICATE

We, the undersigned members of the advisory committee of Ms. Haripriya H, a candidate for the degree of **MBA in Agribusiness Management**, agree that the project work entitled “**A STUDY ON HUMAN RESOURCE DEVELOPMENT CLIMATE IN PLANTATION CORPORATION OF KERALA LTD, KANJIKUZHI, KOTTAYAM**” may be submitted by Ms. Haripriya H, in partial fulfilment of the requirement for the degree.



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# The Plantation Corporation of Kerala Ltd

(An ISO 9001:2008 Certified Company under Government of Kerala)

Registered Office: KOTTAYAM-686 004

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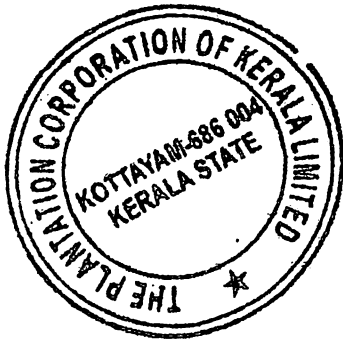


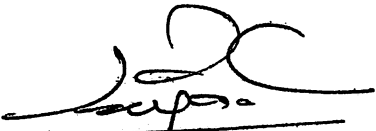
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## CERTIFICATE

This is to certify that **Ms. Haripriya H, MBA (Agri-business management)** student of College of Co-operation, Banking & Managment, Kerala Agricultural University, Vellanikara, Thrissur has successfully completed the project entitled "**A Study on Human Resource Development Climate in Plantation Corporation of Kerala Limited, Kottayam**" for a period from 28.03.2016 to 10.05.2016. The study was done at the Plantation Corporation of Kerala Limited, Head Office, Kottayam.



  
MANAGER (P&A)

# *Acknowledgement*

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*I would also use this opportunity to beg pardon to all those who have ever been hurt, knowingly or unknowingly by my words and deeds.*

*For any errors or inadequacies that may remain in this work, of course, the responsibility is entirely my own.*

***Haripriya H.***

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*Chapter - 1*

*Design of the Study*

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## **Chapter - 1**

### **DESIGN OF THE STUDY**

#### **1.1 Introduction**

Human resources take active role in the modern economic scenario of any country. The abundant physical resources alone cannot benefit the growth of the country without human resources components, which transforms physical resources in to productive resources. Human Resource Development (HRD) has become one of the most significant areas in industrial as well as in the non-industrial sector. HRD assumes significance in view of the fast changing organizational environments and need of the organization to adopt new techniques in order to respond to the environmental change.

Human Resource Development is a continuous process to ensure the development of employee competencies, dynamism, motivation and effectiveness in a systematic and planned way. However, enhancement of utilization value of human resources depends on improvement of the human resources aspects like skill, knowledge, creative abilities and talents and molding of other aspects like values, beliefs, aptitude and attitude in accordance with the changing requirements of groups, organization and society at large. This process is the essence of HRD.

HRD has become a major function of Human Resource Management (HRM). Hence, a well-planned HRD system must be a part of HRM of every organization. Such a Human Resource Development system may have the following elements;

1. Leadership and organizational commitment
2. Career planning and development
3. Performance appraisal
4. An adequate reward system
5. Effective counselling
6. Well formulated Human Resource Information System
7. Management development
8. Technical development

9. Supervisory development
10. Training and education
11. Organization development
12. Employee welfare and
13. Feedback

For facilitating Human Resource Development, there should exist a developmental climate in the organization. An organizational climate is a relatively enduring quality of the internal environment that is experienced by its members, influence their behavior and can be described in terms of the values of a particular set of characteristics of the organization. Organizational climate is the summary perception which people have about an organization. An organizational climate is the human environment within which an organization's employees do their work. It may refer to the environment within a department, a major company unit such as a branch plant or an entire organization. Organizational climate is viewed as an important tool, of motivating and developing employees in any organization. Human Resource Development Climate is an integral part of organizational climate. Human Resource Development Climate creates interest and motivation to the employees to stay longer in the organization. Organizing and treating the human resource is an important foundation to maintain the good HRD climate. Thus, the dynamic HRD climate can create the right path for the development of the individual and organization.

A cordial and peaceful relationship between management and workers is considered as an essential pre-requisite for increasing productivity and efficiency in an industrial enterprise. It is realized that if workers are permitted to participate and involve themselves in some of the decisions related to work situation, it will bring excellent results in the form of productivity and pave for a conducive climate.

## **1.2 Statement of the problem**

Human resources and its role in the development of the organization is now a widely discussed subject. An efficient and satisfied workforce is the most significant factor for organizational effectiveness and managerial excellence. Experience in business and service organization, however, indicates that managements generally devote more time and attention to



the policies and systems relating to production, technology, investment, inventory, marketing etc. than to human resources. Therefore, notwithstanding proven strengths in technical, financial, marketing and material areas many organizations are not able to achieve as much productivity and effectiveness as they were capable of. Careful planning, managerial styles, attitudinal and behavioural patterns of employees is therefore most urgently called for. The optimization of human assets can bring about positive changes in the organizational development. For this conducive and developmental climate should exist in the organization.

Organizational climate provides a type of work environment in which individuals feels satisfied or dissatisfied. An organization is said to have a developmental climate for its human resources when most climate facilitates or ensures the success of HRD measures introduced in the organization.

The Plantation Corporation of Kerala Ltd, the largest plantation company in public sector was formed in 1962, by the Govt. of Kerala. It always maintained a very healthy state of affairs in production and human resource management. Rubber and cashew are the two major crops raised by the corporation. It has a force of 4715 workers and 65 staff. Workers are engaged in the field of agronomy practices whereas staff and officers are doing ministerial, supervisory and managerial works. The dynamic HRD climate can create the right path for the development of the individual and the organization. Hence this study is being attempted with an aim of examining the various factors which are contributing to Human Resource Development Climate that existing in Plantation Corporation.

### **1.3 Objectives**

- i. To study the human resource development climate in Plantation Corporation of Kerala Ltd.
- ii. To find out the factors influencing HRD Climate in Plantation Corporation of Kerala Ltd.

#### **1.4.1 Methodology of the study**

For the purpose of the study both primary and secondary data were used. The primary data were collected through a pre-structured interview schedule among the employees of Plantation Corporation of Kerala Ltd., in order to assess the employees attitude towards HRD

climate. The opinions of the two categories of employees towards the HRD practices of PCK Ltd. were collected by means of this structured interview schedule. A standard questionnaire or model developed by Rao and Abraham (1990) at center for HRD Xaviour Labour Relations Institute, Kolkata (XLRI,India)was used to survey the extent to which a development climate exist in the organization. This research questionnaire is having 38 questions (statements) to measure the elements of HRDC which can be grouped in to 3 broad categories namely 'general supportive climate', 'OCTAPAC culture' and 'HRD mechanisms'. Each of these 38 statements is presented in statements from indicating the level of existence of that particular aspect of HRD climate in PCK Ltd. The respondents have been asked to state their opinions on a 5 point scale ranging from an optimistic perception to a most pessimistic perception i.e. 'always most true', 'mostly true' , 'sometimes true' , 'rarely true' and 'not at all true'. These opinion has been allotted of 4, 3,2,1,0 respectively. The scores obtained by each statement and each respondent have been tabulated to arrive at the perception of the employees towards HRD climate in PCK Ltd.

The perception of employees ,category-wise i.e. managerial and non-managerial employees have been found towards each of the dimensions of the HRD climate, viz. general climate ,OCTAPAC Culture and HRD mechanism climate, by calculating the index values of the scores obtained for each of the statement by each category of employees. The index values have been worked out based on the total of the actual score obtained for each indicator, each dimension and each category of employees and the maximum score that can be obtained for each of them. Thereafter, composite index for each dimension and each of the categories of employees has also been assumed and HRD climate index has been worked out using the formula:

$$\text{HRD Climate Index} = \frac{\text{Total of actual score}}{\text{Maximum score}} \times 100$$

The HRD index thus computed indicates the level of existence of that particular climate in the organization. Finally the overall HRD climate in PCK Ltd. incorporating all the 3 dimensions of the HRD climate and all the categories of employees has also been computed.

The actual score obtained by the respondent for all the 38 statements. The maximum score that a respondent can thus get will be 38 statements multiplied by four coming to total of 152. This can happen only if the responding is opting for the most optimistic opinion, i.e. 'always true', having score of 4, for all the 38 statements. The least score that can be obtained by a respondent will be 'zero' in such case where he/she opts for the most pessimistic option of 'not at all true' for all the 38 statements. On the basis of actual scores obtained by each respondent for all the 38 statements, HRD climate index respondent-wise has found out. A classification of HRD climate has been made, and the rating is categorized arbitrarily which is as follows.

**Table 1.1 Ratings for HRD climate**

<b>HRD Index</b>	<b>HRD Climate</b>
Below 20	Very poor
20-39	Poor
40-59	Moderate
60-79	Good
80 Above	Excellent

Based on the above classification, the HRD climate in PCK, Ltd. has been rated. In the final part of the analysis the factors more and less influencing HRD climate has been identified based on the index values of the scores obtained by each statement. These statements with the highest index value have been considered as the major factors contributing to the favourable HRD climate and statements with lowest index values have been considered as the less influencing factors contributing HRD climate.

#### **1.4.2 Location of the study**

The study will be conducted at the headquarters of Plantation Corporation of Kerala and Kallala cenex factory owned by Plantation Corporation of Kerala Ltd.

### **1.4.3 Sampling design**

The total number of employees in the headquarters and Kallala cenex factory constitute around 110. The sample size was 70 and sampling method was stratified random sampling in which managerial employees and non-managerial employees were selected. 35 employees were selected from 45 managerial employees and 35 employees from 65 non managerial employees.

### **1.4.4 Data collection**

The data collection included both primary and secondary data. The primary data was collected by using structured interview method among the employees of Plantation Corporation Of Kerala Ltd, in order to assess the employee's perception towards HRD Climate. The data collection was mainly done through pre-structured interview schedule based on a standard research questionnaire or model developed by Rao and Abraham (1990) at Centre for HRD Xavier Labor Relations Institute, Calcutta (XLRI, India) to survey the extent to which a development climate exist in the organization. The interview schedule consisted of 38 parameters, broadly divided in to three dimensions of the HRD climate namely, general, OCTAPAC culture and HRD mechanism climate.

The secondary data was collected from the sources like official records of PCK, research papers, books and internet.

### **1.4.5 Data analysis**

Percentage analysis and satisfaction index were the statistical tools used for the study.

## **1.5 Observations made**

The following observations were made for the study.

### **1.5.1 General climate**

It deals with the attitude of the top management of the organization in the implementation of its personnel policies, and its role in human resource development. The following parameters will be measured in order to reveal the general climate.

- i. Concern of top management regarding the work enjoyment by the employees

- ii. Significance given to human aspect of production
- iii. Importance given to development of subordinates
- iv. Employees development through personnel policies
- v. Investment of precious time and other resources in the development of employees
- vi. Concern of senior executives about their juniors in learning their job
- vii. Employees lacking competence in job are helped by the top management
- viii. Optimistic attitude of managers regarding behaviour of changes in employees

### **1.5.2 OCTAPAC Culture**

OCTAPAC culture reflects the degree of openness, confrontation, trust, autonomy, pro - activity, authenticity and collaboration that exists in the organization. The following will be the 15 parameters associated with this:

- i. Good interpersonal relation among employees
- ii. Informal relation between supervisors and employees
- iii. Prevalence of positive psychological climate in the organization
- iv. Employees do not have a fixed mental impression about each other
- v. Freedom of expressing feelings with their supervisors
- vi. Freedom of expressing feelings with their subordinates
- vii. Guidance of juniors by the seniors for future responsibilities
- viii. Joined efforts for solving the problems
- ix. Freedom of work
- x. Positive outlook of the supervisors regarding the mistakes committed by the employees
- xi. People trust each other in the organization
- xii. Identification and utilization of potential of the employees by top management
- xiii. Encouragement to employees to experiment with new methods and ideas
- xiv. Initiative taken by employees to know self-strength and weakness
- xv. Team spirit is of high order in the organization

### **1.5.3 HRD Mechanism climate**

The HRD mechanism takes in to account potential appraisal, potential appraisal, training and development, career planning and development and related activities. The following parameters will be considered:

- i. Decision on promotion of employees
- ii. Appreciation by supervising officers for the good work done by the subordinates
- iii. Performance reward mechanism
- iv. Mechanism of performance appraisal in the organization
- v. Method of communication of weakness of employees
- vi. Attitude of employees towards training programmes
- vii. Opportunity for on the job utilization of training programs by employees
- viii. Assessment of training needs of employees
- ix. Communication of career opportunities to juniors
- x. Communication of future plans of the organization
- xi. Adequate welfare measures
- xii. Effective feedback system working in the organization
- xiii. Existence of delegation of authority to juniors in organization
- xiv. Utilization of delegated authority by juniors
- xv. Use of job rotation as method of employee development

### **1.6 Scope of the study**

The scope of the study is to examine the organizational climate for HRD prevailing in Plantation Corporation. It covers various aspects like performance appraisal, training, feedback, suggestion schemes; employee welfare etc. It helps to assess the employees' perception regarding the HRD climate in Plantation Corporation. The process of HRD not only ensures the development of competencies in people but also enriches the integrity and commitment of people to the organization, where they have to work for a long time. The unlimited potentials of human resources can be used only creating a climate that can continuously enhance the capabilities of

people. Hence this study is significant for understanding the real state of HRD Climate prevailing and its impact on each workers in PCK Ltd.

