

Some Correlates of the HRD Climate : A Case Study of a Pharmaceutical Company

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Abstract

'Dynamic people build dynamic organizations, and effective employees contribute to the effectiveness of the organization. Competent and motivated people make things happen.' HRD aims at constantly assessing competency requirements of different individuals to perform the jobs assigned to them effectively and provide opportunities for developing these competencies to prepare them for future roles in the organization. Every organization that wants to achieve its goals in terms of productivity, quality, profitability, stability, and growth and also increase organizational effectiveness, it must pay attention to the development of human resources in a systematic and planned manner. An optimal level of developmental climate is essential not only for the achievement of the above goals, but also for developing a motivated and dynamic workforce. For future growth, every organization must develop an organizational culture where the employees are given freedom to work, have a sense of belongingness, and an atmosphere of trust. The present study was undertaken to determine the correlation existing among the HRD climate variables of a pharmaceutical organization named as RXY Pharma Ltd.

Keywords: HRD climate, trust, authenticity, openness, pro-activity, collaboration, employee competency

JEL Classification: M12

Human Resource Development (HRD) is gaining significance in the present days for the success of any organization. Growing needs of growth and expansion on the one hand, and increasing efficiency and productivity to combat competition on the other, have laid emphasis on an increase in creativity and autonomy for the people at work. The development of the people creates confidence, leadership, co-operation and team work i.e. a sound organizational culture, which ultimately contributes to the attainment of organizational goals. Organizations have realized that it is the contribution of the human resources which helps them to grow, prosper, and attain their objectives. Human resource development (HRD) aims at developing all the employees of an organization in a planned manner not only to acquire and apply their existing capabilities for the organization's growth, but also to develop their inner potential, which helps in building a climate with strong interpersonal bonds, which helps the organization to achieve its goals.

Every dynamic and growth oriented organization can succeed in the fast changing environment only by the efforts and competencies of its human resources. Motivation and morale of the workforce may be high, but employee capabilities need to be continuously developed and sharpened for making the organization grow and develop. For this purpose, developing an organizational culture is essential. When employees take initiatives, take risks, innovate and make efforts, the organization is said to have an enabling culture. Human resource development helps to build up an organizational culture where employees lead the organization to growth. They contribute in terms of increased efficiency and productivity. HRD in an organization is facilitated by creating the HRD climate. The HRD Climate implies a climate of (Rao, 1991):

- a) **Pro-activity** i.e. employees are action oriented, willing to take initiatives.
- b) **Openness and Risk Taking** means free expression of ideas, activities, feelings and willingness to take risks on the part of the employees.
- c) **Collaboration** denotes that employees have a feeling of belongingness towards their organization.
- d) **Trust and authenticity** indicate that employees, departments, and groups trust each other and can be relied upon to

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work for each other's growth.

e) Confrontation means that the employees face problems and issues without hiding or avoiding them for the fear of hurting or getting hurt.

f) Autonomy explains that employees have some freedom to act independently within the boundaries of their role/job.

The Pharmaceutical Industry In India

The Pharmaceutical Industry in India occupies an important place in the Indian economy. It is the third largest in terms of volume and is the 14th largest in terms of value. There are more than 20,000 registered units of this vital industry in India. Further, the industry is likely to grow at the rate of 19 % in 2013. Keeping in view the growth of the industry and growing competition in the world market, the present study has focused on the pharmaceutical industry in India.

The present case study is a study of an organization named RXY Pharma Ltd. The study has been undertaken to examine the HRD climate existing in the company in particular, and the pharmaceutical industry in general, with the help of significant correlates in the HRD climate variables. For the purpose of confidentiality, the organization has assumed a fictitious name - "RXY Pharma Ltd." . The data taken up for the study pertains to RXY Pharma Ltd., which is a large multinational company. The results from the present study can be used for providing inputs to improve the developmental climate in the organization as well as for improving the HRD climate of the industry as a whole.

Statement of the Problem

Keeping the significance of human resource development climate in an organization in mind, the present case study on RXY Pharma Ltd. was undertaken to determine the HRD variables that help in developing the HRD climate, and affect the development of the employees in an organization. The research works conducted in the past clearly indicate that there exists a significant relationship among the HRD mechanisms, HRD climate variables and HRD outcome variables. In the present study, efforts have been made to corroborate these relationships.

