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**INVESTIGATING THE HRD CLIMATE AND PERCEPTIONAL DIFFERENCE OF EMPLOYEES IN BANKING SECTOR**

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**ABSTRACT**

HRD climate is an intrinsic part of organization climate. It is the perception of the employees can have developmental environment in the organization. It plays important role in the success of organizations because it directly or indirectly links with the performance of the employees. If the HRD climate is strong in the organization, the employees will contribute their maximum effort for the achievement of the organizational goals. Human resources are the biggest asset of the organization and help them to get competitive advantage. The strong HRD climate means high performance of the employees and result leads to get maximum profit. The study of HRD climate is very important in every sector, but this study conduct on banking score. The researcher tries to find out, how much HRD climate prevails in banking sector. The present study also tells about the perceptual difference regarding HRD climate on the basis of age, gender, designation and experience. The researcher personally connected with respondent and collected the data from the employees of three major banks Allied Bank Limited, United Bank Limited and MCB using HRD climate questionnaire and finally 75 Questionnaires take into consideration. Data was analyzed with different statistical tools mean, standard deviation, variance and T test, the researcher come to conclusion there is an average HRD climate prevails in these organizations. The present study also shows there is no significant difference on the basis of age, gender, designation and experience. Average HRD climate can be improved by eliminate favoritism system, conduct training programmed, eliminate communication gap, and introducing the HRD policies and practices.

**KEYWORDS**

HRD climate, Banking sector, Employees performance.

**INTRODUCTION****HRD CLIMATE**

According to American society for training and Development (ASTD), Human Resource Development (HRD) is the integrated use of training and development, organizational development and career development to improve individual, group and organizational effectiveness. HRD is concerned with the provision of learning and development opportunities that support the achievement of business strategies and make improvement of organizational, team and individual performance (Armstrong and Barron, 2002).

If we want to find a way to develop employees in order to become effective contributors to the organization goal, we need to understand of what an effective contribution would look like. The use of personal resources can be very helpful in describing the way in which an effective employee should behave, but there can be no general prescription of an effective employee. Effectiveness will differ with organizational environment and on whose perspective what we are perceive. The matter of what, finally, an effective employee includes a combination of personality, natural capabilities, developed skills, experience and learning. The process of developing an employee's present and future effectiveness is called development.

**MEANING OF H R D CLIMATE**

HR means employees in organization, who works for the development and profit of organization.

Development, it is combination of capabilities that are needed to do the present job, or the future expected job.

After analyzing Human Resource and Development we can simply say, HRD is the process of helping people to develop his competencies.

Climate is the overall feelings that the organization physically conveyed, how the members of the organization are interacting with each other and the way, members of the organization are interact with outsiders. It is the physical layout of the organization which conveyed through its members.

HRD climate is an intrinsic part of organization climate. It is the perception of the employees can have developmental environment in the organization.

HRD climate have some general characteristics which are find Rao and Abraham in 1986. According to them the tendencies such as treating employees as the most important resources of the organization, perceiving that developing employees is the job of every manager from top level to lower level, believing in the capabilities of employees, communicate openly, encouraging risk taking and experimentation, making efforts to help employees recognize their real strengths and weaknesses, creating a general climate which support of trust, collaboration and autonomy, supportive personnel policies, and supportive HRD practices. According to Athreya 1988, the top management visualizes the employees values is a starting point. When a critical mass evaluated these values, there emerges a supported climate for HRD. This positive HRD climate makes the existing systems more effective and makes the organizations more receptive to the introduction of relevant additional system. A healthy HRD climate is overall internal environment of the organization, fosters employee commitment, involvement and satisfaction with the job.

**REVIEW OF LITERATURE**

Many researchers have done his research on HRD climate. The result shown HRD climate affects the performance of employees.

The first research of HRD climate in Indian organizations was carried out by Rao and Abraham (1986). They found, HRD climate in the organizations appears to be an average level. The most important factor contributing is general indifference on the part of the employees on their own development.

Abraham (1989) in another study observed that HRD climate is a power full intervening variable that converts HRD practices into profit.

Krishna and Rao (1997) carried out a detailed empirical study in. BHEL, Hyderabad and found that HRD climate encouraged senior and middle level managers in the organization.

Venkateswaran (1997) also done research on HRD climate and found favorable HRD climate was prevalent in a public sector of India.

