

A Study on Human Resource Development Climate in Tamilnadu Newsprint and Papers Limited, Karur

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Abstract

In the fast changing environment organizations can scale new heights only through the effective and efficient use of Human resources. An organization success is determined as much by the skill and motivation of its members as by almost any other factor. So an optimal level of development climate is essential for facilitating HRD activities. TNPL was promoted by the Government of Tamil Nadu for manufacture of Newsprint Printing and writing paper was incorporated on 16th April 1979. The present study aims to explore extent of Human Resource Development climate Prevalent in Tamil Nadu Newsprint and Papers Limited, Karur.

Keywords: Development, Human Resources, Management and Personnel

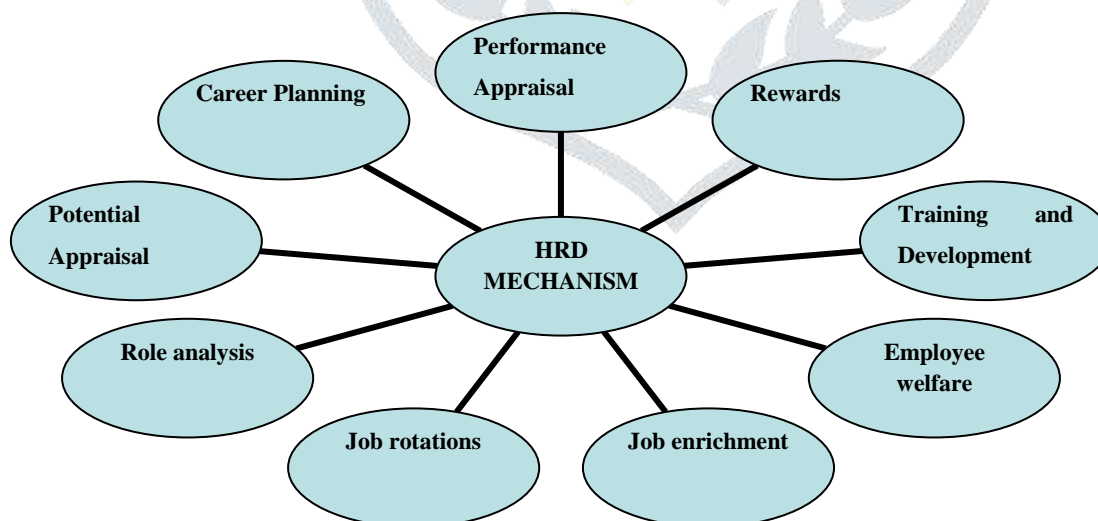
INTRODUCTION

Human resources can be viewed as the sum of knowledge, skill, attitudes, commitments, values and the likes of the people of an organization. Human Resource Development is a positive concept in Human Resource Management. It aims at overall development of Human resources in order to contribute to the well being of the employees, organization and the society at large.

COMPANY PROFILE

Tamil Nadu Newsprint and Papers Limited was promoted by the Government of Tamil Nadu for manufacture of Newsprint Printing and writing paper was incorporated on 16th April 1979. Its manufacturing processes are equipped with state-of-the-art control systems to maintain critical Quality parameters on line. The paper produced by TNPL is eco- friendly as the pulp is manufactured out of renewable raw material and is subjected to Elemental Chlorine Free (ECF) Bleaching. As the Paper is acid free, it has a longer color stability and enhanced permanency in terms of strength characteristics. TNPL caters to the requirements of multifunctional Printing processes like sheet-fed, web offset, and Digital printers. The Paper reels have uniform profile with strength properties to cope even with High speed machines. TNPL manufactures Printing and Writing Papers in substances ranging from 50 GSM to 90 GSM.

HRD MATRIX



NEED FOR HUMAN RESOURCES DEVELOPMENT

In the fast changing environment organizations can scale new heights only through the effective and efficient use of Human resources. Appropriate personnel policies helps to maintain employee motivation and morale at a high level, But this alone may not help the organization to achieve success and venture into new fields. To this end, employee capabilities must be continually

trained, developed and expanded. The employees must be encouraged to take risks, experiment and innovate and make things happen in an atmosphere of mutual trust, goodwill and cooperation.

SCOPE OF HUMAN RESOURCE DEVELOPMENT CLIMATE

Faith upon Employees

In the process of developing HRD Climate employer should have faith on its employee's capabilities. Management should trust and motivate the employees for the wellbeing of the organization.

Free expression of Feelings

Management and employees feel free to discuss their ideas and opinions for the development of the organization. There must be a feeling of belongingness among the employees, and also willingness to work as a team.