Objectives of the Study

The study was undertaken with the following objectives in mind :

- 1)** To examine the variables affecting the HRD climate in RXY Pharma Ltd.
- 2)** To study the variables that are significantly correlated.
- 3)** To examine the various variables which can have a bearing on the HRD climate in an organization.
- 4)** To examine and suggest the variables which need to be improved for better HRD climate in an organization.

Methodology

The study is based on primary data collected on the basis of a questionnaire. Standardized questionnaire '58-item HRD Climate Scale (HRDCS)' developed by Dhar and Dhar (n.d.) was used for this purpose. At appropriate places, secondary data in terms of organizational records and reports were also used. Certain information was also collected on the basis of personal interaction with the respondents. The questionnaire was administered at two selected plants of RXY Pharma Ltd. situated in India. For the purpose of data collection, 48 respondents (24 from each plant) were interviewed on a random basis.

The analysis has been made by applying statistical tools. Inter-correlations among the 58 variables were studied and significant relationships were ascertained. The HRD mechanisms used by the company were also identified on the basis of information gathered by personal interaction, and by using the data from the questionnaire. Efforts were also made to study the impact of HRD on competency development, productivity, efficiency, profitability etc. on the basis of the opinions of the respondents.

Scope and Significance of the Study

The study is of great significance to the employees and the organization, as it will help to find out the general HRD climate prevailing in the organization, the variables affecting the HRD climate, HRD mechanisms and their impact on

the HRD climate. The company can accordingly make its policies and develop plans for promotion, potential development, training etc. The study will also help the organization to improve its HRD climate and can further improve its overall efficiency and effectiveness. The results can also provide valuable insight to other companies to analyze their HRD climate and determine correlates among HRD climate variables. It will help them to improve the overall climate of growth in the organization by improving their policies and practices. The present study is, however, limited to one organization only, and its results can be generalized to other companies in the industry to a limited extent. Further, the results presented here cannot be compared with other companies because of different cultures, HR policies and practices.

Review of Literature

A review of literature highlights the important role played by the HRD climate in the successful performance of organizations. Various studies have been undertaken in the past to study the HRD Climate in the Indian organizations. A study of 52 organizations made by Rao and Abraham (1986) showed that HRD climate in these organizations was about 54%, which is rather low. As such, an optimal level of developmental climate is essential for facilitating HRD activities.

Jain, Singhal, and Singh (1997) conducted a study titled "HRD Climate in Indian Industry" in two public sector organizations i.e. BHEL and NFL and determined correlations among the various HRD variables including management policy on HRD, organization development, potential appraisal, performance appraisal, executive development, goal-setting, role analysis, and training. They observed that these variables were significantly correlated. Further, it was also observed that these variables made an important contribution to the HRD climate.

Alphonsa (2000) surveyed the HRD climate in private hospitals of Hyderabad, and highlighted that the supervisors' perception about the HRD climate was satisfactory, and there existed reasonably good climate with respect to top management's belief in HRD climate. However, in his study on one of the major hospitals of Jammu and Kashmir, Mufeed (2006) found that the HRD climate existing in the hospitals, to a large extent, was significantly poor.

The review of literature will help in corroborating the results of the present study with the past studies.

Analysis of the HRD Climate

The present study considers various aspects of HRD with respect to RXY Pharma Ltd., which would help in building a sound HRD climate in the organization, and would enable the organization to achieve its goals of growth, profitability, and stability. As indicated earlier, a 58-item standardized 'Human Resource Development Climate Scale' developed by Dhar and Dhar has been used for this purpose. A sample of 48 respondents (24 respondents from each of the two plants of the company) were selected on a random basis.