## **1.7 Limitations of the study**

1. Fear of disclosure may affect reliability of the data given by the respondents.
2. The survey was conducted specifically among the employees of “Plantation Corporation of Kerala Ltd”,Kottayam so that the findings cannot be generalised to other similar organisations.

## **1.8 Chapterisation**

The study has been designed into the following chapters:

Chapter -1	--	Design of the Study
Chapter -2	--	Review of Literature
Chapter -3	--	Job Satisfaction – A Theoretical Framework
Chapter -4	--	Kitex Limited, Kizakkambalam - A Profile
Chapter -5	--	Job Satisfaction – An Analysis
Chapter -6	--	Summary of Findings and Suggestions

*Chapter - 2*

*Review of Literature*

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## **Chapter - 2**

### **REVIEW OF LITERATURE**

A good HRD climate rather than HRD practices are responsible for organizational performance. Various research studies have been conducted to determine and analyse the factors affecting the HRD climate prevailing in organizations. Studies on HRD climate have been reviewed to attain conceptual clarity and to highlight the significance of the topic.

Mittal and Verma (2013) studied the perception of employees on human resource development climate in SBI, Bhopal. With the help of 100 responded employees data were obtained on dimensions of OCTAPAC culture, general climate and HRD mechanism implementation. The conclusion resulted in favourable attitude of employees towards HRD policies and practices of the organization.

Sasirekha and Ashok (2013) presented an understanding on HRD climate in government Cement Company. The study revealed that employees were not fully satisfied with existing HRD climate. The mean score obtained on almost all the dimensions of survey were found to be poor and there were ample of work to be done in this area to improve the prevailing HRD climate.

Srinibash Dash, J. Mohapatra&LipikaLipi (2013) had conducted a study on correlation of HRD climate with job satisfaction of employees: an Empirical investigation on Mcl, Burla, Sambalpur, Odisha. This paper was based on a survey conducted on a coal exploring public company in Odisha called Mahanadi Coal Field, Limited, Burla, Sumbalpur, has provided an opportunity for an in-depth exploration of the perceptions and attitude of the employees regarding the potential HRD climate variables which have relations with job satisfaction of employees. In this context, for the study, they had taken 60 responses from different demographic profile to make this study succession one. They had used mean, standard deviation correlation, and regression analysis to prove significant relations and also T test had been used for testing hypothesis. The findings indicated that HRD climate has a significant relationship exists with the job satisfaction. It also indicated that there is considerable room for improvement in these areas.

Subrahmanian and Renganathan (2013) studied the organizational culture prevalent in equipment manufacturing company at Chennai. Sample size for the study constituted 206 employees from five departments. The outcome of study revealed that openness and trust environment was widely prevalent in the organization, however employee communication and pro-action culture were needed further development. The authors further observed that whole automobile companies were devoted to develop organizational culture by effective implementation of OCTAPAC culture in their organization.

Wani (2013) examined the nature of HRD climate and OCTAPAC culture existing in Cadbury India Ltd., Thane plant in Maharashtra. Data were collected from 210 workers and 15 managers of the organization under study. The mean score of general HRD climate, cultural dimensions and OCTAPAC culture were compared between respondent workers and managers. A sound HRD climate was prevalent in the organization. Dimensions like top management's attitude, potential appraisal, competency building, openness and confrontation required needful improvements.

Mohanty et al. (2012) studied the HRD climate and its impact on job performance in private insurance companies of Odisha. Data collected from 250 respondents revealed that average HRD climate and job performance was prevalent in the sector. There existed a positive relationship between HRD climate and job performance. However, HRD mechanism needed more attention with reference to factors like rewards, feedback, counselling, and focus on learning. In context to general climate, dimensions like employee development and psychological climate needed further improvement. The authors further suggested improvements like team spirit, trust, employee compensation and career development to improve the OCTAPAC culture prevalent in the sector.

Srinibash Dash and Professor J. Mohapatra (2012) studied HRD climate in Rourkela Steel Plant, one of the major steel producing public companies in the country under the control of SAIL. The study is aimed at assessing the extent of developmental climate prevailing, through identifying and measuring the perceived organizational culture and its various dimensions. The finding of the study helped to identify the weaker aspects of culture in terms of values and

believes that prevail in the organization. On the basis of these diagnoses the management can take the opportunity to work upon the identified weaker aspects and develop better organizational culture. According the researcher, they also stated that the management should focus on to gain the confidence of employees in its welfare activities through reintroduction of the schemes, which were partially or completely withdrawn; gather information about employee's welfare needs through a systematic survey etc. On the conclusion part of the study, they stated clearly reveals that there is considerable scope for the development and implementation of appropriate HRD programs and interventions in RSP as well as various other sectors in the country.

Bais (2011) studied the HRD climate in Life Insurance Corporation of India, Raichur division, Karnataka. The study revealed that organizational culture in LIC was conducive for employee's development. Further dimensions like management development, employee benefit, top management initiatives, employee commitment, support, encouragement and relationship were found to be poor in terms of employee opinion in the organization.

Benjamin (2011) had conducted a study on assessment of human resource development climate in Rwanda private sector organizations. The main objective was to investigate the prevalent HRDC within two leading private sector companies in Rwanda. The result of this study shows that generally there exists a good HRD climate in the organization according to the perceptions of respondents. The employee in general showed a favourable attitude towards HRD policies and practices of the organizations. However, it should be noted that the existing developmental climate within the insurance company is not as favourable as that of the telecommunication company. For the insurance company to practically improve its HRDC, attention should be paid to team building, supervisory skills development and interpersonal relationship skills enhancement.

Bandgar (2010) attempted to measure HRD climate in Industrial cooperative. The sub-units under study constituted sugar, milk, textile, spinning units of cooperative industries in Kolhapur district. The HRD mechanism in the form of induction training and training and development existed in all the organizations. Employees were satisfied with developmental

policies, and the overall HRD climate in cooperatives was found good. Researcher suggested measures to improve HRD climate in cooperatives under study.

M Srimannarayana (2010) conducted the study on Human Resource Development Climate in manufacturing sector, having aims to explore extend of HRD climate prevalent in manufacturing organizations in India. Based on the information collected from 726 employees working in 18 organizations in manufacturing sector in India, this study has found that the overall HRD climate prevailing in the sector is of moderate level only. Also category wise analysis leads to the conclusion that OCTAPAC culture has been more prevalent than HRD mechanisms and general HRD climate. Training and performance appraisal appear to be more mature practices rather than career planning, rewards and employee welfare. At last of the study, also it appeared that the organizations focus more on business rather than people. Ultimately, the researcher suggested that the organizations may introduce fair employee welfare programs and reward systems to improve employee satisfaction levels and subsequently to gain advantage from the satisfied workers to increase productivity.

Karunesh and Pankaj (2009) conducted a study on HRD climate in selected public sectors banks-an empirical study and found that, HRD climate plays a very important role in the success of any organization because directly or indirectly it affects the performance of the employees. If the HRD climate is good, then the employees will contribute their maximum for the achievement of the organizational objectives.

Srimannarayana (2008) in his work assessed the HRD climate prevalent in Indian organization. The data were collected from 1905 employees from 42 different organizations in India. The type of organizations under the study includes manufacturing (18), service (13) and information technology (11). A questionnaire containing 38 items grouped into three categories (general climate OCTAPAC culture and HRD mechanism) developed by Prof. T V Rao was administered for data collection. It was found that more favourable climate was found in manufacturing sector than to service sector and lastly the IT sector. The overall percentage score of HRD climate was calculated to be 59.61 per cent. The paper concluded with remarks that moderate climate was widespread in Indian organization.

Pillai Prakash R (2008) in his study influence of HRD climate on the learning orientation of bank employees stated that competent employees are the greatest asset of any organization. The proficiency of employees plays a vital role in the context of the diverse challenges faced by the contemporary organizations. Talent management employee engagement and employee retention have become the key concerns of HRD professionals. This is of greater relevance in the banking organizations, being a highly HR intensive sector. The study opined that, in order to maintain and develop their competencies, the employee should have an open mind for learning and change and suggested that proactive approach can be generated by providing adequate opportunities as well as motivations for the employees by fostering a supportive and favourable climate for learning in organizations.

Battu (2007) studies the profile of Agrigold Pvt Ltd. HRD climate survey was made by help of questionnaire designed by Dr. T.V Rao. The mean score of general climate and 3.49 respectively. The overall mean score of HRD climate was found to be 3.39. This indicated that the fact that HRD climate prevalent in Agrigold farming is just below the desirable level.

M Srimannarayana (2007) has carried out study to assess the extent of HRD climate prevailing in small trading units in Dubai. HRD consists of general HRD climate, OCTAPAC culture and HRD mechanisms. Category wise analysis leads to the conclusion that OCTAPAC culture was more prevalent than HRD mechanisms and general HRD climate. Training and performance appraisal appear to be more mature practices rather than career planning, rewards and employee welfare. He concluded that average HRD climate was prevalent in the small trading units. The author suggested the units to introduce fair employee welfare programmes and reward systems to improve the employee satisfaction levels and subsequently to gain advantage from the satisfied workers to increase sales.

Mufeed S.A and Gurkoo F.A (2006) have attempted ,in the paper titled as "Enhancing educational institutions effectiveness through HRD climate :An Empirical Assessment." To study the whole gamut of HRD climate in universities and other equivalent level academic institutions by eliciting employee perceptions on HRD climate for which the University of

Kashmir, Srinagar was selected as the main focal point of the study by the author. They found that on the whole HRD climate of sample study organization was perceived as significantly more motivational characterized by the OCTAPAC culture. This culture is to be practiced by providing infrastructural facilities. The study indicated that there is still considerable scope for HRD practices at the university based on the study findings.

Rateesh (2006) in his study on HRD climate in Rubco-Huat Woods Pvt.Ltd., conducted on 75 respondents from different category of employees was to examine the HRD practices and employees attitude towards working environment in the company revealed that overall HRD climate, they perceived as good only. Thus the company is having an ample score for improving the HRD climate because the HRD climate and prospects of the company are positively related.

Sheth Pinakin (2005), in "HRD through OCTAPAC culture", has delighted on OCTAPAC culture, OCTAPAC implies Openness, Collaboration, Trust, Authenticity, Protection, Autonomy, Confrontation, Experimentation. Author has examined some of the changes, required in different sub-systems of HRD with special reference to the liberalized and globalized economy in the 21<sup>st</sup> century.

Helena et.al. (2003) in their investigation to find out how the perceived organizational climate of a workplace was related to symptoms both of the organizations and employees and how these factors varied according to socio demographic and work-related characteristics, it was found that part of the impact of the organizational climate on sickness absence was not caused by an increase in work related symptoms. Even organizational climate seems to correspond not only with organizational practices and leadership but also with the occupational health. The organizational climate is used as research tools and it attempts to reduce the work related, ill-health and sickness absenteeism.

Mishra Padmakali Ramakrishna and BharadwajGopa (2002), had given an account under the title "HRD climate: An Empirical Study among Private Sector Managers" and the study results revealed that overall HRD climate in the organization covered under study was good. Significant differences were also observed among three levels of management with respect to

different dimensions of HRD climate as well as overall HRD climate. Implications of results of the study are discussed.

Alphonsa V K (2000), has published her study conducted in a large private hospital in Hyderabad under the title "HRD climate in a Private Hospital in Hyderabad, An Empirical Study". This study had attempted to analyse HRD climate, as perceived by the supervisors, and suggest that top management of the hospital may further advance the hospital in enhancing the physical mental and emotional capabilities of the individuals, in order to create and maintain a productive HRD climate.

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 skills represents 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.

Recognizing the importance of HRD climate, centre for HRD, Xavier Labour Relations Institute (XLRI, India) developed a 38-item HRD climate questionnaire to survey the extent to which development climate exists in organizations. The 38 items included in the questionnaire can be grouped into three categories such as general climate, OCTAPAC culture and HRD mechanisms. The general climate items deal with the importance given to human resources development in general by the top management and line managers. The OCTAPAC items deal with the extent to which openness, confrontation, trust, autonomy, pro-activity, authenticity and collaboration are valued and promoted in the organization. The items dealing with HRD mechanisms measure the extent to which the HRD mechanisms are implemented seriously. Using this instrument the first survey of HRD climate in Indian organization was carried out by T V Rao and E Abraham (1986) among 41 organizations in India. The study found that the general HRD climate in the organizations appears to be at an average level. The most important factor contributing to this seems to be a general indifference on the part of the employees on their own development. This was followed by the top management's lip sympathy and intellectual positivism in HRD but no emotional investment.

Kolekar B D (1987) in his Ph.D. thesis "A Study of HRD in Selected Public Sector Undertakings in Maharashtra and Goa" suggested to imparting long term training, appointing a director (T & D) as concrete step towards HRD., valid and reliable performance evaluation system, and issuing appreciation letters to outstanding employees. Researcher had considered only recruitment, selection, training and development and performance appraisal. He focuses on employee counselling etc. and use of computer in functioning of HRD effectively.