Sharma and Purang (2000) done his study to find out the relationship between value institutionalization and HRD climate in engineering and manufacturing sector and found that there is positive relationship between two variables.

Alphonsa (2000) conducted its research on private hospitals. The researcher found satisfactory HRD Climate towards the perception of the supervisors and good climate was prevailing in the hospital.

Srimannarayana (2001) contribute his work on Software and identified below average level of HRD climate in a software organization in India.

Agarwala (2002) done his research on automobile and IT industry and found that the HRD climate was more developmental in IT industry when compared to the automobile industry.

Mishra & Bhardwaj (2002) done his research on private sector of India and concluded that there was good HRD climate in a private sector in India.

Rodrigues's (2004) contribute his study in the engineering institutes in India found the highly satisfactory climate in India.

Sampath & Kalpana, (2005) conducted a study on HRD Climate on organization and found that to a large extent organizations where knowledge workers work enjoy a good HRD Climate.

Chalam and Srinivas (2005) done his study on Gender wise perceptions and Attitudes on HRD Climate in Indian Banking sector, and find there is basic disagreement in selected branches of SBI with respect to HRD Climate.

Vijaya Banu (2007) done his study, HRD climate on public sector cement Corporation in India and concluded that to excel and survive in the new economy, HRD Climate is one of crucial importance to this Sector.

Mufeed SA (2006) has done its work on hospitals. The result shows the existence of poor HRD climate in the hospitals.

Mufeed & Gurkoo (2006) has done his study to HRD climate in universities and other equivalent higher level academic institutions.

Srimannarayana M (2007) conducted a study in local bank of Dubai and found that there was a good HRD climate prevailed in this organization. On the basis of some demographics variable he found out the differences in the perception of employees regarding the HRD climate.

Pillai's (2008) also did his work on banks. The study identified that HRD climate existing in banks as average level. This study further found that a supportive HRD climate in banks that stimulate the learning capabilities of employees.

Kuresh Saxena & punkaj tewari (2009) done his research on HRD climate exist on banking sector of Ahmadabad and found average climate prevail in these banks.

Famina (2009) has done her research on South Asian public sector organization, Kerala state Financing Enterprise, find the satisfactory level of HRD Climate in this sector.

Ajay Solkhe & Nirmala Chaudhary (2011) has found HRD Climate has a significant impact on job satisfaction which in turn leads to the increased organizational performance.

Richa chudary & Santosh Rangenkar (2012) has done their study on the perception of employees regarding HRD climate and they find private sector organization are significantly better than the public sector organization.

Akinyemi Benjamin (2012) has found the significant relationship between Human Resource Development climate and organization citizenship behavior.

**STUDY OBJECTIVES**

1. How much HRD climates prevails in three selected banks.
2. How much the difference of perception of employees on the basis of gender.
3. How much the difference of perception of employees on the basis of age.
4. How much the differences of perception of employees on the basis of Designation.
5. How much the differences of perception of employees on the basis of Qualification.

**RESEARCH METHODOLOGY**

**RESEARCH DESIGN**

The sample used in this study comprise employees of different department in three different banks which representing the banking Sector. The researcher selected three banks on the basis of judgmental sampling and use non probability random sampling for respondents.

**DATA COLLECTION**

The researcher personally contacted 75 employees in three different banks. The respondent shows much interest for this study and praised about the purpose of study. The researcher was able to collect 80 filled questionnaires with the response rate of 80%. 5 questionnaires were rejected due to errors and incomplete information and finally 75 take into consideration.

**QUESTIONNAIRE**

The researcher used HRD climate survey questionnaire which was developed by Rao and Abarham (1989) at center for HRD Xavier Labor Relation Institute (XLRI) India. This Questionnaire contain 38 items of scale variables which have five alternatives such as not at all true, rarely true, sometime true, mostly true, almost mostly true.

Each item contain the 1 to 5 scores which indicate, 1 contain there is no HRD climate in three banks or really poor climate in these Banks. And score 2 indicate poor climate but somehow improve and 3 indicate there is an average HRD climate prevail in these organization, and 4 indicate there is positive HRD climate in the organization and 5 show there is an extraordinarily climate prevail in these banks.

**STATISTICAL MEASURES**

To analyze the results, different statistical measures such as Mean, Standard Deviation, and T-test were performed through SPSS 18.