Analysis and Discussion

Overall, the mean on the opinions of the respondents for all the 58 HRD climate variables of the two plants of RXY Pharma Ltd. was found to be 3.47 (61.71 %) and 4.03 (75.86 %) respectively. Intercorrelations among the variables were studied as per Karl Pearson's product moment correlation method. In all, there are 1653 intercorrelations between the 58 variables under study as shown in the Table 1. For the purpose of understanding the relationship pattern among the variables, the data pertaining to the respondents of the two plants has been clubbed together. Earlier, similar studies have been carried out by Jain (1996) in two leading public sector organizations - BHEL and NFL. Besides studying the HRD practices at lower, middle, and the top level in these organizations, the study sought to examine the nature of HRD climate in these organizations. The correlations among the variables are presented in the Table 1. The Table also shows the intercorrelations which are statistically significant at the 1 percent or 5 percent level of significance. Due to a large number of significant values of correlations, only those interrelations which are statistically significant and have a correlation value of 0.5 or more than 0.5 have been explained as follows :

❖ **Creative Thinking, Sponsorship for Training, Employee Feedback etc. :** The correlation between creative thinking and competency development (0.537) is highly positive and significant, explaining that these variables are closely associated. The relationship between sponsoring employees for training on the basis of training need assessment and seriousness regarding training (0.508) and open discussion on plans (0.500) is also found to be

significant. Correlation is also highly positive and significant between feedback given to employees and competency development (0.537), development oriented management (0.540) indicating that employee feedback has close association with development orientation and competency development. Further, interrelation between superiors' sharing information and humane treatment (0.566) is found to be positive and statistically significant.

❖ **Employee Welfare:** The relationship between employee welfare and other variables including seriousness regarding training (0.550), recognition for good performance (0.499), conducive organizational climate (0.531), identifying employee potential (0.533), and development oriented policies (0.513) is found to be statistically significant and positively related. This shows that recognition, training, conducive climate, identifying employees' potential, and development orientation contributed significantly to employee welfare in the studied organization.

❖ **Competency Development:** The relationship between competency development with utilization of potential (0.678), facilitating employees for career opportunities (0.512), and offering creative ideas for improving performance (0.577) indicates that these variables have a positive and significant contribution towards competency development. Hence, it appears that career opportunities, creative ideas, and utilization of potential helped in competency development in the said organization.

❖ **Utilization of Employee Potential:** Utilization of potential shows significantly high positive interrelation with development oriented management (0.570), recognition for good performance (0.629), conducive organizational climate (0.530), creative ideas for performance (0.540), identification of potential (0.633), and trust among employees (0.499) - all these factors are found to be highly positive and significant. Hence, the variables such as recognition, conducive climate, developmental orientation, trust, and creativity had a high bearing on utilization of employee potential in the organization.

❖ **Investment in Employee Development:** From the Table 1, it can also be observed that investment in employee development has a positively high and significant correlation with career opportunities (0.538). Besides, development oriented management has a significant relationship with creative ideas for performance (0.548), identification of employee potential (0.511), and superiors sharing information with subordinates (0.516). These variables had a significant contribution in the steps taken for the employees' development in the organization.

"People in the organization are treated as assets". This variable has a high degree of positive and significant inter relation with no favoritism during performance appraisal (0.515), experimentation (0.544), performance orientation (0.526), and behavioral modifications (0.638). It shows in the studied organization, people were allowed to develop their abilities by modifying their behavior, putting in more efforts to perform better by utilizing their creative ideas, identifying their potential, and ensuring that there is no place for favoritism in performance appraisal.

❖ **Inevitable Change:** Change as an inevitable phenomenon has a high degree of positive relationship with the factor employee encouragement (0.500) with reference to employees who are motivated to learn from their mistakes. In addition to this, team work is found to be positive and significantly correlated with conducive organizational climate (0.544) and no favoritism during performance appraisal. In addition, it can be seen that sponsorship for training has a positively high correlation with problem solving across the table (0.512). It can be seen that there are intercorrelations between recognition for good performance with creative ideas for improving performance (0.553), identifying potential (0.520), and an atmosphere of trust (0.568). Hence, it can be inferred that trust, employee potential, and creative ideas were significantly related to recognition of performance.

❖ **Team Work:** It can be ascertained from the Table 1 that preference to work in teams is significantly related to problem solving across the table (0.500), employee encouragement (0.649), and training not to be treated as a recreational activity (0.543). Also, subordinates' development is seen as an integral part of the job, and is positively related to utilization of skills by employees developed during training (0.527), employee encouragement (0.651), and trust among the employees (0.514). Furthermore, conducive organizational climate has a significant and positive correlation with initiatives taken by superiors to help subordinates to learn on their job (0.554) and development oriented HR policies (0.516). Both the variables contributed significantly to develop a conducive organizational climate in RXY Pharma Ltd.