Abraham E (1989) found that HRD climate is a powerful intervening variable in translating HRD practices into profit.

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*Chapter - 3*  
*Human Resource Development*  
*Climate – A Theoretical Framework*

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## **Chapter - 3**

# **HUMAN RESOURCE DEVELOPMENT CLIMATE – A CONCEPTUAL FRAMEWORK**

Human resource is considered as the most important and essential part of any organizations. Human resource management is a process of bringing people and organization together so that the goals of both are met. The human resource management tries to secure the best from people by winning their whole hearted co-operation. In short it may be defined as the art of procuring developing and maintaining competent work force to achieve the goals of an organization in an efficient and effective manner.

### **4.1 Concept of Human Resource Development**

The concept of human resource development was introduced by Nadler (1984) in a conference organized by the American society for training and development. Nadler defines human resource development as “Those learning experiences, which are organized for a specific time and designed to bring about the possibility of behavioural and attitudinal change. HRD is considered as the key to higher productivity, better relations and greater profitability for any organizations. It aims at providing opportunities to individuals for full expression of their potential and focuses on the creation of values and culture conducive to individual growth in the organizational context. In other words, it works for the creation of an enabling organization and seeks to develop and manage human resource towards greater shaping of personal, social and economic values. HRD is more personal oriented than technology oriented and believes that participation and communication would bring about greater commitment, efficiency and growth of individual. It applies to both institutional as well as national issues. The main objective however is to develop the newer capabilities in people so as to enable them to tackle both the present and future challenges while realizing organizational goals.

Hence HRD is a process by which the employees of an organization acquire and develop their capabilities and inner potentials to perform various functions or duties assigned to them by the organization. It ensures development of their ‘self’ and the ‘organization’ and helps in developing an organizational culture to achieve the predetermined objectives. To facilitate HRD an optimal level of ‘developmental climate’ is necessary.

## **4.2 Human Resource Development Climate**

An organization becomes dynamic and growth oriented if the people are dynamic and proactive. Through proper selection of people and by nurturing their dynamism and other competencies an organization can make their people dynamic and proactive. To survive it is very essential for an organization to adopt the change in the environment and also continuously prepare their employees to meet the challenges; this will have a positive impact on the organization. A general supportive climate is important for HRD function, that is, if its program has to be implemented effectively. HRD climate reveals the perceptions of the employees regarding the developmental environment of an organization. The concept of climate with special reference to HRD context i.e. HRD climate has been developed by Rao & Abraham (1986). A good HRD climate rather than HRD practices are responsible for organizational performances. HR practices create the atmosphere for the employees that facilitate their development. HRD climate is the perception of the employees about the prevailing HRD culture in the organization.

### **4.2.1 Meaning of HRD climate**

HR means employees in organization, who work to increase the profit for organization. Development, it is acquisition of capabilities that are needed to do the present job, or the future expected job. After analysing human resource and development it can be simply stated that, HRD is the process of helping people to acquire competency. Climate is an overall feeling that is conveyed by the physical layout, the way employees interact and the way members of the organization conduct themselves with the outsiders.

The conventional implication with which the term 'climate' has been used in literature is 'organizational climate'. The concept of climate with specific reference to the HRD context, i.e. HRD climate, has been introduced by T.V Rao (1996). HRD climate is the perception of the employees about the prevailing HRD culture in the organization which is mostly brought out through surveys, covering the entire or sample of employees. Since then, HRD climate as a concept has gained greater significance and now it is viewed as an important tool of motivating and developing employees in an organization. HRD climate is an integral part and a component of the prevailing wider organizational climate, (Rao & Abraham, 1996; Akinyemi & Iornem,

2012) that refers to perceptions about the prevailing conditions within an organization which affects the life of employees (work & personal life) and the activities within the organization.

#### **4.2.2 Pre requisites to Develop HRD climate in an Organization**

- i. **Top to Bottom Effort:** organization is considered to be complete organization after including top authority to bottom line of workers. And whenever we talk about development at organizational level effort is needed from top level to bottom level. Top authority should not have thinking in their mind that their task is to only take decisions but they should also emphasized on proper implementation of decision by adopting various controlling technique. Bottom level should have loyal mind set towards their organization. Bottom levels workers have to work with dedication. They should have realization that organization is their own. To prepare HRD climate, manager and supervisors responsibilities are more or we can say that they are the key players. Managers and supervisors have to help the employees to develop the competency in the employees. To help the employees at the lower level they need to be updated properly and they need to share their expertise and experience with employees.
- ii. **Team Spirit:** there must be feeling of belongingness among the employees, and also willingness to work as a team.
- iii. **Faith upon Employees:** in the process of developing HRD climate employer should have faith in the employee's capabilities. Top management should trust the employees that after making huge effort to develop employees, employees will work for the well being of organization.
- iv. **Feedback:** feedback should be taken regularly to know the drawbacks in systems. This will help to gain confidence in employees mind. Employee will trust on management and he can express his opinion freely which is very good for HRD climate. Feedback will help to remove the weakness.
- v. **Free expression of feelings:** whatever top management feels about employees they have to express to employees and whatever employees think about top management it must be expressed. In other words we can say that there should not be anything

hidden in the communication process. Clear communication process will help to establish the HRD climate.

- vi. **Helpful Nature of Employees:** whenever we talk about 100per cent effort then we have to talk about employee's effort to. Nature of employees should be helping for management and for its colleagues. They should always be ready to help customers to.
- vii. **Supportive personal management:** personal policies of organizations should motivate employees to contribute more from their part. Top managements philosophy should be cleared towards HR and its well being to encourage the employees.
- viii. **Encouraging and Risk Taking Experimentation:** employees should be motivated by giving them authority to take decision. This concept is risky but gradually it will bring expertise in employees to handle similar situation in future. It will help to develop confidence in employees mind. Organization can utilize and develop employees more by assigning risky task.
- ix. **Discouraging Stereotypes and Favouritism:** management needs to avoid these practices which take to favouritism. Management and managers need to give equal importance. Those people who are performing good need to be appreciated and those who are not performing well need to be guided. Any kind of partial behaviour should be avoided.

#### 4.2.3 *Components of HRD Climate*

The organizational climate consists of:-

- a) **Organizational structure:** An organizations structure is actually a 'snapshot' of a work progress, frozen in time so that it can be viewed. The structure enables the people's energy to be focused towards process achievement and goal achievement. Employee must have a clear definition of not only the work structure but also the role used to organize the work. If the structure and the role is not clear, people will not know what the work process is, who is responsible for what, whom to go for help and decision, and who can assist in solving problems that may arise.

- b) Organizational culture:** Organizational culture is the pattern of beliefs, knowledge, attitudes and customs that exist within an organization. It may result in part from senior manager beliefs or from the beliefs of employees. Organizational culture can be supportive or unsupportive, positive or negative. It can affect the ability or willingness of employees to adapt or perform well within the organization.

The most effective work culture is one that supports the organization's HR strategies by aligning behaviours, processes and methods with the desired results. It is not just achieving results but the methods through which they are achieved that are critical to long time success. Before any HR strategy is designed there must be a clear understanding of the organization, its current values, its structure, its people as well as its goals and vision for the future.

- c) HR processes:** The HR system of an organization should be comprehensive enough to take care of employees from the time they join till the time they leave. Their demands must not be ignored, but a feeling of belongingness be created. Process should be very clear and impartial, so that employees gain faith in organization. From recruitment to retirement whole process should be according to employee's expectation and ability of employer.



*Chapter – 4*

*Plantation Corporation of Kerala  
Ltd. – A Profile*

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## Chapter – 4

### PLANTATION CORPORATION OF KERALA LTD. – A PROFILE

#### 4.1 Background and inception of the company

The plantation corporation of Kerala Ltd., the largest plantation company in public sector was formed in 1962, by the Government of Kerala with initial share capital of Rs.750 lakhs. The purpose of establishing the Plantation Corporation was to accelerate the agro-economic development of Kerala. No efforts have been spared to achieve this purpose in the four decades of its existence.

The PCK always maintained a healthy state of affairs in production and human resources and HR management. The corporation enjoyed profits rolling in all through its existence. Extensive estate holding of the PCK have made it one of the largest plantation owners in the country. From a total 14,020 Ha.As much as 6,458 Ha. While the rest area is planted with cinnamon, aracanuts, coconut, pepper, aecidia, teak and other miscellaneous trees. Thus rubber and cashew are the two major crops raised by the corporation.

The rich quality rubber latex produced from PCK estates is processed in to concentrated latex, crumb rubber (ISNR), and crepe rubber. To process timber of old rubber trees felled for replanting, the corporation has set up a rubber wood processing factory at Kodumon in Pathanamthitta district of Kerala.

The corporate growth plans of the Plantation Corporation emphasize on lateral diversification. As early as 1977, the PCK had diversified in to oil palm cultivation. A subsidiary company by name Oil Palm India Ltd. was formed with the participation of Govt. of India. Today Oil Palm India Ltd. is an independent company. From being a purely plantation based organization, the PCK is diversifying in to the challenging Sunrise Industries, utilizing the vat amount of rubber wood generated from its plantations. The modern, treated wood processing plant is already in operation since 1989. The treated wood is an economical alternative to teak and mahogany. The demand for rubber is steadily increasing in Kerala, also help to arrest deforestation to a certain extent.

The estates of PCK are blessed with patches of undistributed natural beauty reiterates this truth. Thus the potential of farm tourism and eco- tourism which is emerging as a high potential commercial activity in Kerala was identified as a suitable area for diversification by the Plantation Corporation. The corporation had identified plenty of spots of scenic beauties in its plantation located in different parts of Kerala state. The all natural settings like captive secondary jungles, rocky patches, rivers, river banks, minor and major waterfalls, dam site etc. offers tremendous potential for commercial exploitation from a tourism angle. Besides proximity of established tourist spots like Athirapilly in Thrissur district, Peruvannamoozhi in Kozhikode district, Bakel in Kasargode district make this task much easier to accomplish.

The famous tourist spot of Athirapilly is in the vicinity of Kalady group of estates, owned by PCK. The corporation decided to exploit the high tourism potential in Athirapilly by setting up all infrastructure and facilities for encouraging domestic and international tourism. The pilot farm tourism project started near Athirapilly waterfalls is a major attraction towards people. This ambitious project named as "Plantation Valley". The company is working under the label leadership of Honorable minister of Agriculture through the Government in Department of Agriculture. The activities of the PCK are headed by the Managing Director under the supervision of the Board of Directors and Chairman of the Board.

#### **4.2 Vision**

To collectively create a unique and sustainable business which the commitment and involvement of the employees as partners.

#### **4.3 Mission & Quality policy**

To produce a consistently high quality product, exceeding customer expectations, at the lowest cost and creating an environment for work excellence, ensuring sustained growth with commitment towards social and environment values.

#### **4.4 Value**

To conduct business with complete transparency while aiming for excellence in every sphere of our operations; protecting the environment and treating people with care and compassion.

#### 4.5 Estate factories of PCK

The company has established rubber plantation in 7900 Ha. and cashew in 6350 Ha. as on today. It has also a few hectares of cinnamon and oil palm.

**Table 4.1 Details of estate factories**

Name of the Estate	District	Total	Rubber	Cashew	Oil palm	Others
Kodumon	Pathanamthitta	1202	1202			
Chandanapally	Pathnamthitta	1665	1613	52		
Thannithode	Thrissur	668	606	62		
Oil Palm Estate	Ernakulam	775	408	119	248	
Athirapally	Ernakulam	1522	1330	192		
Kallala	Ernakulam	1478	1260	218		
Nilambur	Malappuram	555	555			
Mannargad	Palakad	544		544		
Perambra	Kozhikode	1030	794	336		
Rajapuram	Kasargode	1523		1523		
Kasargode	Kasargode	2209		2209		
Cheemeni	Kasargode	980		980		
		<b>14251</b>	<b>7768</b>	<b>6235</b>	<b>248</b>	<b>200</b>

**Table 4.2 List of factories**

Name of factory	District	Processing Unit
Kodumon Group Latex Factory Nedumonkavu P.O., Pathanamthitta- 689693 Ph: 914734285228	Pathnamthitta	2500 M.T. Annually
Kalady Group Factory Kalady Plantation P.O., Angamaly Ernakulam-683583 Ph: 914757398383	Ernakulam	2300M.T Annually
TSR Factory Kalady Plantation Angamaly Ernakulam-683583 Ph: : 914757398383	Ernakulam	1800M.T. Annually
Rubber Wood Factory Nedumankavu P.O., Pathanamthitta-688783 Ph: 914734285228	Pathnamthitta	85 m <sup>3</sup> Annually

#### 4.6 Plantations- Rubber

The rubber plantations are the backbone of the company. It spread over 1425 Ha in 7 estates in virgin fertile forestland leased out from forest department and planted with high yielding varieties of rubber. By extend, most of the estates are largest in Asia. All plantations are blessed with natural beauty and panoramic view.

Kerala is at present producing almost the entire requirement of natural rubber in the country. To meet the increasing amount, the plantation corporation also decided to bring extensive are as under rubber. The original planting was started in 1959 and it was completed by 1970. At present the corporation processes 7 rubber estates extending to an area of 7930 Ha.

