

A STUDY OF HRD CLIMATE IN PENNA CEMENT INDUSTRIES LTD, TADIPATRI**Dr.R.Neelaiah****Abstract**

Human Resource Development is a continuous process. The nature of efforts and investments put to develop human resources may vary from organization to organization depending on its needs, nature, size, etc. there are many methods or instruments of available for organization to develop employee competencies. Any organization wants to be dynamic and growth oriented is to survive and succeed in fast changing environment, needs effective HRD practices. Business enterprises can become dynamic and grow fastly only through the efforts and competencies of its manpower. HR policies influence on the morale and motivation of the employees and keep high. But these efforts alone are not enough to take industry into next direction in coming new millennium. Employee capabilities must continuously be acquired, developed, shaped and use continuously which is possible through 'enabling' organization culture. Whenever the employees use their initiative, take risks, experiment, innovate and face challenges successfully which signs that organization has enabling culture, life is full of uncertain and challenges. Unless the company adopts best HRD practices, it has no future. Hence the theme of HRD climate has great significance in business world. This paper interprets on overview of HRD climate in Penna Cement Industries Ltd., Tadipatri.

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INTRODUCION

The concept of HRD- Human resource developed was formally introduced by Leonard Nadler in 1969 in conference organized by the American society for Training and development. Leonard Nadler defined HRD as, “Those learning experiences which are organized, for a specific time, and designed to bring about the possibility of the behavioral change”. Development involves acquisition of new capabilities in organization context, it involves acquisition of capabilities (technical, managerial, behavioral, and conceptual) that would enable a person to perform well the different functions associated with the role he is performing or the role he is likely to perform. HRD is the process of improving molding, changing and developing the skills, knowledge, creative ability, aptitude attitude, values, commitment etc., based on the present and the future job and organization requirements. HRD, in the organizational context, is a process by which the employees of an Organization are helped in a continuous, planned way, to:

- Acquire or sharpen capabilities required to perform various functions associated with their present of expected future roles;
- Develop their general capabilities as individuals and discover and exploit their.
- Own inner potentials for their own and organizational development purposes; and
- Develop an organizational culture in which supervisor subordinate relationships, teamwork and contribute to the professional well being, motivation and pride of employees.

HRD is not merely a set of mechanisms and techniques, it is a process. The mechanisms and techniques such as performance appraisal, counseling, training and organization development interventions are used to initiate, facilitate and promote this process in a continuous way. The HRD mechanisms like performance appraisal, potential appraisal and development, career planning, training, rewards, welfare, organization development techniques, HR information systems helps to the management to attain objectives of HRD.

HRD-CLIMATE

Climate refers to environment in which business operates. Organizations become dynamic and growth oriented if their people are dynamic proactive. Every organization can do a lot to make their people become dynamic and proactive through proper selection of such people and nurturing their dynamism and other competencies. Organizations cannot survive beyond a point unless they are continuously preparing their employees to meet the challenges and have an impact on the

environment. Thus, HRD is an essential process for Organization survival and growth. An optional level of 'Developmental Climate' is essential for facilitating HRD. Such development climate can be characterized as consisting of the following tendencies on the part of the Organization

OBJECTIVES

- To study the HRD climate and needs of organization.
- To ascertain the effectiveness of performance appraisal system and its impact on employee development and also competency development.
- To ascertain training methodology including tools used for course design and faculty selection.

METHODOLOGY

Research in 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. In fact, research is an art of scientific investigation. Research is an academic activity and as such the term should be used in a technical sense. According to Clifford Woody research comprises defining and redefining problems, formulating hypothesis or suggested solutions; collecting, organizing and evaluating data; making deductions and reaching conclusions; and at last carefully testing the conclusions to determine whether they fit the formulating hypothesis.

Profile of the Company

PENNA CEMENT INDUSTRIES LIMITED was established by **Shri .P.Prathap Reddy** during 1992 and the actual production started in the year 1994 with 600tonnes capacity per day. The company is located in between Talaricheruvu and Urichintala village at a distance of 12KMS from Tadipatri Mandal of Anantapur District. At present about 3600tonnes of various grades of cement is being manufactured daily at the factory.