❖ **No Favoritism during Performance Appraisal:** The variable '*Favoritism during performance appraisal is unheard of in this organization*' is found to have a highly positive and significant correlation with experimenting (0.575), implementing creative ideas for improving performance (0.502), recognition of employees' contribution (0.582), performance orientation (0.590), and efforts made to modify employee behavior with changing situations (0.644). Thus, experimentation, creativity, recognition, performance orientation, and change show that favoritism during performance appraisal was unheard of in the said organization (RXY Pharma Ltd.)

❖ **Utilizing Creative Ideas:** Intercorrelations are also found to be positively significant in case of trying out creative ideas for improving performance with other variables including efforts to identify employee potential (0.526), giving recognition to employees with excellent performance (0.572), superiors preparing subordinates for future roles and responsibilities (0.562), initiatives taken by the superiors to help their subordinates to learn their job (0.500), performance orientation (0.562), efforts made to modify employee behavior with changing situations (0.524), trust among the employees (0.678), and training not being considered as a recreational activity (0.571). These interrelations indicate that trying out creative ideas for improving employee performance was closely related to recognition, preparing subordinates for the future, identifying potential, change, trust, and training to a large extent.

❖ **Identifying Potential:** '*Efforts taken to identify employee potential*' is significantly related to preparing subordinates for future challenges (0.525), recognition of employee performance (0.572), preparing subordinates for future responsibilities (0.536), employee centered HR policies (0.526), encouraging employees to learn from their mistakes (0.530), trust among the employees (0.528), and training not being considered as a recreational activity (0.744). It appears that preparing subordinates for future roles, recognition, HR policies, trust, learning, and training contributed a lot in identification of employee potential in the studied organization.

❖ **Preparing Subordinates for Future Challenges:** Significantly high and positive contribution is observed with reference to superiors preparing subordinates for future challenges with variables including recognition of employee contribution (0.511), facilitation of employees to use the skills developed during training (0.568), superiors helping subordinates (0.514), encouraging employees to learn from their mistakes (0.531), superiors taking initiatives to help subordinates to learn on their job (0.614), and trust among the employees (0.505). This shows that a positive and significant relationship existed between the superiors and the subordinates in the organization.

❖ **Problem Solving, Rewards, and Recognition:** The variable '*Problem solving across the table*' is correlated with performance orientation (0.511), employee encouragement to learn from their mistakes (0.535) and development oriented HR policies (0.574). Further, all these relationships are highly positive and statistically significant. Rewards for good performance is found to be significantly positive with variables including performance orientation (0.635), superiors sharing information with subordinates (0.565) and arriving at solutions through consensus (0.511). Recognition of employees' contribution has a positively significant correlation with performance orientation (0.529). Hence, it can be said that problem solving, being rewarded for doing good work, and employee recognition seemed to develop a good superior - subordinate relationship, and thereby, a better climate for employee development in the studied organization.

❖ **Assessment of Employees, HR Policies, and Reducing Stress:** Assessment of employees on the basis of adequate information about their performance has a positively high interrelation with encouraging employees to learn from their mistakes (0.561) and trust among the employees (0.591). Similarly, employee oriented HR policies are related with performance orientation (0.548) to a large extent. All these interrelations are found to be statistically significant. Superiors helping subordinates to overcome distress and frustration is found to be positively high and statistically significant with superiors preparing subordinates for future roles and responsibilities (0.509).

❖ **Future Roles and Responsibilities, Cordial Relations, and Initiative taken by the Superiors :** The correlations between preparing subordinates for future roles and responsibilities with delegation of authority to develop the potential of the subordinates (0.520) and trustworthiness (0.502) are found to be positive and significant. Significantly high and positive relationship is observed for cordial relations with superiors sharing information (0.540) and openness to discuss problems (0.570). It shows that superiors helped their subordinates to learn their job,

and there was a culture of openness in discussing problems and allied issues, which had a bearing on building cordial relations between superiors and subordinates to a significant extent. Similarly, superiors' initiatives to help subordinates to learn their job had a significant relation with performance orientation in the organization.

