

# INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT

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**HUMAN RESOURCE DEVELOPMENT CLIMATE: A STUDY OF VISAKHAPATNAM PORT TRUST**

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**ABSTRACT**

Human resources are vital to all for the sustainable development of any organization. HRD is influenced by environmental factors. Developmental climate is necessary for the consistent development of organization. Climate is an overall feeling that is conveyed by the physical layout the way, employees interact and conduct themselves with the others. An organization wants to be dynamic and growth oriented if their people are dynamic and proactive, this can be happen through proper selection and nurturing the dynamism of the people. Then an organization can make their people dynamic and proactive. To survive it is very essential for an organization to adapt the change in the environment and also prepare their employees continuously meet the challenges and this will have a positive impact on the organization. In this organization to see the problems in its totality and a developmental climate is needed for maximizing the human resources. Vishakhapatnam Port Trust (VPT) is one of the major twelve ports in India. Employees employing with entire satisfaction. It was meant that to know the nature of HRD any level of perception is carried out by the employees in this study. For this purpose the researcher has taken to measure the HRD climate by using OCTAPACE CULTURE variables, general climate, HRD mechanisms and its contribution to achieve organizational mission. Congenial octapace culture is extremely important for promoting the organizational effectiveness and good governance. In this context, the present paper is an Endeavour to identify the major factors responsible for non-promoting of organizational effectiveness among the executives and supervisors and their level of perception variation about the prevailing OCTAPACE culture and to know the preventive measures for the same with reference to Visakhapatnam Port Trust(VPT) this is where the human Resources Development gets involved with this industry considered to be the most important segment of our economy. No service sector can be rendered efficient so long as the basic facts remains unrecognized that it is principally human which needs to be treated humanly for achieving the basic goals of good Governance. The present paper hypothesize that if organizational OCTAPACE profile is high, it would positively contribute to organizational dynamics and effective governance. Hence the VPT is taken up for the study.

**KEYWORDS**

Openness, Collaboration, Trust, Authenticity, Pro-action, Autonomy, Confrontation, Experimentation, HRD climate, General Climate, Mission VPT.

**INTRODUCTION**

Human resources are vital to all for the sustainable development of any organization. HRD is influenced by environmental factors. Developmental climate is necessary for the consistent development of organization. Climate is an overall feeling that is conveyed by the physical layout the way, employees interact and conduct themselves with the others. An organization wants to be dynamic and growth oriented if their people are dynamic and proactive, this can be happen through proper selection and nurturing the dynamism of the people. Then an organization can make their people dynamic and proactive. To survive it is very essential for an organization to adapt the change in the environment and also prepare their employees continuously meet the challenges and this will have a positive impact on the organization. In this organization to see the problems in its totality and a developmental climate is needed for maximizing the human resources. Vishakhapatnam Port Trust (VPT) is one of the major twelve ports in India. Employees employing with entire satisfaction. It was meant that to know the nature of HRD any level of perception is carried out by the employees in this study. For this purpose the researcher has taken to measure the HRD climate by using OCTAPACE CULTURE variables, general climate, HRD mechanisms and its contribution to achieve organizational mission. Congenial octapace culture is extremely important for promoting the organizational effectiveness and good governance. In this context, the present paper is an Endeavour to identify the major factors responsible for non-promoting of organizational effectiveness among the executives and supervisors and their level of perception variation about the prevailing OCTAPACE culture and to know the preventive measures for the same with reference to Visakhapatnam Port Trust(VPT) this is where the human Resources Development gets involved with this industry considered to be the most important segment of our economy. No service sector can be rendered efficient so long as the basic facts remains unrecognized that it is principally human which needs to be treated humanly for achieving the basic goals of good Governance. The present paper hypothesize that if organizational OCTAPACE profile is high, it would positively contribute to organizational dynamics and effective governance. Hence the VPT is taken up for the study.