These estates are spread over in Pathanamthitta, Ernakulam, Thrissur, Calicut, Malappuram, and Kasargode districts of the state. The first phase of replanting was started in

1989 and it will be completed by 2000A.D. About 90per cent of the area has already been replanted as on today. There is adequate infrastructure available and the entire plantation, their location and distribution are most ideal for efficient management.

PCK is one of the major producers of high quality concentrated latex (cenex) in India. The company has two latex centrifuging factories with state of the art centrifuging machines and producing centrifuged latex above BIS standard. Effort has been initiated to explore the possibilities of exporting cenex to overseas buyers in order to bring the price stability in the domestic market. Equipped with scientific effluent treatment plants, the factories work under the close monitoring of pollution controlled board. Well-equipped quality labs and experienced chemists help us to monitor superior quality of products. Both factories are ISO 9001:2008 certified.

PCK is also one of the biggest producers of Block Rubber (ISNR) as per ISI specifications. The crumb rubber factory is equipped with latest machinery and infrastructure to meet the quality.

**Table 4.3 Rubber estates of PCK**

Sl.no.	Estates	Districts	Area
1	Kodumon Estates	Pathanamthitta	1202 Ha
2	Chandanapally Estates	Pathanamthitta	1655 Ha
3	Thannithode Estates	Pathanamthitta	668 Ha
4	Kallala Estates	Ernakulam	1592 Ha
5	Athirapally Estates	Thrissur	2195 Ha
6	Nilambur Estates	Malappuram	573 Ha
7	Perambra Estates	Kozhikode	943 Ha

## 4.7 Plantation Cashew

The company has 6361 Ha. of cashew plantation. These are planted with high yielding varieties and are bring scientifically managed. The companies also maintain a section nursery of high yielding varieties of cashew in 25 Ha. which can produce up to 3,00,000 numbers of grafted cashew plant per year.

Cashew processing is an industry vitally important to Kerala due to its value in providing employment to about 1, 50,000 people and its contribution to the economic growth of the country. The confidence and experience gained in rising and managing large scale rubber plantation encouraged the PCK to embark upon another big venture, riding extensive cashew plantation. Today, there are 4500 Ha. of cashew plantation managed by the corporation. Improvement of existing plantation and bringing more areas under high yielding varieties of cashew continue the aim.

**Table 4.4 Cashew estates of PCK**

SI No	Estates	Districts	Area
1	Mannarghad Estate	Palakkad	544 Ha.
2	Cheemeni Estate	Kasargode	943 Ha.
3	Rajapuram Estate	Kasargode	1523 Ha.
4	Kasargode Estate	Kasargode	2190 Ha.

## 4.8 Factories

### 4.8.1. Cenex Factories

The company has two latex centrifuging factories, one Crumb Rubber (ISNR) factory and rubber wood processing factories. Both centrifuging factories are equipped with modern imported centrifuging machines and producing concentrated latex above BIS standard, these factories are also equipped with scientific effluent treatment plants, working under the close monitoring of Pollution Control Board. The Kodumon Group Latex Factory can process 36,000 litre of normal latex a day. Both factories are ISO 9001:2008 certified.

#### **4.8.2. Crumb Rubber Factory**

The Crumb Rubber Factory (ISNR) of the company is located at Athirapilly Estate in Kalady Group of Estates, Ernakulam (Dist). The factory is equipped with advanced thermal fluid based drying systems, which gives uniform quality outputs. The factory can produce 6 M.T block rubber per day. The factory is also equipped with modern laboratory facilities for quality evaluation and maintenance and an effluent treatment plant for treating factory discharge.

#### **4.8.3. Rubber Wood Factory**

The Rubber wood Treatment Factory of the company is located in Kodumon Estate in Pathanamthitta Estate. The factory is equipped with modern plant and machinery to produce high quality treated wood. It follows the advanced Borax-Borac Acid treatment system for treating rubber wood the factory can process 85 m<sup>3</sup> woods per month. The corporation has established rubber wood processing factory and Kodumon Estate. The treated rubber wood is durable, cheaper and versatile. Treated rubber wood can be used for making furniture, items for interior decoration, panelling etc.

### **4.9 Productivity of plantation**

The infrastructure available in the cashew estates of the corporation has not been sufficient for the direct collection of nuts during the harvest season from February- June every year, without pilferage. So the corporation has been resorting to sales of harvesting right through tender cum auction by which the highest bidder is assigned the right to collect the nuts, which also make security arrangements to prevent poaches/ intruders during the harvesting seasons.

#### **4.9.1. Labour**

The PCK has a force of 4715 workers and 64 staff and officers of which 533 workers and staff and officers are working in cashew sector. Workers are engaged in the field for various agronomy practices whereas staff and officers are doing ministerial, supervisory and managerial works. An average emolument of a worker in cashew estate is Rs. 381 per day. Each worker is entitled for bonus, leave with wages, sick leave, gratuity, provident fund etc.



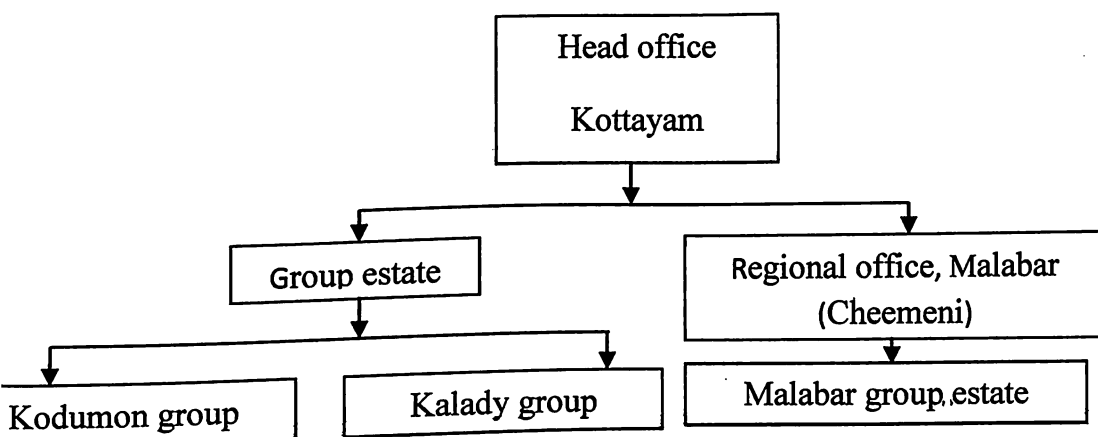
#### **4.9.2. Trade Unions**

According to section 2 (B) of the Trade Unions Act 1926 defines “a trade union is any combination of persons, whether temporary or permanent, formed primarily for the purpose of regulating the relation between workers and the employees, or between and workers, and for imposing restrictive conditions on the conduct of any trade or business, and includes any federation of two or more trade unions.”

#### **4.10 Other products**

- i. 60 per cent centrifuged latex with ISI specification
- ii. Low Ammonia latex
- iii. Crumb Rubber (ISNR)
- iv. Estate Brown Crape
- v. Threaded rubber wood
- vi. Dried Coffee Seeds
- vii. Black Pepper
- viii. Processed Cardamom
- ix. Processed Cinnamon Bark and Oil
- x. Farm fresh vegetables
- xi. Broiler ducks and egg
- xii. Honey
- xiii. Passion fruit squash
- xiv. Cashew nuts

**Figure 4.1 Administrative set up of PCK**



#### **4.11 Organizational set up of PCK Ltd.**

Organizational chart of Plantation Corporation of Kerala Ltd. consists of 11 board members nominated by Govt. of Kerala. It consists of 6 politicians and 5 government officials including M.D. Government officials are from finance department, forest department, rubber board, agricultural department. Managing Director is the supreme power controls all the General Managers of various departments. The PCK Ltd carries on its function through 6 main departments. There exists a very cordial relationship between each department in PCK and the day to day operations as well as delegated to each department through the staff members at various levels. The council of management is the apex body, which coordinates all the operations of the exchange. The M.D. gives the guidance to the heads of various departments. Each department has a General Manager as Head of the Department.

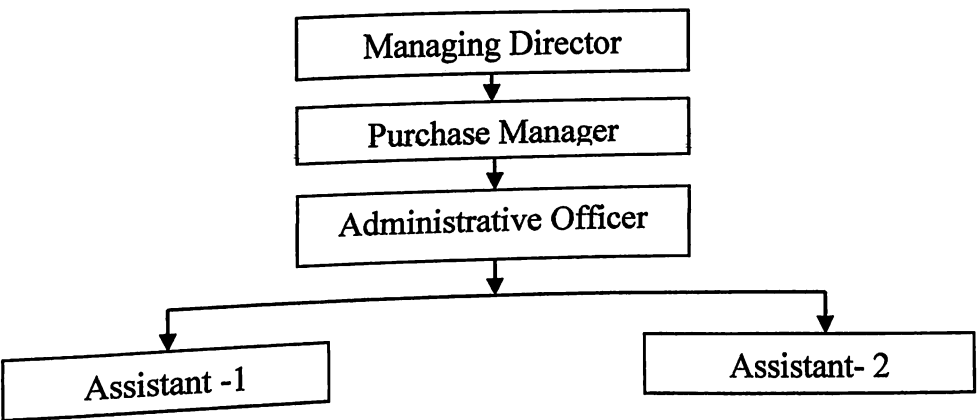
The various functional departments under PCK Ltd. are:

- 1) Purchase department
- 2) Construction and Engineering department
- 3) Finance and Accounts department
- 4) Sales and Marketing department
- 5) Personnel department
- 6) Production and Planning department

**4.11.1 Purchase Department**

Purchase department is a key department of PCK. It consists of the General Manager, Administrative Officers, and two assistants. General Manager has the charge of the department. Any decisions in the purchase department are taken by the General Manager. In case of absence of General Manager the secretary is the in charge. The major functions of this department are purchasing of raw materials as per the requirement of the production department, formulate purchase committee for the purchase of materials, selecting the optimum cost for purchase and avoiding the time lag between the ordering and purchase of materials

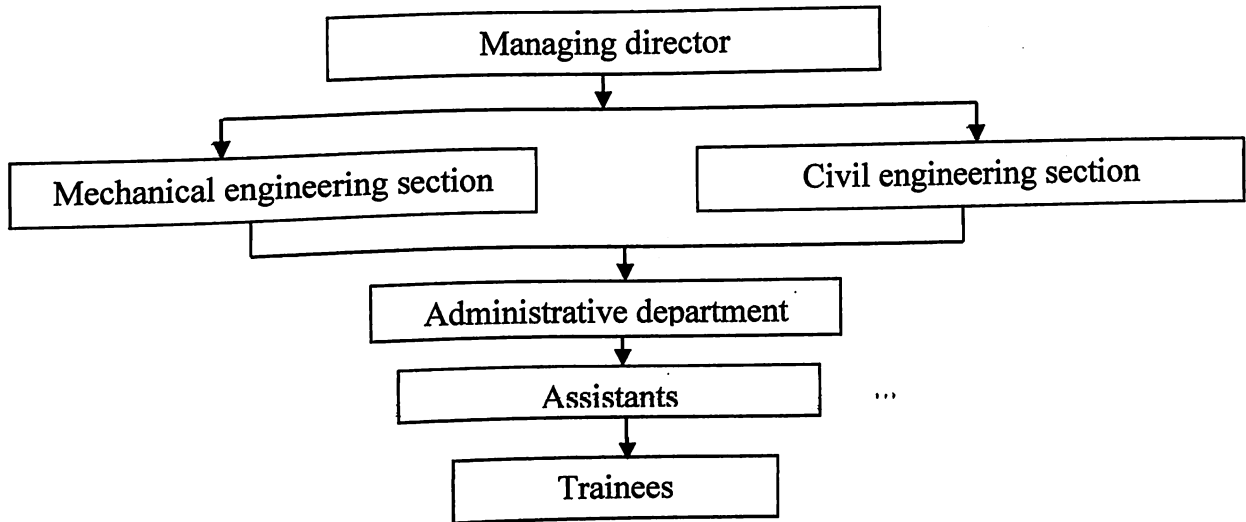
**Figure 4.2 Organizational chart of Purchase Department**



**4.11.2 Construction and Engineering department**

The construction and engineering department has a greater role in the development and working of the PCK. All the construction and engineering works of the factories and estates of the corporation are done through this department. PCK engineering departments consisting of two sections, civil engineering section and mechanical engineering section. Civil engineering section is handled by the civil engineer and mechanical engineering is handled by mechanical engineer. Both engineers are appointed by the Govt. of Kerala. The works of this department consisting of construction as well as maintenance works of estates and factories.