❖ **Performance Orientation, Behavior Modification, Trust etc.:** Performance orientation is related with behavior modification to help the employees to adjust to changing situations (0.555) and superiors sharing information with subordinates freely (0.538) to a significant extent. Besides, behavioral changes in the employees are found to be closely related to security, as they were not threatened while receiving feedback about their weaknesses (0.505). Further, delegation of authority to provide an opportunity to develop the subordinates' potential is closely associated with sharing of information by the superiors with their subordinates (0.663). Also, superiors' sharing their feelings with their subordinates is positively related (to a significant extent) with the sense of security felt by the employees while receiving feedback about their weaknesses (0.510). Furthermore, trustworthiness among the employees is positively associated with training (0.506), where training was not being considered as a recreational activity. Close analysis of these variables show that information sharing, performance orientation and delegation of authority for the development of employees' potential were closely associated with and ensured employees' orientation in the organization.

The results of the study are similar to one conducted by Jain (1996) in BHEL and NFL, two leading public sector undertakings in India. However, it was observed that the present company under study i.e. RXY Pharma Ltd. has shown improvement in terms of overall HRD climate and the correlates of climate variables to some extent. It can be inferred that the companies today are paying more attention towards the development of their human resources and are taking a lot of initiatives for improving the overall developmental climate in their organization. Growing competition, globalization, and free trade among the countries have made it essential for the companies to think positively and constructively for the growth of their employees as they understand that their existence and growth depends on the efficiency of their human resources. Many other research works conducted on HRD climate in the recent past also fully support this viewpoint.

It appears that the companies in India are following almost similar practices in terms of their human resources. Although there has been a change in the mindset of the employers as they attach more importance to the 'human factor' as compared to what they did in the past, professionalism in HR has also increased due to increase in volume and size of the business, and organizations fully understand that human beings working in the organizations are their assets and a better atmosphere of openness, trust, and collaboration can lead to the total growth of the individuals, organizations, and the industry as a whole.

The Table 2 provides a list of the variables in the statement form (with abbreviations) that were used in the questionnaire. The respondents were requested to tick mark (✓) their preferences in the relevant box of the HRD climate scale questionnaire. The preferences have been converted into quantitative form, as indicated in the Table 2.

Conclusion

The following conclusions can be drawn from the study of interrelations discussed above :

- ❖ A study of the HRD climate scores in the organization indicates that supportive HRD climate existed in both the plants of the organization (overall mean score = 61.71 % and 75.86 %). A supportive HRD climate is the result of employee oriented HR policies, objective performance appraisal, job rotation, openness, cordial superior-subordinate relations etc. The intercorrelations among the respondents of the two plants confirm this view point.
- ❖ A study of the interrelations among the variables on the basis of the opinions of the respondents showed that highly positive and significant correlations were observed between many variables. The highest correlation value was found between efforts to identify employee potential and training not being considered as a recreational activity (0.744).
- ❖ Some very high interrelationships included competency development and utilization of potential (0.678), preference to work in teams and employee encouragement (0.649), subordinates' development as an integral part of the job and employee encouragement (0.651), trying out creative ideas for improving performance and trust among the employees (0.678), delegation of authority to provide an opportunity to develop the potential of the subordinates and sharing of information by the superiors with their subordinates (0.663). These relationships indicate that they made a great contribution to the existing HRD climate in the organization.

