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## Hrd climate among the employees in Chettinad Cement Corporation Limited, Karur

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**Abstract**

The aim of the study was to find out which factor (s) influence the HRD climate of the company. The descriptive research design was undertaken with the help of the structured questionnaire to study the Hrd climate among the employees in Chettinad Cement Corporation Limited, Karur which was based on the responses of the various levels of employees working on it. The sample consists of 100 employees. Employees believes that the top management gives importance to the human resource and all the employees are treated humanely in the organization. The climate is also favorable in terms of employee being handled with care by seniors as they understand the mistake and do not take any strict disciplinary action such as punishing or discouraging. There is also a fair share of management involvement in making work enjoyable. HRD aims at assessing employee competency requirements to perform the jobs assigned to them effectively. Liberalization and globalization have brought in new challenges for the development of human resources. HRD has now been looked upon as the need of the hour. The emphasis has now shifted towards developing employee competencies and helping them to develop their potentials so as to prepare for future roles for consistent growth and development of the organization.

**Keywords:** Nature of Work of Employees, Type of Family of Employees, Income Level of Employees, Marital Status of Employees.

**1. Introduction**

HRD is the technique or a process to help people to acquire competencies and abilities and it is a continuous but a concerted process adopted by the organization to enrich the human factor deployed on the various fronts of it, to achieve the objectives in the present and future course of time.

It is also said that, that the process of HRD enables to discover and exploit the inner potential of human force, to develop the organizational culture to establish a close, but the cordial rapport between bosses and subordinates for an easy interaction to motivate the whole human force abilities as per the need of time, though performance appraisal, feedback, potential development and such other mechanism which will ensure the smooth sailing of the whole organization.

**1.1 HRD Climate**

HRD climate is the perception of the employees about the prevailing HRD culture in the organization. To understand the HRD climate, organizations often institute a survey with a structured questionnaire. Analyzing survey responses, it is possible to map the HRD climate. Necessary remedial action, if any, can be initiated by the organization to address the gap.

**1.2 Statement of the Problems**

Human Resource, the most crucial constituent within an organization is constantly being challenged by the changing environmental conditions with many organizations. The improving machinery, advanced technology, the ever-rising feeling of the management for survival and growth have contributed to the need for a series inquiry into the type of activities taken up by the HRD department and to know about the systems, goals and strategies adopted by the management while practicing HRD. As the tendencies of the employees and HRD climate vary, as and when circumstances change, it is important for an industry to keep in mind the development of human resources in the areas of competency,

risk-taking, trust, co-operation, team spirit and in communication. To cope with the existing workload, without downsizing the structure, the researcher felt that there should be a proper inquiry on the HRD competencies needed for every employee to perform his role effectively. As performance, highly depends on the training package, there arises a probe into reviewing the effectiveness of training function also. While identifying the areas of improvement for the individual, it becomes essential to evolve strategies for developing people towards planning their career and make them aware of the opportunities available in the industry. It is not enough to make them realize only their career development, but it is also important to develop superior subordinate relationship through effective counseling services. Every manager in the industry holds the authority and role to be played as a counselor, which would create an atmosphere of openness, commitment and trust. Since no study has been made earlier in the above said area the researcher got interested to take up a descriptive study. This study has been made with a view to prepare a profile of HRD climate at Chettinad Cement Corporation Limited and to analyze the socio-demographic and organizational factors, which would influence the HRD activities. In other words, the present study is an attempt to make a scientific inquiry on the HRD climate.

### 1.3 Objectives of the study

1. To study the application and relevance of HRD system in the study unit.
2. To indicate which HRD mechanisms would be used for developing the existing and acquiring new potentialities among the executive officers and other supporting staffs.
3. To analyze the employee level of satisfaction towards the basic existing HRD practices.
4. To formulate some suggestions suitable for the improvement of the existing HRD system in Chettinad Cement Corporation, Karur District.

### 1.4 Scope of the study

Every organization is unique in terms of the sum total of various components of management and composition of its work force. HRD climate, which largely determines employees and management relations, is very much related to industrial peace. This relationship is a function inter alia of the HRD climate of the firm.