**DATA ANALYSIS AND FINDINGS**

**RELIABILITY STATISTICS**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.938	.938	38

To check the reliability of data Researcher conduct reliability statistic. In the social sciences research the Cronbach's alpha > 0.70 is considered acceptable. In our case the value of Cronbach's alpha is 0.933, which shows a good reliability and also preferable.

**SAMPLE PROFILE**

**TABLE 1.A FOR GENDER WISE DISTRIBUTION (SEE IN THE LAST)**

**TABLE 1.B FOR AGE WISE DISTRIBUTION(SEE IN THE LAST)**

**TABLE 1.C FOR DESIGNATION WISE DISTRIBUTION(SEE IN THE LAST)**

**TABLE 1.D FOR QUALIFICATION WISE DISTRIBUTION(SEE IN THE LAST)**

**ANALYSIS**

**TABLE 2.A SHOWS THE MEAN SCORE OF ALL THREE BANKS(SEE IN THE LAST)**

**TABLE 2.A1 SHOWS MEAN AND STANDARD DEVIATION RESULTS OF 38 ITEM - HRD CLIMATE SURVEYRESPOND BY 75 EMPLOYEES OF ALL THREE BANKS(SEE IN THE LAST)**

The item wise mean scores of the total sample of 75 employees are presented in table 2.A1. Since the questionnaire used 5 point scale, average score of 3 indicate a moderate tendency on that dimension. Score 4 indicate a fairly good degree of existence but here the score is 2.94 in table 2.A, that indicate there is an average HRD climate exists in all these organizations. In one aspect it shows there is a tremendous scope of improvement of HRD climate in banks but it also



shows it make much improvement than the past. Table 2.A1 present items with individual mean scores, if see the items with highest score of 3.33 is employees trust with each other. Item with score 3.23 is employees are freely to express their feelings. Which means employees in this organization helpful to each other and do not hesitate to discuss their problems with each other. The item with lowest score is 2.19 which indicate employees are not satisfied with the polices of top management, but overall an average climate prevail in this sector.

#### TESTING OF HYPOTHESIS

HO: There is no significant difference between the male and female perception.

Ha: There is a significant difference between the male and female perceptions.

#### TABLE 2.B SHOWS DIFFERENCE BETWEEN MALE AND FEMALE PERCEPTION(SEE IN THE LAST)

The level of significance is .086 which is greater than 0.05 so we accept the null hypothesis that shows there is no significant difference in the perception of male and female employees. Both have same perception regarding HRD climate.

#### HYPOTHESIS 2

HO: There is no significant difference between the Younger and Elder perception.

Ha: There is a significant difference between the Younger and Elder perceptions.

#### TABLE 2.C SHOWS DIFFERENCE BETWEEN YOUNGER AND ELDER PERCEPTION(SEE IN THE LAST)

The level of significance is .471 which is greater than 0.05 so we accept the null hypothesis that shows there is no significant difference in the perception of younger and elder employees. Both have same perception regarding HRD climate.

#### HYPOTHESIS 3

HO: There is no significant difference between the Executive and Non-Executive perception.

Ha: There is a significant difference between the Executive and Non-Executive perception.

#### TABLE 2.D SHOWS DIFFERENCE BETWEEN EXECUTIVE AND NON-EXECUTIVE(SEE IN THE LAST)

The level of significance is .716 which is greater than 0.05 so we accept the null hypothesis that shows there is no significant difference in the perception of executive and non executive. Both have same perception regarding HRD climate.

#### HYPOTHESIS 4

HO: There is no significant difference between the Graduate and post Graduate perception.

Ha: There is a significant difference between the Graduate and post Graduate perception.

#### TABLE 2.E SHOWS DIFFERENCE BETWEEN GRADUATE AND POST GRADUATE PERCEPTION(SEE IN THE LAST)

The level of significance is .584 which is greater than 0.05 so we accept the null hypothesis that shows there is no significant difference in the perception of Graduate and Post Graduate. Both have same perception regarding HRD climate.

## RECOMMENDATIONS

Fowling steps are required for the improvement of HRD climate in banks.