**THE PRESENT STUDY**

The sea port plays an important part in facilitating international trade. Globalization has made greater interaction among different countries and has a significant effect on the world trade. About 80% of the world trade is carried on sea transport through the exports and imports of cargo services to all nations which are interlinked with ports. The study reveal that the congenial HRD climate is extremely important for promoting the organizational effectiveness and good governance. The present work is an endeavor to identify the major factors responsible for impeding the promotion of organizational effectiveness among the managers and supervisors about the prevailing OCTAPACE culture and to suggest preventive measures in VPT. This is where the Human Resource Development gets involved as this industry is considered to be one of the most important segments of our economy. No port can be rendered efficient as long as the human potential and competencies are given focus in organizational mission and good Governance. The purpose of the study is to assess the perception of executives and supervisors on prevailing HRD climate in terms of OCTAPACE dimensions, climate, HRD mechanisms and its contribution to achieve organizational mission. It traced out various problem deficiencies bottlenecks existing in various spheres faced by the executives and supervisors at grass root levels and suggests remedial measures, action programmes for the optimum utilization of man power resources in the industry for short and long term perspectives. Hence, there is a permanent need for the utilization of human resources to face the challenges in short and long term perspectives. The determination of the levels of HRD climate is a pre requisite for promoting a healthy organization.

**OBJECTIVES OF THE STUDY**

The aim of the research is to assess the HRD climate in terms of OCTAPACE dimensions in Visakhapatnam Port Trust. It focuses specifically on eight OCTAPACE dimensions namely, Openness, Collaboration, Trust, Authenticity, Pro-action, Autonomy, Confrontation and Experimentation. It also focuses on the General Climate and the influence of HRD Mechanisms in generating a development climate in VPT. The research aims to address the following.

1. To assess the nature and state of OCTAPACE culture perceived by managerial and supervisory levels in VPT.
2. To determine significant differences existing between executives and supervisors on HRD culture.
3. To find out the influence of general climate in the development of the organization.
4. To measure the extent of HRD mechanisms and know whether they are implemented seriously in the organization or not.
5. To study the cultural impact in achieving the organizational goals.
6. To determine whether there are significant differences in the perceptions of OCTAPACE dimensions related to different departments.

**METHOD OF STUDY, DATA COLLECTION AND SAMPLING**

In the study, survey method is adopted. It involves a mere clearly defined problem and definite objectives. It requires expert and imaginative planning, careful analysis and interpretation of the data gathered, logical and skilful reporting of the findings".

**RECORDS, BOOKS AND WEBSITES**

In order to acquire the secondary data, the researcher has visited and gone through the records and content analysed wherever it is required. Requisite additional data is gathered from the manifold of books and websites and the content is analysed.

**SAMPLE OF THE STUDY**

The sample of the organization was taken from the total 10 departments on the random sample basis. Out of the total 2866 executives and supervisors in VPT, 428 (i.e., 14.9%) were taken as sample for this study. The details of the distribution of the sample given by their individual specifications and qualities, are presented in the table.

Department Wise Percentage Distribution of the samle.

**TABLE-1 (N=428)**

Departments	N	Percent
Administrative	59	13.78
Personnel	58	13.55
Finance	46	10.74
Mechanical	53	12.38
Marine	31	7.24
Material	50	11.68
Traffic	45	10.51
Medical	25	5.84
Civil Engineering	40	9.34
Research & Planning (R&P)	21	4.90
Total	428	100.0

**PRESENTATION OF THE STUDY**

Motivation for using the T.V. Rao & E. Abraham HRD climate survey as well as its reliability and validity is reported on. Furthermore, the sample and the procedure followed to gather the data is highlighted with the statistical methods used to analyse the data and lastly it makes an attempt to present summary and recommendations.

**ANALYSIS OF THE RESULTS OF OPINION SURVEY**

The analysis of results of the opinion survey is an attempt to critically examine the views on the HRD climate. The opinions are obtained on the questionnaire with 5 point scale for better interpretation of the analysis.

**OPENNESS**

Employees feel free to express their ideas and the organization is willing to take risks and experiment with new ideas and new ways of doing things. The degree of openness the organization is following is an important factor in determining the nature of various dimensions of HRD being designed.

The view of the executives and the supervisors on openness in the communication system in the organization is given in the table below.

Response on Openness the Employees Express Freely and Frankly their Opinion.