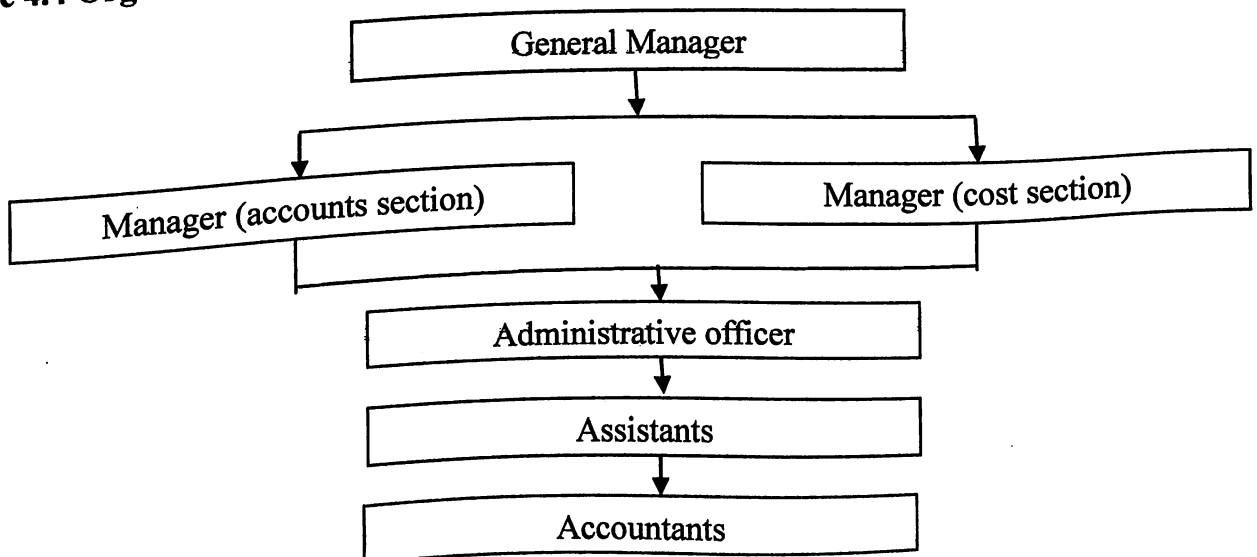
**Figure 4.3 Organizational charts of construction and engineering departments**



#### **4.11.3 Finance and Accounts Department**

This department takes care of the various financial transactions of PCK. The department is headed by a General Manager and assisted by two managers one in the accounts section and other in the cost section. The finance department is divided into 2 sections, Accounts section and Cost section. The major functions of this department include fund management, annual report generation, interaction with bankers, taxation, maintaining of payrolls and cash register, preparation of various financial statements of the company and keeping general accounts of the PCK.

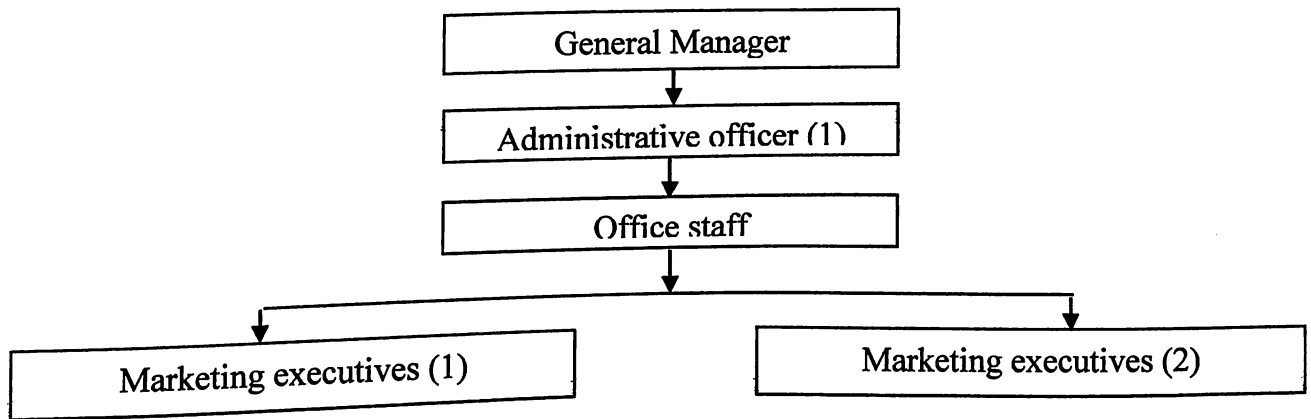
**Figure 4.4 Organizational charts of Finance and Accounts department**



#### 4.11.4 Sales and Marketing department

For the effective working of the every organization the sales and marketing department has a very important role. PCK follows the bidding system for the sale of its product. With the intimation from the production department the sales department starts the process of sales. In PCK marketing is subsidiary activity of sales department the two marketing executives are appointed for this job. The major functions of marketing department are starts with the function of arranging the buyers for the product, marketing of agricultural produces and products, conduct agricultural market awareness programme, issue new magazines, to collect sponsorship from the agent and to give motivation or its staff and member.

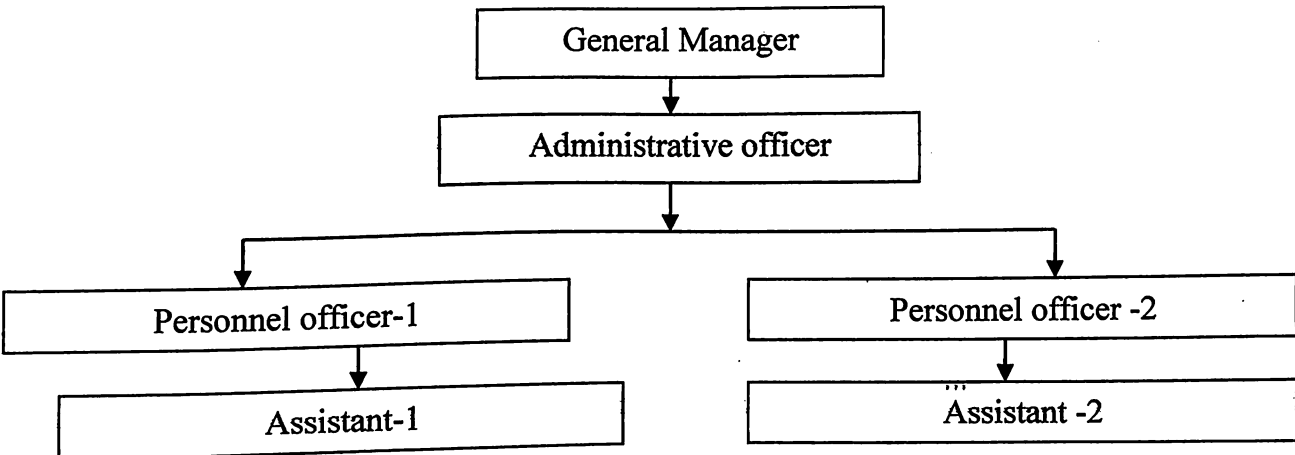
**Figure 4.5 Organizational chart of sales and marketing department**



#### 4.11.5 Personnel and Administrative department

Personnel and Administrative department is a key department of Plantation Corporation. Personnel and Administrative department has been divided in to 2, Human resource section and Administrative section. The main function of administrative section is to maintain the records and accounts of company administration. The orders from other department are processed through the administrative section. The activities of personnel section are done through the personnel officer. The main activity of personnel section is to maintain the records of employees.

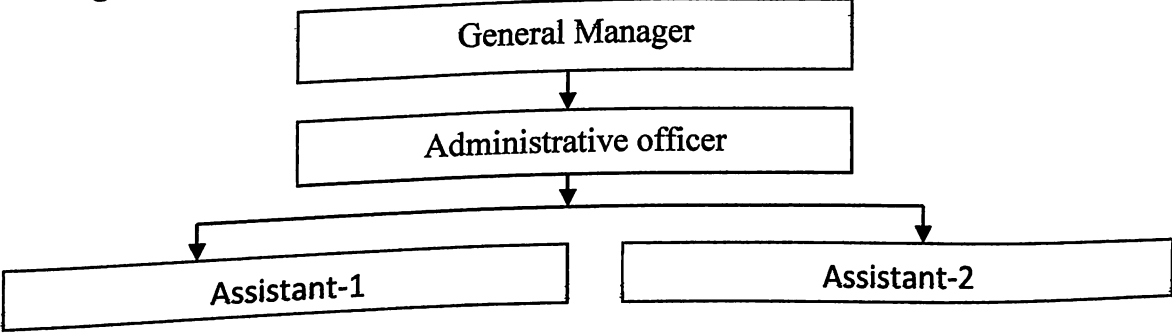
**Figure 4.6 Organizational charts of Personnel and Administrative department**



**4.11.6 Production and Planning department**

The major activities of production and planning department are to monitor the progress of production and advise the factories and estates to produce products according to the estimates. Production activities of PCK concentrate only on its factories. The products of PCK includes rubber, cashew, cardamom etc. the main product of PCK is processed cashew and centrifuged latex.

**Figure 4.7 Organizational chart of Production and Planning department**



*Chapter – 5*

*Human Resource Development Climate –  
An Analysis*

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## Chapter - 5

### HUMAN RESOURCE DEVELOPMENT CLIMATE – AN ANALYSIS

The business organizations are attaching great importance to human resource because human resources are the biggest source of competitive advantage and have the capability of converting all the resources into product/service. The organizations success is determined by the skills and motivations of the employees. Competent employees are the greatest assets of any organizations. By giving the opportunities and by providing right type of climate in an organization, individuals can be helped to give full contribution to their potentials, to achieve the goals of the organizations and thereby in sharing the optimization of human resources. For this purpose a congenial HRD climate is extremely important. Thus, an optimal HRD climate is essential for facilitating HRD.

This study was intended to assess the extent of HRD climate prevailing in PCK Ltd. Kanjikuzhy ,Kottayam on the basis of the primary data collected from the employees. The perception of employees towards the HRD practices in PCK was collected through a structured interview schedule consisting of 38 statements, based on the model developed by Rao and Abraham(1990). These 38 statements have been grouped into three namely: General Climate, OCTAPAC Culture and HRD Mechanism Climate. The perception of 70 sample respondents drawn from the two categories viz. managerial employees and non-managerial employees were taken for the analysis. The study also needed to find out the difference in the perception of employees regarding HRD climate on the basis of age gender designation and years of experience. Hence the first part of the section handles demographic profile of the respondents. The perception of the employees regarding the above said three aspects of HRD climate are presented in the next three sections followed by the overall HRD climate and The factors influencing the HRD climate forms the last but not the least part of this analysis section.



**Table 5.1 Ratings for HRD climate**

<b>HRD Index</b>	<b>HRD Climate</b>
Below 20	Very poor
20-39	Poor
40-59	Moderate
60-79	Good
80 above	Excellent

Based on the above classification, the HRD climate in PCK,Ltd.has been rated. In the final part of the analysis the factors more and less influencing HRD climate has been identified based on the index values of the scores obtained by each statement. These statements with the highest index value have been considered as the major factors contributing to the favourable HRD climate and statements with lowest index values have been considered as the less influencing factors contributing HRD climate.

### **5.1 Demographic profile of respondents**

The employees of PCK Ltd. constitute a heterogeneous group, differing in age, gender, educational qualification, years of experience etc. The perception of employees also differs according to their nature. The profile of the respondent regarding their personal variables has its own importance in this study in order to find out the difference in perception of employees and to ensure the reliability of the responses on the basis of the personal variables. The characteristics or features of the respondents are given below.

**Table 5.2 Demographic profile of the respondents on the basis of Gender**

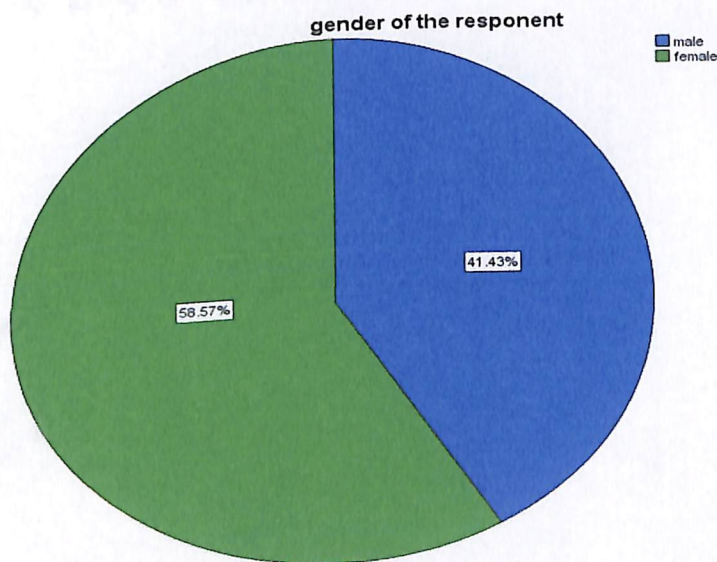
Sl.No.	Personal variables	Managerial category	Non managerial category	Total
1.	<b>Gender category</b>			
	Male	14 (40)	15 (42.9)	29 (41.42)
	Female	21 (60)	20 (57.1)	41 (58.57)
	Total	35	35	70 (100.00)

Source: Estimated value based on primary data

\*Figures in parenthesis denote percentage

The Table 5.2 shows that most of the respondents in PCK Ltd. belong to the female gender category (58.57 per cent). It indicates that they strongly believe in the capabilities of women. In both managerial and non-managerial categories there are more number of female employees.