1. The top management must sure a strong system in which employees are well familiar with rules and regulation and all polices of the whole organization.
2. The top management must introduce trainings programmed on each level of the hierarchy.
3. The top management should introduce "employee of the month" system; it will encourage employees to do more work.
4. Training programmed must be conduct according to the need of employee's problems.
5. Management should treat all the employees on equitable basis. Favoritism system must be discouraged.
6. Appraisal and promotion must be done on the basis of merit.
7. The top management should clear the communication gap between employees and management and employees should be encouraged to express their ideas and feelings.
8. The top management must encourage the team spirit of employees.
9. The top management must involve branch manager in decision making, because branch manager can express better feelings of employees and this thing also make easy to implement the decisions.
10. Proper authority should be given to right person; it will be encouraging all employees to do better work.

## LIMITATIONS OF STUDY

1. This study was conducted in selected three banks which may not give the exact picture regarding HRD climate.
2. Small sample size is also one of the limitations of the study.

## CONCLUSION

After analysis the whole study the researcher concludes employee performance based on HRD climate. If there is strong HRD climate in the organization the employees will maximum contribute for the achievements of the organization. The result of current study shows there is an average HRD climate prevails in these organizations and there is a lot of need of improvement. The top management must take some steps which the researcher shows in recommendation for the improvement of HRD climate. The present study also shows there is no significant difference on the basis of age, gender, designation and experience. All variables have same perception about HRD climate. But there is need to improve HRD climate by eliminate favoritism system, conduct training programmed, eliminate communication gap, and introducing the HRD polices and practices.

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**TABLES**

**TABLE 1.A: FOR GENDER WISE DISTRIBUTION**

GROUP STATISTICS					
	what is Gender	N	Mean	Std. Deviation	Std. Error Mean
HRD CLIMATE	Male	47	3.0011	.59002	.08606
	Female	28	2.8628	.60657	.11463

**TABLE 1.B: FOR AGE WISE DISTRIBUTION**

GROUP STATISTICS					
	What is Age	N	Mean	Std. Deviation	Std. Error Mean
HRD CLIMATE	Less than 30	42	2.9236	.62876	.09702
	More than 30	33	2.9825	.55931	.09736

**TABLE 1.C: FOR DESIGNATION WISE DISTRIBUTION**

GROUP STATISTICS					
	What is Designation	N	Mean	Std. Deviation	Std. Error Mean
HRD CLIMATE	Exeuctive	37	2.9075	.56266	.09250
	Non Exuective	38	2.9903	.63156	.10245

**TABLE 1.D: FOR QUALIFICATION WISE DISTRIBUTION**

GROUP STATISTICS					
	what is your qualification	N	Mean	Std. Deviation	Std. Error Mean
HRD CLIMATE	Graduate	35	2.8233	.60840	.10284
	post Graduate	40	3.0599	.56961	.09006

**TABLE 2.A: SHOWS THE STATISTICAL SCORE OF ALL THREE BANKS**

SUMMARY ITEM STATISTICS							
	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	2.949	2.187	3.333	1.147	1.524	.065	38

TABLE 2.A1: SHOWS MEAN AND STANDARD DEVIATION RESULTS OF 38 ITEM - HRD CLIMATE SURVEY RESPOND BY 75 EMPLOYEES OF ALL THREE BANKS