**TABLE-2**

Statements	Not at all true	Rarely true	Some times true	Mostly true	Almost always true	Total
Employees in this organization are very informal and do not hesitate to discuss their personal problems with their supervisors	19(4.44)	69(16.12)	188(43.93)	126(29.44)	26(6.07)	428(100.0)
When an employee does good work his/her supervising officers take special care to appreciate it	48(11.21)	71(16.59)	174(40.65)	94(21.96)	41(9.58)	428(100.0)
People in this organization do not have any fixed mental impressions about each other	36(8.41)	142(33.18)	127(29.67)	97(22.66)	26(6.07)	428(100.0)
Employees are not afraid to express or discuss their feelings with their superiors	12(2.80)	56(13.08)	130(30.37)	186(43.46)	44(10.28)	428(100.0)
Employees are not afraid to express or discuss their feelings with their subordinates	18(4.21)	57(13.32)	121(28.27)	181(42.29)	51(11.92)	428(100.0)

The above table indicates that perceptual level of employees regarding openness of the organization SSSSfive statements are constructed to analyse opinion of the sample employees that are more than 75%,70%,55%,80%,08%.It is observed that the employees are positive about exchanging negativeor positive aspects of work and expressed their desire to give their best to facilitate this change process.

**COLLABORATION**

Collaboration involves working together and using one another's strength for a common cause. Individuals, instead of solving their problems by themselves, share their concerns with one another and prepare strategies, work out plans of action, and implement them together.

The view of the executives and supervisors on collaboration at different levels in the organization is given in the table below.

Response on Collaboration at Different Level

**TABLE-3**

Statements	Not at all true	Rarely true	Some times true	Mostly true	Almost always true	Total
People in this organization are helpful to each other	7(1.64)	25(5.84)	134(31.31)	200(46.73)	62(14.49)	428(100.0)
Team spirit is of high order in this organization	36(8.41)	108(25.23)	104(24.30)	139(32.48)	41(9.58)	428(100.0)
The organization's future plans are made known to the managerial staff to help them develop their juniors and prepare them for the future	43(10.05)	146(34.11)	134(31.31)	83(19.39)	22(5.14)	428(100.0)

The above table indicates that perceptual level of sample employees that are more than 60%,55%,55%.It is observed that the employees are using one another's strength and work together for a common purpose and individuals solve their problems by themselves and implementing the strategy and action plans positive about exchanging negativeor positive aspects of work and expressed their desire to give their best to facilitate this change process.



**TRUST**

A minimum level of trust may be deemed necessary for the introduction of the performance appraisal system and other elements of HRD. The Department and groups trust each other and can be relied upon to 'do' whatever they say they will.

Response on Trust in Sense of Assurance of other's timely Help

**TABLE-4**

Statements	Not at all true	Rarely true	Some times true	Mostly true	Almost always true	Total
The managers in this organization believe that employee behaviour can be changed and people can be developed at any stage of their life	25(5.84)	117(27.34)	120(28.04)	152(35.51)	14(3.27)	428(100.0)
When any employee make a mistake, his/her supervisor treat it with understanding and helps him to learn	55(12.85)	65(15.19)	144(33.64)	126(29.44)	38(8.88)	428(100.0)
People trust each other in this organization	12(2.80)	14(3.27)	193(45.09)	145(33.88)	64(14.95)	428(100.0)

The above table indicates that perceptual level of employees regarding openness of the organization ten statements are constructed to analyse opinion of the sample employees that are more than 65%,70%,90%.It is observed that the employees are felt more trust and external feelings are necessary for smoothing functioning of the organization.

**AUTHENTICITY**

Authenticity is the value underlying trust. It is the willingness of a person to acknowledge the feelings he/she has, and accept himself/herself as well as others who relate to him/her as persons.

The view of the executives and supervisors on authenticity, genuine interaction and transparency in the organization is given in the table below.

Response on Authenticity in Genuine Interaction and Transparency

**TABLE-5**

Statements	Not at all true	Rarely true	Some times true	Mostly true	Almost always true	Total
Performance appraisal reports in our organization are based on objective assessment and adequate information and not on favouritism	68 (15.89)	42 (9.81)	149 (34.81)	122 (28.50)	47 (10.98)	428 (100.0)
When employees are sponsored for training, they take it seriously and try to learn from the programmes they attend	21 (4.91)	51 (11.92)	97 (22.66)	181 (42.29)	78 (18.22)	428 (100.0)
Employees returning from training programmes are given opportunities to try out what they have learned	74 (17.29)	44 (10.28)	157 (36.68)	80 (18.69)	73 (17.06)	428 (100.0)

The above table indicates that perceptual level of employees regarding authenticity of the organization three statements are constructed to analyse opinion of the sample employees that are more than 70%,80%,80%.It is observed that the employees are willing to accept the feelings of the other employees who relates them as persons.