Table 1: Correlation Matrix of HRD Climate Variables of RXY Pharma Ltd.																											
IR	COP	PA	DOA	CT	SET	FE	HT	EW	PSOF	CD	UP	ACC	IED	CO	DOM	PAA	IC	FP	APP	TW	SFT	SOF	RP	PTW	JR	SD	
IR	1																										
COP	0.234	1																									
PA	0.153	0.221	1																								
DOA	-.192	0.004	0.169	1																							
CT	0.196	.300*	.357**	.312*	1																						
SET	-.099	.275*	0.026	0.207	0.088	1																					
FE	0.136	.438**	.286*	0.229	.356**	0.214	1																				
HT	0.218	0.199	.302*	0.177	.267*	.258*	0.228	1																			
EW	0.148	0.091	0.144	.310*	.491**	.257*	0.132	.379**	1																		
PSOF	0.078	0.086	0.213	-.026	0.122	0.201	0.028	0.215	.324*	1																	
CD	-.071	.296*	0.116	.452**	.537**	.289*	.537**	.338**	.371**	0.206	1																
UP	-.139	0.119	0.045	.486**	.260*	0.186	.458**	.297*	.449**	0.119	.678**	1															
ACC	0.101	-.111	0.080	0.140	-.032	0.008	0.188	0.048	0.171	0.024	-.010	0.020	1														
IED	0.099	0.130	0.116	.338**	.285*	0.119	0.127	.278*	.402**	0.061	.262*	.333*	-.010	1													
CO	0.092	.357**	.315*	.405**	.367**	.434**	.448**	.342**	.300*	0.177	.512**	.360**	-.206	.538**	1												
DOM	0.093	0.157	0.202	.433**	0.101	0.017	.540**	.256*	0.226	-.080	.465**	.570**	-.002	.465**	.455**	1											
PAA	-.143	-.063	0.078	.307*	.308*	-.142	.243*	0.105	.350**	0.187	.457**	.320*	-.036	0.205	0.098	.371**	1										
IC	-.103	0.174	0.005	0.039	.258*	0.225	0.072	.371**	.250*	0.053	.246*	0.129	-.201	-.137	0.117	-.105	0.043	1									
FP	-.143	-.226	0.058	.296*	-.183	0.100	-.112	0.186	0.195	0.005	-.028	0.100	0.204	.250*	0.204	0.169	0.092	.255*	1								
APP	0.079	0.043	0.094	0.162	.330*	-.016	0.181	0.234	.292*	.303*	.299*	.392**	0.028	0.153	0.126	0.201	.328*	0.009	0.175	1							
TW	0.030	0.085	0.024	0.198	0.114	0.163	0.006	.260*	.464**	.438**	.276*	.281*	0.015	0.126	0.120	0.080	.326*	.415**	.393**	.481**	1						
SFT	-.087	.327*	-.136	0.147	0.215	.508**	0.125	0.172	.550**	.304*	0.205	0.154	-.044	0.058	0.226	0.066	0.239	.287*	0.127	.330*	.488**	1					
SOF	0.055	.242*	-.058	0.000	.295*	-.055	.375**	0.000	0.120	-.094	0.051	-.056	0.067	-.103	-.155	0.000	0.219	0.224	-.271*	0.071	0.073	0.172	1				
RP	-.200	0.132	.286*	.494**	.365**	0.030	.349**	.373**	.499**	0.103	.466**	.629**	-.012	.428**	.384**	.466**	.406**	0.027	0.107	.362**	0.145	0.177	0.218	1			
PTW	-.063	.377**	-.050	.315*	.322*	0.162	.308*	0.173	.262*	-.054	.440**	.309*	-.286*	0.088	.261*	0.193	.484**	.327*	0.039	.407**	.409**	.463**	.305*	.359**	1		
JR	-.100	0.102	0.002	.269*	-.098	.328*	0.047	0.023	-.001	-.025	0.155	-.019	0.061	0.111	.362**	0.182	0.032	0.009	0.196	-.003	0.041	0.185	-.129	-.008	0.110	1	
SD	0.013	0.227	-.108	.306*	.259*	0.038	.404**	0.153	.274*	-.056	.427**	.349**	-.129	0.231	.469**	.449**	.236	.389**	0.141	0.210	0.230	.265*	.334*	.329*	.463**	.374**	1
** Significant at 1 % Level																											
* Significant at 5 % Level																											