DESCRIPTIVE STATISTICS			
	N	Mean	Std. Deviation
The top management of this organization goes out of its way to make sure that the employees enjoy their work	75	2.19	.996
The top management believes that human resources are extremely important resource and that they have to be treated more humanly	75	3.11	1.169
Development of the subordinates is seen as an important part of the job by the managers/officers here	75	2.87	1.166
The personnel policies of this organization facilitate employee development	75	2.93	.949
The top management is willing to invest a considerable part of their time and other resources to ensure the development of employees	75	2.88	1.039
Senior officers/executives in this organization take active interest in their juniors and help them learn their job	75	2.89	1.214
People lacking competence in doing their jobs are helped to acquire competence rather than being left unattended	75	2.57	.947
The managers in this organization believe that employee behavior can be changed and people can be developed at any stage of their life	75	2.88	1.115
People in this organization are helpful to each other	75	3.23	1.247
Employees in this organization are very informal and do not hesitate to discuss their personal problems with their supervisors	75	3.05	1.102
The psychological climate in this organization is very conducive to any employee interested in developing himself by acquiring new knowledge and skills	75	2.99	.923
Seniors guide their juniors and prepare them for future responsibilities/roles they are likely to take up	75	3.21	1.106
The top management of this organization makes efforts to identify and utilize the potential of the employees	75	2.87	1.095
Promotion decisions are based on the suitability of the promote rather than on favoritism	75	2.49	1.267
There are mechanisms in this organization to reward any good work done or any contribution made by employees	75	2.72	1.300
Performance appraisal reports in our organization are based on objective assessment and adequate information and not on favoritism	75	2.40	.986
When an employee does good work his/her supervising officers take special care to appreciate it	75	3.11	.994
People in this organization do not have any fixed mental impressions about each other	75	2.88	.929
Employees are encouraged to experiment with new methods and try out creative ideas	75	2.84	1.040
When any employee makes a mistake, his/her supervisors treat it with understanding and help him to learn from such mistakes rather than punishing him/her or discouraging him/her	75	2.89	1.085
Weakness of employees are communicated to them in non-threatening way.	75	3.15	.911
When behavior feedback is given to employees they take it seriously and use it for development.	75	3.08	1.124
Employees in this organization take pains to find out their strengths and weaknesses from their supervising officers or colleagues	75	2.67	1.004
When employees are sponsored for training, they take it seriously and try to learn from the programmed they attend	75	3.04	1.156
Employees returning from training programmed are given opportunities to try out what they have learned	75	2.92	1.302
Employees are sponsored for training programmers on the basis of genuine training needs	75	2.88	1.078
People trust each other in this organization	75	3.33	1.031
Employees are not afraid to express or discuss their feelings with their superiors	75	3.17	1.045
Employees are not afraid to express or discuss their feelings with their subordinates	75	3.23	1.008
Employees are encouraged to take initiative and do things on their own without having to wait for instructions from supervisors	75	3.12	.915
Delegation of authority to encourage juniors to develop handling higher responsibilities is quite common in this organization	75	3.07	.991
When seniors delegate authority to juniors, the juniors use it as an opportunity for development	75	3.16	1.066
Team spirit is of high order in this organization	75	3.17	1.212
When problems arise people discuss these problems openly and try to solve them rather than keep accusing each other behind the back	75	3.23	1.158
Career opportunities are pointed out to the juniors by the senior officers in the organization	75	3.23	1.073
The organization's future plans are made known to the managerial staff to help them develop their juniors and prepare them for the future	75	3.17	.978
This organization ensures employee welfare to such an extent that the employees can swage a lot of their mental energy for work purposes	75	2.75	.960
Job rotation in this organization facilitates employee development	75	2.72	1.192

TABLE 2.B: SHOWS DIFFERENCE BETWEEN MALE AND FEMALE PERCEPTION INDEPENDENT SAMPLES TEST

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
HRD CLIMATE	Equal variances assumed	.086	.771	.972	73	.334	.13834	.14233	-.14532	.42200
	Equal variances not assumed			.965	55.641	.339	.13834	.14334	-.14885	.42553

**TABLE 2.C: SHOWS DIFFERENCE BETWEEN YOUNGER AND ELDER PERCEPTION**

INDEPENDENT SAMPLES TEST											
		Levene's Test for Equality of Variances		t-test for Equality of Means							
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference		
										Lower	Upper
HRD CLIMATE	Equal variances assumed	.526	.471	-.422	73	.674	-.05890	.13941	-.33674	.21895	
	Equal variances not assumed			-.428	71.827	.670	-.05890	.13745	-.33291	.21512	

**TABLE 2.D: SHOWS DIFFERENCE BETWEEN EXECUTIVE AND NON-EXECUTIVE**

INDEPENDENT SAMPLES TEST											
		Levene's Test for Equality of Variances		t-test for Equality of Means							
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference		
										Lower	Upper
HRD CLIMATE	Equal variances assumed	.134	.716	-.599	73	.551	-.08277	.13825	-.35829	.19276	
	Equal variances not assumed			-.600	72.437	.551	-.08277	.13803	-.35790	.19237	

**TABLE 2.E: SHOWS DIFFERENCE BETWEEN GRADUATE AND POST GRADUATE PERCEPTION**

INDEPENDENT SAMPLES TEST											
		Levene's Test for Equality of Variances		t-test for Equality of Means							
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference		
										Lower	Upper
HRD CLIMATE	Equal variances assumed	.302	.584	-1.738	73	.086	-.23656	.13609	-.50780	.03468	
	Equal variances not assumed			-1.730	70.169	.088	-.23656	.13670	-.50919	.03607	

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