**PRO-ACTION**

Employees are action - oriented, willing to take initiative sugar show a high degree of Pro activity'. They anticipate issues and act or respond to the needs of the future.

The view of the executives and supervisors on pro-action initiates action without promoting in the organization is given in the table below.

Response on Pro Action in Initiating Action without Promoting

**TABLE-6**

Statement	Not at all true	Rarely true	Some times true	Mostly true	Almost always true	Total
The top management of this organization makes efforts to identify and utilize the potential of the employees	29(6.78)	59(13.79)	180(42.06)	112(26.17)	48(11.21)	428(100.0)

The above table indicates that perceptual level of employees regarding proaction of the organization one statement is constructed to analyse opinion of the sample employees that are more than 80%.It is observed that the employees are taking initiative action without prompting in the organization.Through this the employee potential is identified by the top management.

**AUTONOMY**

Autonomy is the willingness to use power without fear, and helping others to do the same. Employees have some freedom to act independently within the boundaries imposed by their role/job.

The view of the executives and supervisors on autonomy in accountability and observing role boundary in the organization is given in the table below.

Response on Autonomy in Accountability and Observe Role Boundary

**TABLE-7**

Statements	Not at all true	Rarely true	Some times true	Mostly true	Almost always true	Total
Employees are encouraged to take initiative and do things on their own without having to wait for instructions from supervisors	90(21.03)	92(21.50)	114(26.64)	113(26.40)	19(4.44)	428(100.0)
Delegation of authority to encourage juniors to develop handling higher responsibilities is quite common in this organization	71(16.59)	142(33.18)	72(16.82)	128(29.91)	15(3.50)	428(100.0)
When seniors delegate authority to juniors, the juniors use it as an opportunity for development	22(5.14)	109(25.47)	138(32.24)	134(31.31)	25(5.84)	428(100.0)

The above table indicates that perceptual level of employees regarding autonomy of the organization three statements are constructed to analyse opinion of the sample employees that are more than 55%50%,70%.It is observed that the employees are positive to express their desires to give their best to facilitate this change in process.

**CONFRONTATION**

Employees face the problem and work jointly with others concerned to find its solution. They face the issues squarely without hiding them or avoiding them for fear of hurting each other.

The view of the executives and supervisors on confrontation in solving problems is a win-win style in the organization is given in the table below.

Response on Confrontation in Solving Problems In a win-win Style

**TABLE-8**

Statements	Not at all true	Rarely true	Some times true	Mostly true	Almost always true	Total
Employees in this organization take pains to find out their strengths and weak points from their supervising officers or colleagues	31 (7.24)	137 (32.01)	119 (27.80)	129 (30.14)	12 (2.80)	428 (100.0)
When problems arise people discuss these problems openly and try to solve them rather than keep accusing each other behind the back	70 (16.36)	143 (33.41)	102 (23.83)	84 (19.63)	29 (6.78)	428 (100.0)

The above table indicates that perceptual level of employees regarding confrontation of the organization two statements are constructed to analyse opinion of the sample employees that are more than 60%, 50%. It is observed that the employees are positive to express their desire to give their best to facilitate this change process.

**EXPERIMENTATION**

Experimenting as a value emphasises the importance given to innovation and trying out new ways of dealing with problems in the organization.

The view of the executives and supervisors on experimentation in encouraging newness in the organization is given in the table below.

Response on Experimentation to Encourage Newness

**TABLE-9**

Statement	Not at all true	Rarely true	Some times true	Mostly true	Almost always true	Total
Employees are encouraged to experiment with new methods and try out creative ideas	68(15.89)	132(30.84)	136(31.78)	64(14.95)	28(6.54)	428(100.0)

The above table indicates that perceptual level of employees regarding experimentation of the organization one statement is constructed to analyse opinion of the sample employees that are more than 50%. It is observed that the employees are positive to express their desire to give their best to facilitate this change process.

**GENERAL CLIMATE**

It is the conceptual relationship between ethical climate and ethical behaviour and success and it develops and motivates the employees.