Studies on HRD climate in industrial enterprises are a few and far between in India, in sharp contrast to its growing importance and relevance in the employees and management relations and consequently on a firm's efficiency in developed countries. Even those studies of HRD climate carried out in India are almost, always, case studies usually of individual organizations. Such studies make it difficult to draw any meaningful generalization. These reasons prompted the researcher to undertake a study of the industrial organizations in Chettinad Cement Corporation Limited, Karur District, to find out the critical factors that determine the HRD climate. Therefore, this study proposes to fill the void, albeit on a small scale. The result of this study may provide an assessment of the dimensions of the HRD Climate that influence Employees-management relations from the employees' stand point. This may also be useful to the employers, managers and policy makers to gain an insight into the real and immediate problems of the employees, areas of strife in industrial relations and causes of alienation of

modern workers.

This study also intends to bring out a few guidelines which may help the employers in solving the problem of alienation of employees and also in removing the irritants if any, in the relationship between the employers and the employees.

### 1.5 Period of the study

A Study on HRD Climate of the case unit for the period of two months from October 2012 to March 2013 covers the period of the study.

### 1.6 Research Methodology

Research is common parlance refers to a "search for knowledge". One can also define research as a scientific and systematic search for pertinent information on a specific topic. A research method analysis is a way to systematically solve the research problem. It explains various steps that are generally adopted by the researcher. This research study, therefore confines "A STUDY ON HRD CLIMATE AMONG THE EMPLOYEES IN CHETTINAD CEMENT CORPORATION LIMITED, KARUR DISTRICT".

In this heading, the researcher explains research design, pilot study, universe, sample size and sample design.

In this study, the researcher described the perception of the employees regarding HRD climate right from lower level employees to executives. So the researcher has adopted descriptive and diagnostic research design.

### 1.7 Research Design

"Descriptive studies are those studies that aim at describing the characteristics of a particular individual or group, whereas diagnostic research studies determine the frequency with which something occurs in relation to something else". The studies concerning whether certain variables are associated are examples of diagnostic research studies.

### 1.8 Universe of the study

Chettinad Cement Corporation Limited, Karur, constituted the universe of the study. The total numbers of employees in various sections like plant, instrumentation, so the universe comprises of 400 workers.

### 1.9 Sampling

Out of the population of 400 employees, 100 respondents were selected on the basis of random sampling. The respondents all are from various departments.

### 1.10 Sampling design

The researcher adopted random sampling for the present study, it comprises 100 respondents out of 400 employees.

### 1.11 Sample size

The number of respondents considered for sampling is 100.

### 1.12 Data Collection

The researcher collects both primary and secondary data collected from the study unit.

#### ➤ Primary Data

Primary data are measured, observed as part of the original study. When the data are required for a particular study can be found neither in the internal records of the organization nor in published sources, it may become necessary to collect

original data i.e., to conduct firsthand information. The work of collecting original data is usually limited by time, money and manpower available for the study.

In this study, researcher adopted well structured questionnaire and interview method to collect the primary data.

➤ **Secondary data**

When a researcher uses the data, which has already been collected others; such data are called secondary data. Secondary data can be obtained from journals, reports, records, government publications of research organizations, trade and professional bodies, etc.

In the study, the researcher collects company profile, product profile; organizational chart, etc. are from the secondary sources. This information's are collected from the records of the organization by the researcher for this study.

**1.12 Limitation of the Study**

1. The time factor was the major constraints because of which the researcher could not collect more data in a shorter period.
2. As the respondents (workers) were busy at their work, they were not able to respond properly.
3. The researcher had limited time and a little knowledge in sampling techniques. That is why the researchers used random sampling technique and chi-square test.

**2. Review of Literature**

Amarchree, I.T.D., "Industrial satisfaction: A Theoretical approach, International Review of Modern Sociology", 1972, used reference group concept as the focus of his study of 315 workers from a mining company. It was found that workers satisfaction is related more to reference group companies, than to level of skill and other existential situations in the work place.