**Figure 5.1 Demographic profiles of the respondents on the basis of Gender**



Source: Compiled from the primary data

**Table 5.3 Demographic profile of the respondents on the basis of Age**

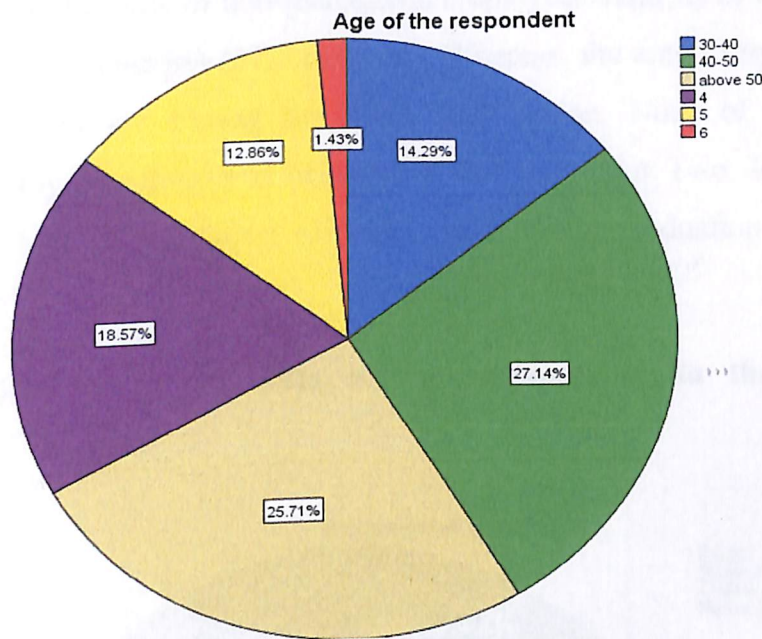
Sl.No.	Personal variables	Managerial Category	Non managerial Category	Total
2.	<b>Age group category</b>			
	30-40	10 (28.57)	19 (54.28)	29 (41.42)
	40-50	18 (51.42)	13 (37.14)	31 (44.28)
	Above 50	7 (20)	3 ... (8.57)	10 (14.28)
	Total	35	35	70 (100.00)

Source: Estimated value based on primary data

\*Figures in parenthesis denote percentage

It can be observed that 44.28per cent of the respondents belong to the age group of 40-50 followed by 30-40 (41.42). Only 7 respondents (non-managerial) and only 3 respondents (managerial) belong to the age group of above 50. Majority of the non-managerial employees belongs to the age group 40-50(51.42per cent) whereas majority of the managerial employees belongs to 30-40 age group (54.28per cent).

**Figure 5.2 Demographic profiles of the respondents on the basis of Age**



Source: Compiled from the primary data

**Table 5.4 Demographic profile of the respondents on the basis of Educational Qualification**

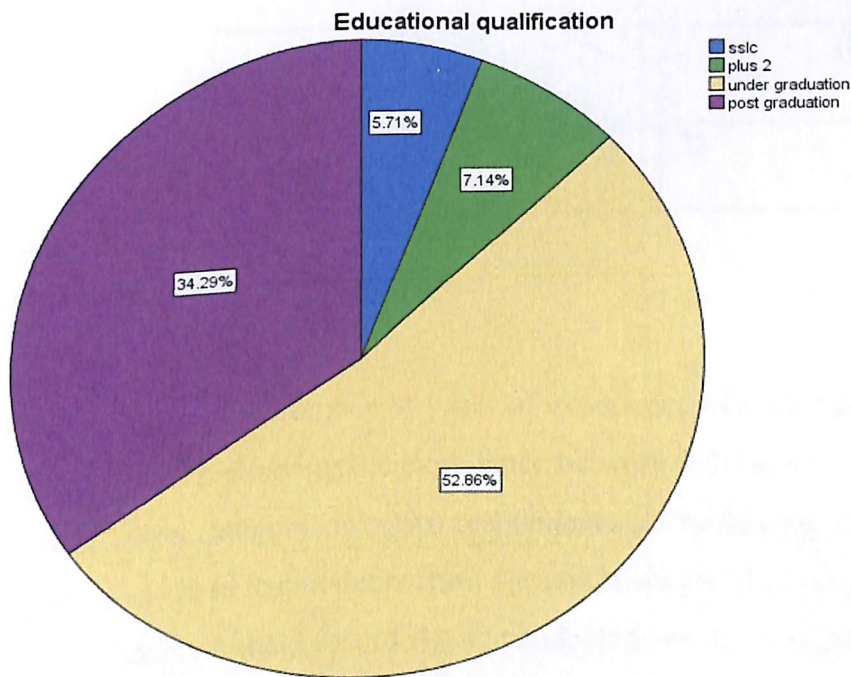
Sl.No.	Personal variables	Managerial Category	Non managerial category	Total
3.	<b>Educational qualification</b>			
	SSLC	0	4 (11.4)	4 (5.71)
	Plus 2	0	5 (14.3)	5 (7.14)
	Under Graduates	24 (68.6)	13 (37.1)	37 (52.85)
	Post Graduates	11 (31.4)	13 (37.1)	24 (34.28)
	Total	35	35	70 (100.00)

Source: Estimated value based on primary data

\*Figures in parenthesis denote percentage

The next level of the Table 5.4 shows the personal variable educational qualification of the respondents. In the case of non-managerial employees majority of the respondents are having graduation or post-graduation (37.1 per cent). Whereas, the entire respondents from managerial employee's category are having the same qualification. None of the respondent from the managerial employees category is belonged to SSLC or Plus Two. In general, majority of the employees are having graduation (53 per cent) or post-graduation (34.4 per cent) as their educational qualification.

**Figure 5.3 Demographic profiles of the respondents on the basis of Educational Qualification**



Source: Compiled from the primary data

**Table 5.5 Demographic profile of the respondents on the basis of years of experience**

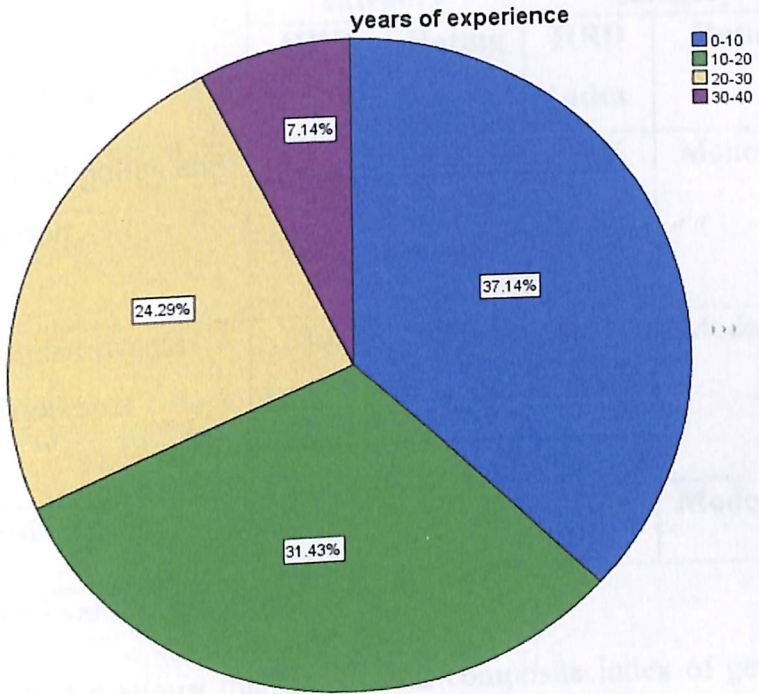
Sl.No.	Personal variables	Managerial category	Non managerial category	Total
4.	<b>Years of Experience</b>			
	0-10	12 (34.3)	14 (40)	26 (37.14)
	10-20	9 (25.7)	13 (37.1)	22 (31.42)
	20-30	12 (34.3)	5 (14.3)	17 (24.28)
	30-40	2 (5.7)	3 (8.6)	5 (7.14)
	Total	35	35	70 (100.00)

Source: Estimated value based on primary data

\*Figures in parenthesis denote percentage

The Table 5.5 shows the number of years of experience of respondents. In general, 37.4 per cent of the respondents are having the experience between 0-10 years of working in PCK. In the managerial employee's category only two respondents are having the experience of working between 30-40 years and three respondents from the non-managerial employee's category. It can be inferred from the Table 5.1 that most of the respondents from the two categories are having 0-10 years of working experience in the organization, and their opinions and perceptions will be adding more strength to the results of the study.

**Figure 5.4 Demographic profiles of the respondents on the basis of years of experience**



Source: Compiled from the primary data

**5.3 General HRD Climate**

The general climate deals with the importance given to human resources development in general by the top management. A general supportive climate is important for HRD if it has to be implemented effectively. Such supportive climate consists of not only top management and line management's commitment but good personnel policies and positive attitude towards development. In order to assess the general HRD climate prevailing in PCK Ltd., 8 items were identified and the scores on the respondents have been calculated.

The perception of the employees regarding the general HRD climate in PCK, category-wise is depicted in the Table 5.2. The 8 statements stated above are given as indicators in the alphabetical order from 'A' to 'H' along with the indicator-wise and category-wise index values calculated by using the scores given by each employee are shown in the Table 5.2.

**Table 5.6 HRD Index showing General HRD Climate in PCK Ltd.**

Indicators	Managerial category		Non managerial category		Overall HRD index	Rating
	HRD Index	Rating	HRD Index	Rating		
A. Good personnel policy and support	60.99	Good	55.36	Moderate	58.17	Moderate
B. Positive attitude towards employee development	63.80	Good	57.37	Moderate	60.58	Good
<b>Composite Index</b>	<b>62.39</b>	<b>Good</b>	<b>56.36</b>	<b>Moderate</b>	<b>59.37</b>	<b>Moderate</b>

Source: Estimated value based on primary data

The Table 5.6 shows that the overall composite index of general supportive climate is moderate. It is clear from the composite indices that the managerial employees (62.39) are more positive than the non-managerial employees (56.36).

The indicator B i.e., positive attitude towards employee development has the highest score value in the perception of managerial (63.80) as well as non-managerial employees (57.37). Both the indicators were rated as good by the managerial employees. However non-managerial employees rated moderate for the two indicators of general climate.

The indicator A i.e. good personnel policy and support has comparatively low index value (60.99) according to the perception of managerial employees, however it was rated as good. The non-managerial employees have also scored a low index value (55.36) for this parameter and indicated as moderate.

It can be inferred from the Table 5.2 that the overall general supportive climate exist in the organization is moderate (59.37). So the scope for improving the attitude and general support towards the employees are still high. More improvement is needed in the case of personnel policies and support that exists in the organization.



## **5.4 OCTAPAC Culture**

OCTAPAC culture is essential for facilitating HRD. OCTAPAC denotes openness, confrontation, trust, autonomy, pro activity; authenticity and collaboration valued and promoted in the organization. Openness is there when employees feel free to discuss their ideas activities and feelings with each other. Confrontation is bringing out problems and issues into the open with a view to solving them rather than hiding them for fear of hurting or getting hurt. Trust is taking people at their face value and believing what they say. Autonomy is encouraging employees to take initiative and risks. Proactivity is taking control and making things happen rather than just adjusting to a situation or waiting for something to happen. Authenticity is the tendency on part of people to do what they say. Collaboration is to accept interdependence, to be helpful to each other and work as teams. For examining the perceptions of the employees towards OCTAPAC culture 15 statements covering the above aspects were identified and the scores on the responses of employees in the organization have been calculated.

**Table 5.7 HRD Index showing OCTAPAC in PCK Ltd.**

Indicator	Managerial category		Non managerial category		Overall HRD Index	Rating
	HRD Index	Rating	HRD Index	Rating		
A. Openness	61.18	Good	60.47	Good	60.82	Good
B.Confrontation	37.14	Poor	64.99	Good	51.06	Moderate
C.Trust	45.35	Moderate	59.64	Moderate	52.49	Moderate
D.Autonomy	42.49	Moderate	63.74	Good	53.11	Moderate
E.Pro activity	66.42	Good	54.28	Moderate	60.35	Good
F. Authenticity	59.42	Moderate	67.14	Good	63.28	Good
G. Collaboration	73.57	Good	68.56	Good	71.06	Good
<b>Composite Index</b>	<b>48.19</b>	<b>Moderate</b>	<b>54.85</b>	<b>Moderate</b>	<b>58.88</b>	<b>Moderate</b>

Source: estimated value based on primary data.

In general, managerial and non-managerial employees recorded a moderate HRD index with respect to OCTAPAC culture. The non-managerial employees perceived the highest index value (54.85) while the managerial employees recorded a lower index value (48.19) and both are rated as moderate HRD climate.

In the case of managerial employees, only 3 factors such as openness, pro activity and collaboration were scored as good. Indicator B i.e., confrontation of the employees scored low index and rated as poor. But in the case of non-managerial employees, most of the factors were rated as good and the factors are openness, confrontation, autonomy, authenticity and collaboration. The other two factors such as trust and pro activity were rated as moderate.

Indicators A and G i.e. openness and Collaboration in this organization, were rated as good by both the categories. Indicator B i.e. confrontation of the employees were rated as poor by the managerial employees but were scored high by non-managerial employees and it was rated as good. Indicator E i.e., pro-activity of the employees was also an indicator which gained difference in the perceptions of both the categories and the managerial employees rated as good however the non-managerial employees rated as moderate only. The indicator C i.e. the mutual trust among employees are rated as moderate by both the categories. So it can be observed that in general the organization's climate have been good with respect to the indicators collaboration and openness among employees and it shows the existence of comparatively good interpersonal relations, team spirit and freedom of expressions.