The view of the executives and supervisors on general climate to develop and motivate employees in the organization is given in the table below.

Response on General Climate to Develop and Motivate Employees

**TABLE-10**

Statements	Not at all true	Rarely true	Some times true	Mostly true	Almost always true	Total
The top management of this organization goes out of its way to make sure that the employees enjoy their work	68(15.89)	87(20.23)	173(40.42)	76(17.76)	24(5.61)	428(100.0)
The top management believes that human resources are an extremely important resource and that they have to be treated more humanly	7(1.64)	56(13.08)	97(22.66)	202(47.20)	66(15.42)	428(100.0)
Development of the subordinates is seen as an important part of the job by the managers/officers here	6(1.40)	69(16.12)	162(37.85)	133(31.07)	58(13.55)	428(100.0)
The personnel policies of this organization facilitate employee development	20(4.67)	76(17.76)	162(37.85)	157(36.68)	13(3.04)	428(100.0)
The top management is willing to invest a considerable part of their time and other resources to ensure the development of employees	36(8.41)	43(10.05)	205(47.90)	102(23.83)	42(9.81)	428(100.0)
Senior officers /executives in this organization take active interest in their juniors and help them learn their job	19(4.44)	64(14.95)	166(38.79)	130(30.37)	49(11.45)	428(100.0)
The psychological climate in this organization is very conducive to any employee interested in developing himself by acquiring new knowledge and skills	30(7.01)	118(27.57)	147(34.35)	133(31.07)		428(100.0)

The above table indicates that perceptual level of employees regarding General Climate of the organization seven statement are constructed to analyse opinion of the sample employees that are more than 60%, 90%, 85%, 75%, 80%, 80%, 60%. It is observed an overall view about the employees towards the general Climate in the organization they are positive to express their desire to give their best to facilitate this change process.

**HRD MECHANISMS**

Any systematic or formal way of developing the competencies and motivation of individuals in an organization and building the organizational climate by improving the same processes.

The view of the executives and supervisors on HRD mechanisms in developing in the competencies and the motivation of individuals in the organization is given in the table below.

Response on HRD Mechanisms in Developing the Competencies and the Motivation of Individuals

**TABLE-11**

HRD mechanisms	Not at all true	Rarely true	Some times true	Mostly true	Almost always true	Total
People lacking competence in doing their jobs are helped to acquire competence rather than being left unattended	6(1.40)	98(22.90)	194(45.33)	117(27.34)	13(3.04)	428(100.0)
Seniors guide their juniors and prepare them for future responsibilities/ roles they are likely to take up	7(1.64)	70(16.36)	143(33.41)	142(33.18)	66(15.42)	428(100.0)
Promotion decisions are based on the suitability to promote rather than on favouritism	55(12.85)	94(21.96)	83(19.39)	142(33.18)	54(12.62)	428(100.0)
There are mechanisms in this organization to reward any good work done or any contribution made by employees	34(7.94)	80(18.69)	116(27.10)	155(36.21)	43(10.05)	428(100.0)
Weaknesses of employees are communicated to them in a non-threatening way	92(21.50)	80(18.69)	89(20.79)	139(32.48)	28(6.54)	428(100.0)
When behaviour feedback is given to employees they take it seriously and use it for development	54(12.62)	78(18.22)	145(33.88)	109(25.47)	42(9.81)	428(100.0)
Employees are sponsored for training programmes on the basis of genuine training needs	23(5.37)	53(12.38)	124(28.97)	175(40.89)	53(12.38)	428(100.0)
Career opportunities are pointed out to the juniors by the senior officers in the organization	54(12.62)	155(36.21)	175(40.89)	12(2.80)	32(7.48)	428(100.0)
This organisation ensures employee welfare to such an extent that the employees can save a lot of their mental energy for work purposes	80(18.69)	60(14.02)	160(37.38)	105(24.53)	23(5.37)	428(100.0)
Job rotation in this organization facilitates employee development	45(10.51)	121(28.27)	215(50.23)	47(10.98)		428(100.0)

The above table indicates that perceptual level of employees regarding HRD Mechanisms of the organization ten statement are constructed to analyze opinion of the sample employees that are more than 75%, 80%, 65%, 70%, 55%, 65%, 80%, 50%, 65%, 60%. It is observed that the analysis indicates a positive response from the employees towards the HRD mechanisms in the organization.