Growth and Performance

The existing Cement plant is upgrading from 600tonnes capacity per day to 3600tonnes per day. The profits for the year 2008-09 are 1500 lakhs and sales of Rs. 500 Crores. The company holds the assets of Rs. 200 Crores. The annual capacity of the company is 2 million tones.

Industrial Relations

Harmonious industrial relations are being maintained. No strikes and lockouts are reported. One union is existence by name Penna Cement Industries Limited employed union.

Profile of environment

Consent of water is granted to the company by the environmental engineer of Andhra Pradesh Pollution Control Board. The factory is functioning under the guidelines prescribed by the board. The company is following the standards in respect of noise pollution notified by the Government of India. No environment damage is noticed due to the existing of the factory. The company is following all the rules and regulations notified by Ministry of Environment and Forests, Govt. of India materials and waste. The factory is maintaining good house-keeping both within the factory and premises. All necessary pollution control measuring equipments are installed.

Government Policies

To promote industrial environment in the Rayalaseema belt particularly in the District of Anantapur, the Government gave license to start the factory. And also the Government sanctioned mining lease of 235acres land in Talaricheruvu village, 440acres land in Urichintala village and 440acres land of in Urichintala village of Lime stone mining are to enable the factory to procure its prime raw material.

Social Responsibilities

Company is maintaining one Hospital and English Medium Primary School. The Urichintala and Talaricheruvu villagers are treated at hospital at free of cost. The children of the villagers are allowed to study in the primary school on free education system.

ANALYSIS AND INTERPRETATION OF DATA

TABLE: 1, ORGANIZATIONAL ENCOURAGES TOWARDS EMPLOYEE PERFORMANCE

Dimensions	Respondents	Percentage to total
Quite True	12	13
True	56	58
Doubtful	20	21
False	6	6
Quite False	2	2
Total	96	100

Source: primary data

Out of 96 respondents 58 percentage of respondent are true ,21% of respondents are quite true , 13% of respondents are true ,6% of respondents are quite true , 2% of respondents are doubtful & false .

TABLE: 2, USEFULNESS OF THE APPRAISAL SYSTEMS

Dimensions	Respondents	Percentage to total
Quite True	4	4
True	68	71
Doubtful	4	4
False	18	19
Quite False	2	2
Total	96	100

Source: primary data

Out of 96 respondents 71percentage of respondent are true, 19% of respondents are true, 4% of respondents are quite true, and 2% of respondents are doubtful & false.

TABLE: 3, USEFULNESS OF TRAINING PROGRAMS

Dimensions	Respondents	Percentage to total
Quite True	8	8
True	60	63
Doubtful	8	8
False	12	13
Quite False	8	8
Total	96	100

Source: primary data / questionnaire

Out of 96 respondents 63percentage of respondent are true, 13% of respondents are quite true, 8% of respondents are doubtful & false.

TABLE: 4, EVALUATION OF EMPLOYEES TOWARDS PERFORMANCE

Dimensions	Respondents	Percentage to total
Quite True	12	13
True	64	67
Doubtful	4	4
False	14	15
Quite False	2	2
Total	96	100

Source: primary data

Out of 96 respondents 67percentage of respondents are true, 15% of respondents are true, 13% of respondents are, 4 % of respondents are quite true, 2% of respondents are doubtful & false.

TABLE: 5, EFFORTS TO DEVELOP ORGANIZATION

Dimensions	Respondents	Percentage to total
Quite True	36	38
True	44	46
Doubtful	4	4
False	12	13
Quite False	0	0
Total	96	100

Source: primary data

Out of 96 respondents 46 percentage of respondent are true, 38% of respondents are quite true, 13% of respondents are doubtful & false.

TABLE: 6, DEVELOPMENT OF THE PARTICIPATIVE CULTURE

Dimensions	Respondents	Percentage to total
Quite True	12	13
True	60	63
Doubtful	16	17
False	4	4
Quite False	4	4

Total	96	100
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Source: Primary data

Out of 96 respondents 63percentage of respondent are true, 17% of respondents are true, 13% of respondents are quite true, and 4% of respondents are false & quite false.

TABLE: 7, INVOLVEMENT IN DEVELOPMENT ACTIVITIES

Dimensions	Respondents	Percentage to total
Quite True	12	13
True	64	67
Doubtful	16	17
False	4	4
Quite False	0	0
Total	96	100

Source: Primary Data

Out of 96 respondents 67 percentage of respondent are true, 17% of respondents are true, 13% of respondents are quite true, and 4% of respondents are doubtful & false.