Srinivas. K, "Motivation job satisfaction and perception of organizational climate with reference to public and private sectors banks in Nellore District", Ph.D. Thesis, Sri Venkateswara University, 1993, has found that motivation, job satisfaction and perception of organisational climate were better among the employees of private sector bank branches in Nellore District than public sector banks. He suggested that there should be an environment in which a spirit of "give and take" policy by the supervisors and subordinates must be developed in order to have the motivation.

**3. Analysis and Interpretation**

**Table 1:** Distribution of Respondents by their Sex

S. No.	Sex	Respondents	Percentage
1	Male	100	100
2	Female	0	0
	Total	100	100

Sources: primary Data

Inference:

From the above table shows that all the respondents are male. There is no female respondent.

**Table 2:** Distribution of Respondents by Their Age

S. No.	Age	Respondents	Percentage
1	21-30	10	10

2	31-40	42	42
3	41-50	23	23
4	51 & above	25	25
	Total	100	100

Sources: primary Data

Inference:

On pursuing the above table represents that 45% of the respondents are in the age group of 31 to 40, 23% of the respondents are in the age group of 41 to 50, 25% of the respondents are in the age group of 51 above and remaining 10% of the respondents are in the age group of 21 to 30.

Hence the majority of respondents are in the age group of 31 to 40.

**Table 3:** Distribution of Respondents by Their Educational Qualification

S. No.	Educational qualifications	Respondents	Percentage
1	School	18	18
2	ITI	27	27
3	Diploma	30	30
4	Degree	25	25
	Total	100	100

Sources: primary Data

Inference:

From the above table reveals that 30% of the respondents are qualified diploma, 18% of the respondents are qualified school education, 27% of the respondents are qualified ITI and remaining 25% of the respondents are qualified to degree level.

Hence, the majority of the respondents is qualified diploma.

**Table 4:** Distribution of Respondents by Their Domicile

S. No.	Domicile	Respondents	Percentage
1	Rural	15	15
2	Urban	78	78
3	Semi-Urban	7	7
	Total	100	100

Sources: primary Data

Inference:

From the above table indicates the position that 78% of the respondents are from urban areas, 15% of the respondents are from rural areas and remaining 7% of the respondents are from semi-urban area. Hence, the majority of the respondents are from urban areas.

**Table 5:** Distribution of Respondents by Their Department

S. No.	Department	Respondents	Percentage
1	production	73	73
2	Marketing	15	15
3	Accounts & finance	5	5
4	HR and Administration	7	7
	Total	100	100

Sources: primary Data

Inference:

It is observed from the table that 73% of the respondents are in the production department, 15% of the respondents are in the marketing department, 5% of the respondents are in Accounts and finance department, 7% of the respondents are in HR and administration department.

Hence, the majority of the respondents in the Chettinad Cement Corporation Limited is in the production department.

**Table 6:** Distribution of Respondents by Their Experience

S. No.	Experience	Respondents	Percentage
1	1-10	18	18
2	11-20	32	32
3	21 above	50	50
	Total	100	100

Sources: primary Data

Inference:

It reveals that the chettinad cement Corporation limited employees 18% of the respondents under the experience in the category of 1 to 10 years, 32% of the respondents are in the category of 11 to 20 years experience and 50% of the respondents are in the category of 21 and above years of experience.

Hence, the majority of the respondents are in the 21 and above age years of experience.

**Table 7:** Distribution of Respondents by Their Monthly Income

S. No.	Income	Respondents	Percentage
1	Below 5000	2	2
2	5001-10000	17	17
3	10001-20000	76	76
4	20001 above	5	5
	Total	100	100

Sources: primary Data

Inference:

The table illustrates that, 76% of the respondents has been getting on the level 10001 to 20000 and 17% of the respondents has been getting on the level 5001 to 10000 and 2% of the respondents has been getting on the level below 5000 and 2% of the respondents has been getting on the level 20001 and above. Hence, the majority of the respondents are getting monthly income 10001 to 20000.

**Table 8:** Distribution of Respondents by Their Marital Status

S. No.	Status	Respondents	Percentage
1	Married	97	97
2	unmarried	3	3
	Total	100	100

Sources: primary Data

Inference:

The above table illustrates that the 97% of the respondents are married and 3% of the respondents are unmarried.