**MISSION**

A task, together with the purpose, that clearly indicates the action to be taken and it comprises vision, strategic direction and intended goals and objectives. The view of the executives and supervisors on mission statements in the organization is given in the table below.  
Response on Mission Statements

**TABLE-12**

Statements	Not at all true	Rarely true	Some times true	Mostly true	Almost always true	Total
There is a clear mission that gives meaning and direction to our work	20(4.67)	66(15.42)	121(28.27)	183(42.76)	38(8.88)	428(100.0)
Our strategic direction is very clear to me	12(2.80)	64(14.95)	120(28.04)	192(44.86)	40(9.35)	428(100.0)
We have a shared vision of what the organization will be in the future	13(3.04)	60(14.02)	122(28.50)	193(45.09)	40(9.35)	428(100.0)
Leaders set goals that are ambitious but realistic	12(2.80)	58(13.55)	122(28.50)	189(44.16)	47(10.98)	428(100.0)
We continuously track our progress against our stated goals	14(3.27)	72(16.82)	120(28.04)	185(43.22)	37(8.64)	428(100.0)

The above table indicates that perceptual level of employees regarding Mission of the organization five statement are constructed to analyze opinion of the sample employees that are more than 75%, 80%, 80%, 80%, 80%. It is observed that the analysis indicates a positive response from the employees towards the Mission in the organization.

**Perceptual difference between executives and supervisors**

**Mean Differences of HRD Climate Dimensions between Executives and Supervisors in the Visakhapatnam Port Trust**

**TABLE-13**

Group 1: Executives: 117 Group 2: Supervisors: 311						
Variables	Mean Differences of HRD Climate Dimensions Between Executives and Supervisors in the Visakhapatnam Port Trust Mean		SD		df - 428	
	Executives	Supervisors	Executives	Supervisors	t-value	p
Openness	12.18	10.46	2.64	3.78	4.513**	0.000
Collaboration	6.91	6.04	1.41	1.96	4.416**	0.000
Trust	8.21	7.59	1.78	1.87	3.112**	0.002
Authenticity	7.50	6.45	2.79	2.87	3.374**	0.001
Pro-action	2.21	2.22	0.75	1.13	0.091	0.927
Autonomy	5.37	5.54	2.52	2.50	0.647	0.518
Confront	16.51	16.86	5.83	7.01	0.479	0.632
Experimentation	1.87	1.57	0.94	1.16	2.496*	0.013
General climate	16.22	14.94	4.43	4.63	2.587*	0.010
HRD Mechanism	22.82	20.51	6.79	5.81	3.489**	0.001
Mission	10.52	11.18	2.99	2.58	2.263*	0.024

\*\* Significant at 0.01 level, \* Significant at 0.05 level.

The above table analyzes the comparative mean score difference of employees of Visakhapatnam Port Trust, whose designations are Executives and Supervisors, on different factors related to HRD culture. The mean openness factor meant for executives (12.18) was significantly more than the mean of Supervisors (10.46) and the standard deviations are 2.64 and 3.78 respectively. The generated t-value is 4.513 significant at 0.01 level.

The mean collaboration factor meant for executives (6.91) was significantly more than the mean of Supervisors (6.04) and the standard deviations are 1.41 and 1.96 respectively. The obtained t-value is 4.416 significant at 0.01 level. The trust factor meant for executives (8.21) was significantly more than the mean of Supervisors (7.59) and the standard deviations are 1.78 and 1.87 respectively. The obtained t-value is 3.112 significant at 0.01 level. The authenticity factor meant for executives (7.50) was significantly more than the mean of Supervisors (6.45) and the standard deviations are 2.79 and 2.87 respectively. The obtained t-value is 3.374 significant at 0.01 level. The pro-action factor meant for executives (2.21) was significantly less than the mean of Supervisors (2.22) and the standard deviations are 0.75 and 1.13 respectively. The generated t-value is 0.091 is not significant. The autonomy factor meant for executives (5.37) was significantly less than the mean of Supervisors (5.54) and the standard deviations are 2.52 and 2.50 respectively. The generated t-value is 0.647 is not significant. The confrontation factor meant for executives (16.51) was significantly less than the mean of Supervisors (16.86) and the standard deviations are 5.83 and 7.01 respectively. The generated t-value 0.479 is not significant. The experimentation factor meant for executives (1.87) was significantly more than the mean of Supervisors (1.57) and the standard deviations are 0.94 and 1.16 respectively. The obtained t-value is 2.496 significant at 0.05 level. The general climate factor meant for executives (16.22) was significantly less than the mean of Supervisors (14.94) and the standard deviations are 4.43 and 4.63 respectively. The obtained t-value 2.587 significant at 0.05 level.