TABLE: 8, AWARENESS OF THE POLICE SYSTEM

Dimensions	Respondents	Percentage to total
Quite True	4	4
True	60	63
Doubtful	18	19
False	14	15
Quite False	0	0
Total	96	100

Source: primary data

Out of 96 respondents 63 percentage of respondents are true , 19% of respondents are true , 15% of respondents are quite true 4% of respondents are doubtful & false .

TABLE: 9, IMPROVEMENT IN QUALITY LIFE

Dimensions	Respondents	Percentage to total
Quite True	20	21
True	60	63
Doubtful	12	13

False	4	4
Quite False	0	0
Total	96	100

Source: primary data

Out of 96 respondents 63percentage of respondents are true, 21% of respondents are quite true, 13% of respondents are doubtful, 4% of respondents are false.

TABLE:10, DECISION – MAKING

Dimensions	Respondents	Percentage to total
Quite True	20	21
True	64	67
Doubtful	8	8
False	4	4
Quite False	0	0
Total	96	100

Source: primary data

Out of 96 respondents 67 percentage of respondent are true ,21% of respondents are quite true ,8% of respondents are doubtful , 4% of respondents are false.

TABLE: 11, HUMAN RESOURCE INFORMATION

Dimensions	Respondents	Percentage to total
Quite True	16	17
True	64	67
Doubtful	8	8
False	6	6
Quite False	2	2
Total	96	100

Source: primary data

Out of 96 respondents 67 percentage of respondents are true, 17% of respondents are quite true, 8% of respondents are, 6% of respondents are false, and 2% of respondents are quite false.

TABLE: 12, EFFECTS OF TRAINING PROGRAM

Dimensions	Respondents	Percentage to total
Quite True	0	0
True	64	67
Doubtful	12	13
False	16	17
Quite False	4	4
Total	96	100

Source: primary data

Out of 96 respondents 67 percentage of them respondent true 17% of them respondents are false, 13% of them respondents doubtful which constitutes 4%, respondent of quite false 0% which constitutes quite true.

TABLE: 13, CHALLENGES TO THE HIGHER POSITIONS

Dimensions	Respondents	Percentage to total
Quite True	12	13
True	68	71
Doubtful	8	8
False	8	8
Quite False	0	0
Total	96	100

Source: primary data

Out of 96 respondents 71 percentage of respondent are true, 13% of respondents are quite true, 8% of respondents are doubtful & false.

TABLE: 14, ACTIVE PARTICIPATION

Dimensions	Respondents	Percentage to total
Quite True	8	8
True	60	63
Doubtful	24	25
False	0	0
Quite False	4	4
Total	96	100

Source: primary data / questionnaire

Out of 96 respondents 63 percentage of are true, 25% of respondents are doubtful, 8% of respondents are quite true, 4% of respondents are quite false.

TABLE: 15, NEED OF TRAINING

Dimensions	Respondents	Percentage to total
Quite True	8	8
True	48	50
Doubtful	8	8
False	16	17
Quite False	16	17
Total	96	100

Source: primary data / questionnaire

Out of 96 respondents 50 percentages of respondents are true, 17% of respondents are false and quite false, 8% of respondents are doubtful & quite true.

TABLE: 16, EMPLOYEE IMPROVEMENT

Dimensions	Respondents	Percentage to total
Quite True	8	8
True	72	75
Doubtful	2	2
False	6	6
Quite False	8	8
Total	96	100

Source: primary data / questionnaire

Out of 96 respondents 75 percentage of respondents are true, 8% of respondents are quite true, 6% of respondents are false, and 2% of respondents are doubtful & quite false.

CONCLUSION

The Study reveals that more than 80% of the employees are satisfied with Human Resource Policies and Practices followed in the company, in allowances also more than 80% of the employees are satisfied. In Employer and employee relationship around 85% of the employees are satisfied. More than 85% of the employees are satisfied with Labour welfare measures. The overall conclusion about the Human Resource Policies and Practices followed in Penna Cements Limited Sankari is excellent. It shows that the reason for the vast development of Penna Cements Limited groups. If the company continues the same stream of Human Resource Policies and Practices in future it may achieved many glorious thing.

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