Hence, the majority of the respondents are married.

**Table 9:** Distribution of Respondents by Their Type of Family

S. No.	Status	Respondents	Percentage
1	Joint	22	22
2	Nuclear	78	78
	Total	100	100

Sources: primary Data

Inference:

The above table state that, 22% of respondents are from Joint family, and 78% of respondents are nuclear family.

Hence, the majority of the respondents are nuclear family.

**Table 10:** Distribution of Respondents by Their Nature of Work

S. No.	Nature of work	Respondents	Percentage
1	Technical	62	62
2	Non-Technical	38	38
	Total	100	100

Sources: primary Data

Inference:

From the above table shows that 62% of the respondents are technical work and 38% of the respondents are non-Technical.

Therefore, majority of the respondents are Technical category of work.

## 4. Findings, Suggestions and Conclusion

### 4.1 Findings

- All the respondents are male (100%). Hence, there are no female employees in the company.
- More than 42% of the respondents are in the age group 31 to 40.
- Nearly 30% of the respondents have done diploma as their qualifications.
- A vast majority of the respondents are from urban areas.
- Almost the majority of 73% of the respondents are working in the production department.
- Nearly half of the respondents are having above 21 years of experience.
- The majority of the respondents are getting monthly income in the category of Rs. 10,001 to Rs. 20,000.
- Almost the majority of 97% of the respondents are married.
- A vast majority of the respondents are living under nuclear type of family.
- As majority of the respondents are in the production department, hence more than 62% of the respondents are in technical as their nature of work, and only 38% of the respondents are in non-technical department.

### 4.2 Suggestions

1. The HRD mechanism like Performance Appraisal, Counseling, Training and Development, Potential Appraisal, Job rotation has been concentrated in the Company to improve well to excellent HRD climate.
2. Counseling can be painful; it can be prove to be one of the most testing yet rewarding experiences of one's life. Many who have experienced counseling say it changed their lives in many positive ways; that they will never be the same again. May be that is so. Certainly, counseling offers a whole new world of personal learning and growth. Counseling may move our boundaries, question our ideas, increase our self awareness and challenge our perceptions. It may well do all these things. So, Chettinad Cement Corporation Limited may appoint professional Counselor for developing the behaviour feedback of the employees.
3. The Cement Company under the study has to take initiative to bring into light qualitative changes in the organizational atmosphere in which individuals help, judge reward and find out a solution to the problems faced by each other, which in turn influences morale and attitudes of the individuals towards his or her work environment. Also the efforts should be made to develop a tendency at all levels to treat the people as the

most important resource.

It is suggested for creating a favorable HRD climate in the organizations and to sustain the competitive advantage through committed and dynamic people, it is necessary that all appropriate information about cement company employees should be stored in a central human resources data bank (usually by means of a computer). This includes all basic information about each employee, their job description and job specification also training programmes attended performance records, potential appraisals, accomplishments, etc. This data will be utilized whenever there is a need to identify employees for consideration for special projects, additional training, or higher level jobs assignments which would help to promote the favorable HRD climate in the organization.

4. It is proposed to combine the responses received from several employees of Chettinad Cements Corporation Limited and prepare profiles of developmental climate for CCC. As these profiles may form the energizing of CCC for taking further steps with regard to its HRD practices, the researcher would appreciate the following frank responses.
  - The top management will required to discuss the future plans and actions with all different levels of management.
  - The officers in CCC should insist their employees on creativity and innovativeness.
  - The performance report will be required to be based on objective assessment.
  - A high morale work culture will assist in employee development.
  - Promotion is required to be based on right potential assessment.
  - The officers in CCC must require appreciating the employees for good work.
  - The top management requires evaluating the training programme taken by employees. This will assist in taking the training seriously and strictly.
  - The management is required to create an open minded attitude between employees for the betterment of their employees.
  - The personnel policies will require supporting the employees' development.

## 5. Conclusion

From this we can understand that HRD climate is the lifeblood of any organization. As Chettinad Cement Corporation Limited is one of the biggest plants in India, so the organization must think for HRD climate to get real global success. For rolling the wheel, we want to strengthen our spokes of humans and its climate.

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