The HRD mechanisms factor meant for executives (22.82) was significantly more than the mean of Supervisors (20.51) and the standard deviations are 6.79 and 5.81 respectively. The obtained t-value 3.489 significant at 0.05 level. The mission factor meant for executives (10.52) was significantly more than the mean of Supervisors (11.18) and the standard deviations are 2.99 and 2.58 respectively. The obtained t-value 2.263 significant at 0.05 level.

The analysis infers that there is a significant difference between the Executives and Supervisors on openness, collaboration, trust, authenticity, experimentation, general climate HRD mechanism and mission. In all these variables Executives tendered more positive response than the Supervisors.

TABLE-14

Correlations Marked correlations are significant at $p < .05000$ N=428 (Case-wise deletion of missing data)											
	Open	Coll.	Trust	Auth.	Proact	Autono	Confront	Experi	Gen_cli	Hrd.mec	Mission
Openness	1.00										
Collaboration	0.39*	1.00									
Trust	0.37*	0.45*	1.00								
Authenticity	0.60*	0.62*	0.30*	1.00							
Pro-action	0.34*	0.49*	0.44*	0.50*	1.00						
Autonomy	0.33*	0.61*	0.43*	0.53*	0.48*	1.00					
Confrontation	0.39*	0.69*	0.48*	0.63*	0.60*	0.97*	1.00				
Experimentation	0.54*	0.49*	0.37*	0.61*	0.59*	0.60*	0.64*	1.00			
General climate	0.58*	0.55*	0.28*	0.71*	0.37*	0.57*	0.61*	0.45*	1.00		
HRD Mechanism	0.69*	0.60*	0.27*	0.78*	0.49*	0.49*	0.58*	0.61*	0.72*	1.00	
Mission	0.16*	0.24*	0.18*	0.28*	0.19*	0.17*	0.21*	0.16*	0.24*	0.25*	1.00

The above table infers the correlation between the HRD dimensions in the Visakhapatnam Port Trust. In the above table it is clear that there are significant correlations within and between the HRD dimensions. The correlation value between openness and collaboration ( $r=0.39$ ) is significant. The 'r' value between openness and trust 0.37 is significant. In the same way the correlation values of authenticity, pro-action, autonomy, confrontation, experimentation, general climate, HRD mechanisms and mission with openness are 0.60, 0.34, 0.33, 0.39, 0.54, 0.58, 0.69 and 0.16 respectively. All these 'r' values are significant. The correlation values for collaboration with trust, authenticity, pro-action, autonomy, confrontation, experimentation, general climate, HRD mechanisms and mission are 0.45, 0.62, 0.49, 0.61, 0.69, 0.49, 0.55, 0.60 and 0.24 respectively and all dimensions are significant at 0.01 level. The 'r' values for authenticity, pro-action, autonomy, confrontation, experimentation, general climate, HRD mechanisms and mission with trust are 0.30, 0.44, 0.43, 0.48, 0.37, 0.28, 0.27 and 0.18 respectively. The 'r' values authenticity and pro-action, autonomy, confrontation, experimentation, general climate, HRD mechanisms, mission are 0.50, 0.53, 0.63, 0.61, 0.71, 0.78 and 0.27 respectively. The correlation values of pro-action with autonomy, confrontation, experimentation, general climate, HRD mechanisms and mission are 0.48, 0.60, 0.59, 0.37, 0.49 and 0.19 respectively. The calculated 'r' values for autonomy with confrontation, experimentation, general climate, HRD mechanisms and mission are 0.97, 0.60, 0.57, 0.49 and 0.17 respectively. The correlation values of confrontation with experimentation, general climate, HRD mechanisms and mission are 0.64, 0.61, 0.58 and 0.21 respectively. The 'r' values for the dimensions of experimentation and general climate, HRD mechanism, mission are 0.45, 0.61 and 0.16 respectively. The correlation values of general climate with HRD mechanisms and mission are 0.72 and 0.24 respectively. And the correlation between HRD mechanisms and mission is 0.25.