Feed Back

Competent and motivated employees are essential for organizational growth, excellence and survival. So feedback should be taken regularly to know the drawbacks in Human Resource Development and helps to gain confidence in employees mind.

Supportive Personnel Management

Personnel policies of organization should motivate employees to more from their part. Top management philosophy should be clear towards Human resource and its well being to encourage the employees.

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.

Discouraging Favoritism

People who are performing well they need to appreciate and those who are not performing well they need to be guided. Any kind of partial behavior should be avoided. Management should avoid those practices which lead to favoritism.

STATEMENT OF THE PROBLEM

An organization success is determined as much by the skill and motivation of its members as by almost any other factor. while this has always been true, the pace and volume of modern change is focusing attention on ways Human resource development (HRD activities) can be used to ensure organizational members have what it takes to successfully meet their challenges. So an optimal level of development climate is essential for facilitating HRD activities. The present study aims to explore extent of Human Resource Development climate Prevalent in Tamil Nadu Newsprint and Papers Limited, Karur.

OBJECTIVES OF THE STUDY

1. To examine the level of HRD climate existing in the organization.
2. To study the Level of Employees job satisfaction.
3. To analyze the weaknesses of HRD climate.

RESEARCH METHODOLOGY

Both primary and secondary data were used for data collection. The secondary data were collected from various websites, journals and magazines. The primary data was collected by means of Questionnaire method. Simple Random sampling technique has been used in the study, and the sample size is 200. In order to analyze the objectives of the study, several statistical methods and tests namely percentage analysis, chi square analysis, point analysis were used in the study.

REVIEW OF LITERATURE

T.V.Rao (1985) An organization that has a better HRD climate and processes is likely to be effective than an organization which does not have. Rao & Abraham (1986) "An Optimal level of development climate is essential for facilitating HRD activities". E.Abraham (1989) found that HRD climate is a Powerful intervening variable in translating HRD practices into Profit. Denison (1990) studies linking Climate and Performance claim that employees perceive greater involvement in decision making ,

information sharing and management support as favorable, it results in greater corporate effectiveness, well-motivated and committed work force, possessing high level of competency and experiencing optimum level of job satisfaction, having a fulfilling relationship with supervisors and subordinates, driven by organizational commitment could possibly perform their jobs better and deliver proper standardized service to the internal & external customers effectively & efficiently with minimization of errors and enhanced productivity. Venkateswaran (1997) made a study in Public Sector undertaking in India and found that to a large extent, a favorable HRD climate was prevalent in the organization. Rohmetra (1998) found that there exists a positive relationship between Development climate and the Level of satisfaction of the Employees. Mishra (1999) A Healthy HRD climate certainly Boosters the overall internal environment of the organization, fosters employee commitment, involvement and satisfaction with the job. Sharma and Purang (2000) conducted a study to find out relationship between value institutionalization and HRD climate in Engineering and Manufacturing sector and found the Positive relationship between the two variables. M.Srimannaryana (2001) identified Below Average Level of HRD climate in a Software organization in India. Agarwala (2002) found that the HRD climate was significantly more developmental in IT Industry when compared to the Automobile Industry. Mishra.P and Bharadwaj, G (2002) carried out a HRD climate survey in a Private sector undertaking in India and concluded that the HRD climate in that organization. Kumar and Patnaik (2002) HRD climate had a Positive association with job satisfaction, which gives a view that the job satisfaction is a resultant of favorable HR practices. VijayaBanu (2007) in his study 'A study on HRD climate with special reference to Public Sector Cement Corporation, concluded that to survive and excel in the new economy, the HRD climate of crucial importance to the Indian public sector organizations. Purang (2008) A congenial HRD climate helps to Boost Employee Morale and creates motivated and competent employees who are propelled by organizational commitment and sensitivity towards organizational needs. The role of HR department becomes pivotal in designing developing and implementing effective policies, strategies and procedures of HRD mechanisms which help in creating positive perceptions in employees, thereby enhancing organizational commitment.