It can be inferred from the Table 5.6 that the overall OCTAPAC culture prevailing in the organization is moderate. Hence the OCTAPAC culture is moderate in respect of openness, pro activity, authenticity and collaboration. But it needs further improvements in the case of indicators such as confrontation, trust and autonomy.

### **5.5 HRD Mechanism Climate**

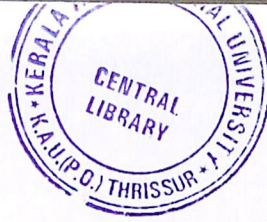
The HRD mechanism climate denotes the extent to which HRD mechanism like promotion, appreciation of work by supervisors, performance appraisal, performance rewards, career planning, delegation of authority, training programmes and welfare programmes to employees are implemented in an organization. This section consists of 15 statements which have been administered to the various categories of respondents. The following are the 15 indicators relating to HRD mechanism climate.

The perception of the employee's category wise with respect to HRD mechanism climate is shown in Table 5.8.

**Table 5.8 HRD index showing HRD mechanism climate**

Indicator	Managerial category		Non managerial category		Overall HRD index	Rating
	HRD Index	Rating	HRD Index	Rating		
A. Promotion decisions	43.57	Moderate	32.14	Poor	37.85	Poor
B. Appreciation of work by supervisors	77.85	Good	68.57	Good	73.21	Good
C. Performance appraisal	65.17	Good	64.99	Good	65.08	Good
D. Performance rewards	65	Good	57.14	Moderate	61.07	Good
E. Career planning	60	Good	63.92	Good	61.78	Good
F. Delegation of authority	69.94	Good	73.56	Good	71.75	Good
G. Training programmes	64.99	Good	65.47	Good	65.23	Good
H. Welfare programmes	80.71	Excellent	72.85	Good	76.78	Good
<b>Composite index</b>	<b>65.85</b>	<b>Good</b>	<b>62.33</b>	<b>Good</b>	<b>64.09</b>	<b>Good</b>

Source: estimated value based on primary data.



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It can be seen from the Table 5.8 that the overall HRD mechanism climate of the organization is good and it has the highest index value scored by both respondent category (65.85 & 62.33 respectively) i.e., both categories of employees opined that the HRD mechanism implemented in the organization are good.

Among the managerial and non-managerial employees, the highest value is scored by the managerial employees (65.85). In the case of managerial employees, most of the indicators fall under the category good. The managerial employees perceived that the indicator H i.e. satisfaction of welfare programs in the organization has the highest index (80.71) and rated as excellent. But in the case of non-managerial employees, 6 out of 8 indicators are rated as good. Indicator A i.e., decision on promotion scored low index value and rated as poor.

The decision on promotion of employees (indicator A) scored the lowest index value in the opinion of both managerial and non-managerial employees (43.57&32.14 respectively). The performance reward mechanism in the organization (indicator D) shows the index value(65) as and it is rated as good by the managerial employees which is high compared to the index value scored by the non-managerial employees(57.14).

In general HRD mechanism climate has been seen as good although the chance for improvement is still high in the organization. The decision on promotion and performance reward mechanism needs further improvement to attain an excellent HRD mechanism climate. Though satisfaction of employees towards training programs was rated highest, the organization should give more importance in assessing the training needs and to provide opportunities for on the job utilization of training programmes in the organization.

### **5.6 Overall HRD Climate in PCK LTD.**

The previous sections of this chapter have dealt with the analysis of the perceptions of employees towards HRD practices prevailing in PCK Ltd. based on the three major parameter viz. general climate, OCTAPAC culture and HRD mechanism climate separately. This section intends to analyse the overall HRD climate in PCK Ltd., incorporating the perceptions of employees with respect to these major parameters as stated earlier in the methodology. HRD climate as per the perceptions of managerial and non-managerial employees and the overall HRD climate index in PCK Ltd. is depicted in the Table 5.5.

**Table 5.9 Overall HRD climate in PCK Ltd.**

Category of Employees	General Climate		OCTAPAC Culture		HRD Mechanism		Composite Index	
	Index value	Rating	Index value	Rating	Index value	Rating	Index value	Rating
Managerial employees	62.39	Good	48.19	Moderate	65.85	Good	58.81	Moderate
Non managerial employees	56.36	Moderate	54.85	Moderate	62.33	Good	57.84	Moderate
<b>Composite Index</b>	59.37	Moderate	51.52	Moderate	64.09	Good	58.32	Moderate

Source: Estimated values based on primary data.

The overall composite index shows that the HRD climate can be rated as moderate with a composite index of (58.32). Among the three aspects of HRD climate, the HRD mechanism climate obtained the highest index value. Hence it can be understood that the extent to which HRD practices are implemented seriously in PCK. Implementation of HRD mechanism includes training, performance appraisal and feedback, appreciation of work, and employee welfare strongly supporting the HRD climate in PCK. Regarding the HRD mechanism climate, the managerial employee's has more positive perception (65.85) than that of non-managerial employees (62.33). In the case of general climate which is the second aspect with highest composite index (59.37), the managerial employees obtained high index value (62.05) than that of non-managerial employees (56.36). So it can be inferred that top management has favourable attitude towards employees. The managerial employees perceived general climate as good but the non-managerial employees have rated it as moderate. The last but not the least aspect of HRD climate is OCTAPAC culture which has comparatively low index value (51.52) but it is also rated as moderate. Here non-managerial employees scored the highest index value (54.85) than the managerial employees (48.19). The category wise composite index reveals that managerial employees have the more favourable perception (58.81) than the non-managerial employees (57.84) towards the HRD climate in the PCK. Hence as seen in the table 5.8 the

overall HRD climate of PCK is moderate but it cannot be seen as the end. The organization can do a lot for bringing the HRD climate into an excellent one.

### **5.7 Factors influencing HRD Climate in PCK LTD**

The study of HRD climate in PCK Ltd. will not be complete unless the factors which are influencing the HRD climate in the organization are examined. Hence this section of the analysis aims to find out the perception of employees towards the highly influencing factors of HRD climate, which are the indicators showing high values. It has been found out by taking the index values of the total scores for each 17 indicators of HRD climate obtained from the 70 employees including both managerial and non-managerial employees of the organization. The factors influencing the HRD climate includes the factors which are contributing more and the factors contributing less to the HRD climate. The factors rated as Good are listed as the factors highly contributing to the HRD climate of PCK and the factors rated as moderate are listed as less contributing to the HRD climate with their index values have been presented in the following Tables 5.6 and 5.7. It is based on the assumption that statements scoring highest index value will be the highly contributing factors and the statements scoring lowest index values will be contributing less in creating such a moderate HRD climate in PCK.

It can be observed from the Table 5.6 that the most leading factor of HRD climate is the perceptions about welfare programs implemented in PCK. It belongs to the aspect of HRD mechanism climate. It can be inferred that the employees are satisfied with the existing welfare programs. The Table 5.6 indicates that among the major contributors of HRD climate, top 3 factors are coming under the aspect of HRD mechanism climate. Hence it can be inferred that these factors with good rating are highly influencing the HRD climate of PCK.

**Table 5.10 Factors found most favourable to the HRD climate in PCK**

<b>Rank</b>	<b>Indicator No.</b>	<b>Factors</b>	<b>Index</b>
1	17	Adequate Welfare programs	76.78
2	11	Appreciation of work by supervisors	73.21
3	15	Delegation of authority	71.75
4	9	Collaboration	71.06
5	16	Training programs	65.23
6	12	Performance appraisal	65.08
7	8	Authenticity	63.28
8	2	Positive attitude towards employee development	60.58
9	14	Career planning	61.78
10	13	Performance rewards	61.07
11	3	Openness	60.82
12	7	Pro activity	60.35

Source: Estimated value based on the primary data

The Table 5.7 shows the factors which are contributing least to the HRD climate prevailing in PCK. Out of the total 17 factors influencing HRD climate, these factors have scored relatively less index values. Among the factors three of them (rank 2, rank 3, rank 4, rank 9) belong to the OCTAPAC culture and remaining two factors are part of general climate (rank 5)



and HRD mechanism climate (rank 1). The factor which scored the lowest index value (37.85) and ranked first i.e. decision on promotion of employees, belongs to the HRD mechanism climate and it is rated as poor. The second lowest index (51.06) factor i.e. confrontation by the employees, belongs to the OCTAPAC culture. It is very clear that from the Table 5.7 even though the HRD climates in PCK sounds generally moderate the improvements of factors like decision on promotion, confrontation, mutual trust, autonomy and attitude towards employee development are inevitable for transforming such a moderate climate into a good one.

**Table 5.11 Factors found least favourable to the HRD climate in PCK**

Rank	Indicator No.	Factors	Index
1	10	Decision on promotion of employees	37.85
2	4	Confrontation	51.06
3	5	Trust	52.49
4	6	Autonomy	53.11
5	1	Good personnel policies and support	58.17

Source: Estimated value based on the primary data

## 5.8 CONCLUSION

Based on the overall analysis it can be concluded that a sound and moderate HRD climate is prevalent in PCK. Category wise; it is observed that HRD mechanism climate was perceived more favourably than general climate and OCTAPAC culture. The employees are working in this organization for many years also show the moderate positive perception towards the HRD climate in PCK. On comparing managerial and non-managerial employees' category, the managerial category shared more favourable attitude towards top management support (general climate) whereas non-managerial employees showed more favourable attitude to the OCTAPAC

culture. With respect to the HRD mechanisms climate both the categories are showing relatively high index value. The factors like implementation of welfare programs, appreciation of work by supervisors, delegation of authority and collaboration among the employees are found to be positively influencing and are major contributors of HRD climate. The factors like decisions on promotions, confrontation by the employees, autonomy to the employees, and mutual trust have to be improved further.

*Chapter - 6*

*Summary of Findings and  
Suggestions*

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## Chapter - 6

### SUMMARY OF FINDINGS, SUGGESTIONS AND CONCLUSIONS

#### 6.1 Summary

The HRD climate of an organization places a very crucial role in ensuring the competency, motivation and development of its employees. The HRD climate can be created using the appropriate HRD systems and leadership styles of the top management. Hence the HRD climate is both a means to an end as well as an end in itself. Hence the study entitled "A Study on Human Resource Development Climate in Plantation Corporation of Kerala Limited" was undertaken with an aim to explore extent of HRD climate prevailing in the organization. The primary data collected from 35 employees from the managerial and 35 from non-managerial employees constituted the total sample size of the study i.e. 70. This chapter covers the summary of findings, suggestions and conclusion of the study. The major findings from the analysis of HRD climate in PCK were analysed with respect to the 3 parameters i.e. General climate, OCTAPAC culture, HRD mechanism climate. The demographic profile of the respondents, overall HRD climate factors, and factors influencing HRD climate were also analysed.

#### 6.2 Demographic profile of the respondents

- i. The demographic profile of the respondents with respect to gender, age, educational qualification and work experience of the respondents were analysed both for managerial and non-managerial employees.
- ii. Majority of the respondents were female. Hence it was found that male participation is relatively low (41.42 per cent) among the managerial employees and non-managerial employees in PCK.
- iii. Majority of the respondents (44.28percent) belonged to the age of 40-50.
- iv. Analysis of the educational qualification of the respondents, it was found that and majority of them are degree holders (52.85).
- v. Most of the respondents were having the work experience of less than 10 years (37.41 per cent) whereas 31.42 per cent of the respondents working in the organization have the work experience of 10 to 20 years.

### 6.3 General Climate

- i. The general climate deals with the attitude and general support of the top management towards their subordinates.
- ii. The factors such as personnel policies and support by the organization and the attitude towards employee development were examined under the aspect of general climate.
- iii. According to the rating of HRD climate 1 out of 2 indicators i.e., Positive attitude towards employee development was rated as good and the other indicator i.e., good personnel policies and support had rated as moderate.
- iv. Both the indicators were rated as good by the managerial employees and moderate by the non-managerial employees.
- v. The managerial employees had more positive perception about the general climate in the organisation (62.39) than the non-managerial employees (56.36). Hence it can be revealed that officers are relatively more satisfied and considered by the top management than non-managerial employees.

### 6.4 OCTAPAC Culture

- i. OCTAPAC stands for openness, confrontation, trust, autonomy, proactivity, authenticity and collaboration. These factors were examined under this aspect of OCTAPAC culture.
- ii. The OCTAPAC culture rates as moderate by both the managerial and non-managerial employees.
- iii. The non-managerial employees show relatively higher index value (54.85) towards the OCTAPAC culture than managerial employees (48.19).
- iv. Among the 7 indicators, 2 factors i.e. openness, and collaboration of the employees, have been rated as good by both the categories.
- v. In the case of managerial employees, 3 factors openness, pro activity and collaboration were rated as good but in the case of non-managerial employees majority of the indicators were rated as good.
- vi. The 3 factors such as confrontation, trust and autonomy scored relatively low values and rated as moderate.

- vii. One factor i.e. confrontation of the employees has been rated as poor by the managerial employees whereas it was rated as good by the non-managerial employees.
- viii. Collaboration of the employees in the organization (indicator G) had undoubtedly rated as the highest index value by both managerial employees and non-managerial employees (73.57 & 68.56).