The analysis shows that each dimension is positively correlating with the other dimensions. This indicates that there is a positive and significant relation within and between the dimensions of HRD climate in the organization.

**FINDINGS**

- Maximum of 75%,70%,55%,80%,80%..of respondents are satisfied regarding openness of the organization.It is observed that the employees are positive about exchanging aspects of work and expressed their desire to give their best to facilitate this change process.
- Maximum of 60%,55%,55%.of respondents are satisfied regarding collaboration of the organization It is observed that the employees are using one another's strength and work together for a common purpose and individuals solve their problems by themselves and implementing the strategy and action plans.
- Maximum of 65%,70%,90%..of respondents are satisfied regarding trust of the organization 65%,70%,90%.It is observed that the employees are felt more trust and external feelings are necessary for smoothing functioning of the organization.
- Maximum of 70%,80%,80%.of respondents are satisfied regarding authenticity of the organization It is observed that the employees are willing to accept the feelings of the other employees who relates them as persons.
- Maximum of 80%of respondents are satisfied regarding pro-action of the organization .It is observed that the employees are taking initiative action without prompting in the organization. Through this the employee potential is identified by the top management.
- Maximum of 60%,50% of respondents are satisfied regarding confrontation of the organization .It is observed that the employees are positive to express their desire to give their best to facilitate this change process.
- Maximum of 50%.of respondents are satisfied regarding experimentation of the organization.It is observed that the employees are positive to express their desire to give their best to facilitate this change process.
- Maximum of 60%,90%,85%,75%,80%,80%,60%.of respondents are satisfied regarding general climate of the organization .It is observed an overall view about the employees towards the general Climate in the organization the are positive to express their desire to give their best to facilitate this change process.
- Maximum of 75%,80%,65%,70%,55%,65%,80%,50%,65%,60%.of respondents are satisfied regarding HRD Mechanisms of the organization. It is observed that the a positive response from the employees towards the HRD mechanisms in the organization.
- Maximum of 75%,80%,65%,70%,55%,65%,80%,50%,65%,60%of respondents are satisfied regarding mission of the organization It is observed that the analysis indicates a positive response from the employees towards the Mission in the organization.

**SUGGESTIONS**

- The organization should reduce the gap between the superior and subordinates when problems arise people discuss these problems openly and try to solve them rather than keep accusing each other behind the back.Cordial relations are necessary for the smooth functioning of the organization.
- The organization should encourage the employees to innovate and trying out new ways of dealing problems in the organization. Problems should be solved at initial level unless it leads to a mistake.
- The organization should improve the acceptance level of trust among the employees in the organization .More trust and external feelings are necessary for the smooth functioning of the organization.
- The organization should provide more autonomy among the employees to feel more freedom to act independently within the boundaries imposed by their roles. Then the employees express their desires to give their best to facilitate the developmental process.
- The organization should measure the contribution of HRD mechanisms in making effectiveness of the organization.
- The organization should sponsor maximum number of employees for external training programmes on the basis of genuine training needs.
- The organization should provide more welfare facilities to their employees then the employees can save a lot of their mental energy for work purposes since the employees expectation on welfare is high.
- The superior should communicate weaknesses of the employees in non threatening way through providing more counseling centers.



**CONCLUSIONS**

Human resources are the vital part of an organisation's growth. This study highlights HRD general performance measures, the extent to which a developmental climate comprising openness, trust, collaboration, fairness in appraisal, working environment, training, experimentation, general climate, HRD mechanism and mission which lead to development practices in various service sector organisations in India. The study reveals that more than 80% of the employees perceived positively that the HRD Climate is favourable and contributing a lot in achieving the organizational mission. In OCTAPACE- eight values more than 65% of the employees are felt satisfied. In general climate of the organization more than 70% of the employees perceived positively and more than 60% of the employees perceived positively about the HRD Mechanisms. The overall conclusion about the HRD Climate in Visakhapatnam Port Trust is excellent. It shows that the reasons for the vast development of public and private ports in India. If the company continues the same stream of HRD Climate dimensions in future it may achieve many glorious things.

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