ANALYSIS - DEMOGRAPHIC PROFILE OF THE RESPONDENTS

FACTORS	CATEGORY	NO.OF.RESPONDENTS	PERCENTAGE
GENDER	Male	164	82
	Female	36	18
AGE GROUP	20-30 years	20	10
	31-40 years	44	22
	41-50 years	40	20
	51-60 years	96	48
QUALIFICATION	Diploma	8	4
	Under Graduate	78	39
	Post Graduate	114	57
MONTHLY INCOME	Rs 20000-30000	76	38
	Rs 30001-40000	66	33
	Rs 40001-50000	42	21
	Above 50000	16	8
DEPARTMENTS	Material	66	33
	Finance	54	27
	Human Resource	34	17
	Marketing	30	15
	Offsite	10	05
	Information Technology	06	03

EXPERIENCE	1-10 years	28	14
	11-20 years	54	27
	21-30 years	104	52
	Above 30 years	14	07

The above table visualizes the demographic profile of the 200 respondents 48% of the respondents are in the age group of 51-60 years, 82% of respondents are male, 57% of the respondents are post graduates, 38% of the respondent's monthly income is Rs 20000 - 30000, 33% of the respondents belongs to material department and 52% of the respondents year of experience is 21-30 years

OVERALL HRD CLIMATE

S.NO	ITEMS	MEANS CORE	MEAN PERCENTAGE
1	Management supports the employees in enjoying their work	3.63	65.75
2	Seniors guide their juniors and prepare them for future responsibilities	3.70	67.50
3	Delegation of authority to encourage employees is common in the organization	3.57	64.25
4	Top management gives importance to HR and treats humanely	3.77	69.25
5	The organizational climate is favorable to employees for developing new skills and knowledge	3.69	67.25
6	Seniors help their juniors to learn their job	3.78	69.50
7	Employees feel free to discuss their problem with their supervisors	3.72	68.00
8	People in the organization are helpful to each other	3.80	70.00
9	Human resource policies in the organization facilitates employee development	3.61	65.25
10	The organization ensures employee welfare	3.78	69.50
10	Availability of doctors when needed	4.06	76.50
11	When employees does good work the officers take special care to appreciate it	3.24	56.00
12	Rewards are given to the employees for their better performance and contribution	3.30	57.50
13	Promotion decision is based on merit rather than on favoritism	2.75	43.75
14	Weakness of employees are communicated to them in a smooth way	2.74	43.50
15	Employees are sponsored for training programmes on the basis of genuine training needs	3.47	61.75
16	Employees return from training programmes are given opportunities to try out what they have learnt	2.84	46.00
17	Employees are encouraged to experiment with new methods & creative ideas	2.89	47.25

18	Seniors in the organization point out career opportunities to juniors	2.79	44.75
	Average	3.61	64.06

In assessing overall HRD climate, 18 corresponding items were identified in the questionnaire and the respondent's perception in selected organization was accordingly scored. The average mean score for the 18 items is 3.61 and percentage is 64.06. The result of the data analysis clearly shows that overall HRD Climate in Tamil Nadu Newsprint and Papers Limited is good.

CHI –SQUARE ANALYSIS

Hypothesis: There is no relationship between personal factors and Job Satisfaction

Job Satisfaction				
S.No	Personal Factors	Calculated value	Table Value	Result
1	Age	29.23	21.02	S
2	Qualification	10.76	15.51	NS
3	Gender	9.61	9.49	S
4	Monthly Income	17.76	21.02	NS
5	Experience	15.72	21.02	NS

FINDINGS

- ❖ 82% of the respondents are Female.
- ❖ 48% of the respondents belong to the Age group of 51-60 years.
- ❖ Majority of the respondents are Post Graduates.
- ❖ 38% of the respondent's Monthly income is Rs 20000-30000.
- ❖ 33% of the respondents belongs to Material department.
- ❖ Majority of the respondents Experience is 21-30 years.
- ❖ The overall HRD climate prevailing in the organization is good.
- ❖ There is a relationship between Age & Job satisfaction.
- ❖ There is no relationship between Monthly income and Job satisfaction.
- ❖ There is a relationship between Gender & Job satisfaction.
- ❖ There is no relationship between Monthly income & Job satisfaction.
- ❖ There is no relationship between Experience & Job satisfaction.

SUGGESTIONS

- Necessary changes should be introduced in HR Policies and Practices. Management should discourage the stereotypes and favoritism. Promotion decision is based on merit rather than on favoritism.
- The Management should point out the weakness of employees and their weakness is communicated to them in a smooth way.
- The Management should concentrate on Employee Development.
- Employees return from training programmes are given opportunities to try out what they have learnt.
- Management should Encourage Employees to experiment with new methods and creative ideas.
- Seniors in the organization should Point out the career opportunities to juniors.

CONCLUSION

HRD climate plays a very important role in the success of any organization because directly or indirectly it affects the Performance of the Employees. HRD climate is good than the employee will contribute their maximum for the achievement of the Organizational objectives. Based on the overall analysis it can be concluded that the HRD climate prevailing in the organization is good. The employees in general showed a favorable attitude towards HRD policies and practices of the organization.

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