### **6.5 HRD Mechanism Climate**

- i. The HRD mechanism climate deals with the extent to which the HRD practices are implemented in an organization.
- ii. Implementation of HRD mechanisms such as promotion, appreciation of work, performance appraisal, performance rewards, career planning, delegation of authority, training programmes and welfare programs were examined under this aspect of HRD climate.
- iii. The overall HRD mechanism climate in the organization was found to be good.
- iv. The analysis of the 8 factors identified under this head is put together and it indicates that both managerial employees and non-managerial employees had a good perception (65.85 and 62.33) about implementation of HRD mechanisms in the PCK.
- v. Among the 8 factors under these aspects, 6 factors namely appreciation of work by supervisors, performance appraisal, performance rewards, delegation of authority, training programs and welfare programs were commonly agreed and rated as good by both the categories.
- vi. Both categories have given relatively low index values (43.57 and 32.14) to the factor i.e. promotion decision. It was rated as poor by managerial employees and rated as moderate by non-managerial employees.
- vii. So it can be understood that even though the top management implemented HRD mechanism seriously in PCK it has to improve further especially in the case of decision on promotion then it will become excellent HRD climate.

## **6.6 Overall HRD Climate in PCK**

- i. The overall HRD climate in PCK falls in the range of moderate (58.32).
- ii. The HRD climate was rated as uniformly moderate in respect of both the categories of employees and in respect of two parameters.
- iii. Among the three aspects of HRD Climate HRD mechanism climate was perceived more favourable in the organization. The General climate attained the second position and OCTAPAC culture gained the last position in the organization. Hence it shows that the HRD mechanism climate was highly contributing to the HRD climate in the organization.
- iv. The managerial employee's category (58.81) had the positive perception towards the HRD climate than the non-managerial category (57.84). Even though there was slight difference between the index values of both categories, it can be realized that managerial employees were relatively more satisfied and considered to the HRD climate prevailing in the PCK.

## **6.8 FACTORS INFLUENCING HRD CLIMATE**

- i. After the thorough analysis of the 17 factors identified in determining the HRD climate it has been found that all those factors were not equally influencing the HRD climate in PCK.
- ii. The factors scored high index value were perceived as the factors highly contributing to the HRD climate and the factors least contributing to the HRD climate were the factors which scored low index values.
- iii. The top three highest scored factors i.e. welfare programmes in the organization, appreciation of work by supervisors, delegation of authority were part of the HRD mechanism climate. The first factor among the top lowest scored factors i.e. decision on promotion, were also part of the HRD mechanism climate. Hence it can be inferred that the most influenced aspect of HRD climate is HRD mechanism climate and is more prevalent in PCK.
- iv. The factors like decision on promotion of employees, confrontation, trust, autonomy and personnel policy and support were the major factors least contributing to the HRD climate.

- v. Without improving the factors which scored lowest index especially from OCTAPAC culture, PCK cannot reach to the good state of HRD climate.

## 6.9 SUGGESTIONS

The study clearly reveals that there is considerable scope for the development and implementation of appropriate HRD programs and interventions. By doing this it can be ensured that enhancement of employee competencies, dynamism, motivation and effectiveness in a systematic and planned way. The following are the suggestions to the management to transform the HRD climate in PCK into a good and then to an excellent one."

- i. On analysing HRD Mechanism climate decision on promotion was found to be least favourable. Therefore the organization should try to make transparent regarding the promotion policies of employees.
- ii. The OCTAPAC culture in the organization is found to be moderate; therefore the indicators such as confrontation, trust and autonomy of the employees must be improved to attain a good HRD climate.
  - a) Confrontation- The organization should try to understand the mistakes committed by the employees rather than punishing him or discouraging him, try to bring out problems and issues in to open with a view to solving them , these helps to improve the confrontation of the employees.
  - b) Improve mutual trust between the employees.
  - c) Autonomy to the employees- The organization should try to encourage employees to experiment with new methods and ideas, the top management should try to identify and utilize the potential of the employees and the organization should provide adequate freedom of work to the employees. It helps to attain self-respect and understands their strengths and weaknesses. It leads to the overall performance of the employees. It improves the autonomy.
- iii. The overall general climate in the organization is found to be moderate, hence implement good personnel policy and support to the employees for better HRD climate in PCK. The organization should give importance to development of subordinates, try to make personnel policies in the organization more clear, invest time and other resources in the





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development of employees, the top management should try to give more concern to the juniors in learning their job and should help the employees who lacks competency in job.

## 6.9 CONCLUSION

The present study on human resource development climate in PCK Ltd. provides information regarding the functioning of HRD mechanisms, prevailing organizational culture and nature of management support towards human resource development in PCK. The study also highlights the strength and weakness of the HRD climate. The study has revealed that HRD mechanism climate is stronger at the same time most influencing aspect of HRD climate in this organization. The perception of employees towards general climate is also moderate. The OCTAPAC culture in PCK is relatively low compared with other two aspects, however it was also found to be moderate. The study has provided useful inputs to the management to make some structural changes in its HRD functions. Managerial employees shared more favourable perception than the officers towards the whole HRD climate in PCK. If the top management understands the importance of human resource then it can actually translate that realization into day to day HR practices and policies and will ultimately leads the organization to the success. PCK believes that for an HRD climate to be positive or encouraging it is always a must that top management understands the importance of HR and work force has team spirit. In this regard, the organization has a moderate base and all it needs to do is built upon its strong foundation. In brief, the study showed the existence of moderate HRD climate in the organization according to the perceptions of employees. However the findings of the present study indicate that there is a scope for improvement in various aspects of HRD in the organization.

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## APPENDIX I

# A STUDY ON HUMAN RESOURCE DEVELOPMENT CLIMATE IN PLANTATION CORPORATION OF KERALA LTD, KANJIKUZHI, KOTTAYAM

### Interview schedule for employees in Plantation Corporation of Kerala Ltd.

#### General data

1. Name and address :

2. Sex : Male  Female

3. Age :

4. Education :

5. Years of experience :

6. Designation :

*Appendix I*

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## ORGANIZATIONAL CLIMATE FOR HUMAN RESOURCE DEVELOPMENT

Give your assessment by encircling the appropriate number

**4-Almost always true, 3-mostly true, 2-sometimes true, 1-rarely true, 0-not always true**

### A) General Climate

1. The top management of this organization goes out of its way to make sure that employees enjoy their work. 4 3 2 1 0
  
2. The top management believes that human resources are an extremely important resources and that they have to be treated more humanly 4 3 2 1 0
  
3. Development of the subordinates is seen as an important part of their job by the managers /officers here. 4 3 2 1 0
  
4. The personnel policies in this organization facilitate employee's development. 4 3 2 1 0
  
5. The top management is willing to invest a considerable part of their time and other resources to ensure the development of employees 4 3 2 1 0

6. Senior officers /executives in this organization take active interest in their juniors and help them learn their job 4 3 2 1 0
7. People lacking competence in doing their jobs are helped to acquire competence rather than being left unattended 4 3 2 1 0
8. Managers in this organization believe that employee behaviour can be changed and people can be developed at any stage of their life. 4 3 2 1 0

#### **B) OCTAPAC Culture**

9. People in this organization are helpful to each other. 4 3 2 1 0
10. Employees in this organization are very informal and do not hesitate to discuss their personnel problems with their Supervisors. 4 3 2 1 0
11. The psychological climate in this organization is very helpful to any employee interested in developing himself by acquiring new knowledge and skills. 4 3 2 1 0
12. People in this organization do not have any fixed mental impressions about each other. 4 3 2 1 0
13. Employees are not afraid to express or discuss their feelings with their supervisors. 4 3 2 1 0



14. Employees are not afraid to express or discuss their feelings with their subordinates. 4 3 2 1 0
15. Employees in this organization take pains to find out their strengths and weaknesses from their supervising officers or colleagues. 4 3 2 1 0
16. When problems arise people discuss these problems openly and try to solve them rather than keep accusing each other behind the back 4 3 2 1 0
17. Freedom of work to employees without waiting for instructions from supervisors. 4 3 2 1 0
18. When any employee makes a mistake his supervisors treat it with understanding and help him to learn from such mistakes rather than punishing him or discouraging him. 4 3 2 1 0
19. People trust each other in this organization. 4 3 2 1 0
20. The top management of this organization makes effort to identify and utilize the potential of the employees 4 3 2 1 0
21. Employees are encouraged to experiment with new methods and try out creative ideas. 4 3 2 1 0
22. Seniors guide their juniors and prepare them for future responsibilities roles they are likely to take up. 4 3 2 1 0
23. Team spirit is high order in this organization. 4 3 2 1 0

**C) HRD mechanism Climate**

24. Promotion decisions are based on the suitability of the promote rather than on favouritism. 4 3 2 1 0
25. There are mechanisms in this organization to reward any good work done or any contribution made by employees. 4 3 2 1 0
26. When an employee does good work his supervising officers take special care to appreciate it. 4 3 2 1 0
27. Performance appraisal reports in our organization are based on objective assessment and adequate information and not on favouritism. 4 3 2 1 0
28. Weaknesses of employees are communicated to them in a non-threatening way. 4 3 2 1 0
29. When employees are sponsored for training, they take it seriously and try to learn from the programmes they attended. 4 3 2 1 0
30. Employees returning from training programmes are given opportunities to try out what they have learnt. 4 3 2 1 0
31. Employees are sponsored for training programmes on the basis of genuine training needs. 4 3 2 1 0
32. Career opportunities are pointed out to juniors by senior officers in the organization. 4 3 2 1 0

33. The organizations future plans are made known to the managerial staff to help them develop their juniors and prepare them for future.

4 3 2 1 0

34. This organization ensures employee welfare to such an extent that the employees can save a lot of their mental energy for work purposes.

4 3 2 1 0

35. When behaviour feedback is given to employees they take it seriously and use it for development.

4 3 2 1 0

36. Delegation of authority to encourage juniors to develop handling higher responsibilities is quite common in this organization.

4 3 2 1 0

37. When seniors delegate authority to juniors, the juniors use it as an opportunity for development.

4 3 2 1 0

38. Job rotation in this organization facilitates employee development.

4 3 2 1 0

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*Appendix II*

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**APPENDIX II**  
**STATEMENT INDEX**

Sl. No	STATEMENTS	INDEX
1	The top management of this organization goes out of its way to make sure that employees enjoy their work.	48.57
2	The top management believes that human resources are an extremely important resources and that they have to be treated more humanly	66.42
3	Development of the subordinates is seen as an important part of their job by the managers /officers here.	55.71
4	The personnel policies in this organization facilitate employee's development.	50.71
5	The top management is willing to invest a considerable part of their time and other resources to ensure the development of employees	46.06
6	Senior officers /executives in this organization take active interest in their juniors and help them learn their job	66.42
7	People lacking competence in doing their jobs are helped to acquire competence rather than being left unattended	72
8	Managers in this organization believe that employee behaviour can be changed and people can be developed at any stage of their life.	66.78

9	People in this organization are helpful to each other	68.92
10	Employees in this organization are very informal and do not hesitate to discuss their personnel problems with their Supervisors.	56.78
11	The psychological climate in this organization is very helpful to any employee interested in developing himself by acquiring new knowledge and skills.	55.35
12	People in this organization do not have any fixed mental impressions about each other	52.50
13	Employees are not afraid to express or discuss their feelings with their supervisors.	64.99
14	Employees are not afraid to express or discuss their feelings with their subordinates.	60.71
15	Employees in this organization take pains to find out their strengths and weaknesses from their supervising officers or colleagues	61.78
16	When problems arise people discuss these problems openly and try to solve them rather than keep accusing each other behind the back	56.78
17	Freedom of work to employees without waiting for instructions from supervisors	51.06
18	When any employee makes a mistake his supervisors treat it with understanding and help him to learn from such mistakes rather than punishing him or discouraging him	45.35
19	People trust each other in this organization.	52.49

20	The top management of this organization makes effort to identify and utilize the potential of the employees	56.42
21	Employees are encouraged to experiment with new methods and try out creative ideas.	49.64
22	Seniors guide their juniors and prepare them for future responsibilities roles they are likely to take up.	60.35
23	Team spirit is high order in this organization.	73.21
24	Promotion decisions are based on the suitability of the promote rather than on favouritism.	37.85
25	There are mechanisms in this organization to reward any good work done or any contribution made by employees.	73.21
26	When an employee does good work his supervising officers take special care to appreciate it.	61.07
27	Performance appraisal reports in our organization are based on objective assessment and adequate information and not on favouritism.	66.42
28	Weaknesses of employees are communicated to them in a non-threatening way.	64.64
29	When employees are sponsored for training, they take it seriously and try to learn from the programmes they attended.	80.71
30	Employees returning from training programmes are given opportunities to try out what they have learnt.	63.56
31	Employees are sponsored for training programmes on the basis of genuine training needs.	51.42
32	Career opportunities are pointed out to juniors by	65.35

	senior officers in the organization.	
33	The organizations future plans are made known to the managerial staff to help them develop their juniors and prepare them for future.	58.21
34	This organization ensures employee welfare to such an extent that the employees can save a lot of their mental energy for work purposes.	76.78
35	When behaviour feedback is given to employees they take it seriously and use it for development.	67.85
36	Delegation of authority to encourage juniors to develop handling higher responsibilities is quite common in this organization.	64.63
37	When seniors delegate authority to juniors, the juniors use it as an opportunity for development.	78.92
38	Job rotation in this organization facilitates employee development	66.70