* Significant at 5 % Level

** Significant at 1 % Level

Correlation Matrix

	IR	COP	PA	DOA	CT	SET	FE	HT	EW	PSOF	CD	UP	ACC	IED	CO	DOM	PAA	IC	FP	APP	TW	SFT	SOF	RP	PTW	JR	SD
COC	-.250*	0.084	-.245*	0.198	.242*	.240*	0.194	.210	.531**	.382**	.398**	.530**	-.038	0.195	0.214	0.082	.356**	.328*	0.089	.418**	.544**	.471**	.237	.359**	.309*	-.149	.247*
FPA	-.050	0.169	0.238	.258*	0.185	0.126	.273*	.436**	.319*	.176	.386**	.407**	0.075	0.069	0.168	.326*	.515**	.437**	0.222	.358**	.513**	.260*	0.103	.233	.377**	0.070	.279*
EXP	-.048	0.089	0.166	.371**	0.054	0.036	0.051	0.142	.289*	0.083	.360**	.417**	-.044	0.045	0.170	.267*	.371**	.328*	0.208	-.031	.400**	0.063	-.044	.255*	0.200	0.178	0.146
CIP	-.103	.255*	0.137	.615**	.292*	.244*	.467**	.290*	.405**	-.041	.577**	.540**	0.154	.474**	.462**	.548**	.544**	0.157	.342**	.253*	.0198	.250*	0.100	.553**	.424**	.263*	.435**
IP	0.145	0.186	0.160	.357**	0.234	0.118	.483**	.274*	.533**	.0030	.395**	.633**	0.034	.369**	.454**	.511**	.398**	0.077	0.085	0.159	.264*	.0192	0.201	.520**	.445**	0.029	.457**
ODP	-.089	0.189	0.090	0.228	-.049	.500**	.256*	0.154	0.016	0.076	0.086	-.003	-.106	0.219	.483**	0.091	-.054	.246*	0.203	-.100	0.136	0.140	0.065	0.117	0.111	.394**	.249*
PC	-.011	-.050	-.098	.382**	0.173	0.070	0.166	.300*	.343**	0.208	.258*	.417**	0.046	.376**	.301*	.248*	.319*	.275*	.324*	0.105	.339**	0.122	0.230	.376**	0.168	0.139	.468**
PSAT	-.023	0.094	-.118	0.158	.258*	0.200	.247*	-.035	.402**	.220	0.178	0.115	-.068	-.040	0.184	0.091	.380**	0.100	-.011	.353**	.317*	.512**	0.170	0.154	.500**	0.162	.347**
RGW	0.000	-.086	0.133	.459**	0.097	-.075	0.207	.313*	.310*	0.086	0.109	0.221	0.152	.359**	0.196	.432**	.374**	-.159	0.144	.304*	0.166	0.148	0.122	.265*	0.162	0.150	.247*
RE	-.137	0.204	0.098	.446**	0.156	.453**	.346**	.360**	.342**	0.155	.435**	.547**	-.055	0.111	.300*	.350**	.317*	.505**	.268*	0.065	.342**	.317*	0.105	0.238	.405**	0.190	.372**
UST	0.028	0.093	-.068	.299*	0.015	0.182	0.143	0.153	.415**	0.121	.312*	.398**	-.089	.453**	.440**	.468**	0.129	0.160	0.222	-.085	0.228	0.194	0.000	.385**	0.046	.354**	.527**
EA	-.064	.273*	-.002	0.122	.349**	.298*	.427**	.435**	.441**	0.039	.341**	.478**	0.038	.341**	.332*	.302*	.315*	.334*	0.117	0.194	0.228	.324*	.267*	.496**	.336**	-.014	.277*
EHRP	0.130	0.143	0.212	.288*	0.214	-.110	0.173	0.240	.381**	0.080	.263*	.299*	0.069	.263*	.260*	.232	.349**	0.105	0.151	0.136	0.191	0.069	0.068	.319*	.270*	0.209	.293*
RS	0.093	0.125	0.008	0.169	0.149	-.044	.485**	.250*	.331*	.450**	.351**	.498**	0.209	0.178	.273*	.386**	.351**	-.035	0.061	.267*	.256*	.260*	0.225	.367**	0.064	-.002	.326*
FRR	0.096	.347**	0.200	.358**	0.220	0.040	.463**	.360**	.294*	0.191	.381**	.437**	0.035	.302*	.431**	.488**	.329*	0.022	-.033	0.096	0.067	0.146	0.154	.350**	0.213	0.089	.308*
EE	0.016	.345**	-.013	.321*	.375**	.296*	.467**	.350**	.412**	0.095	.478**	.402**	-.239	0.210	.574**	.296*	.386**	.500**	0.123	0.199	.385**	.448**	.289*	.398**	.649**	.309*	.651**
CR	0.090	.446**	0.146	0.070	0.208	0.118	.267*	.426**	0.104	-.026	0.098	-.036	0.033	0.136	.332*	-.031	-.047	.402**	0.068	0.039	0.169	0.138	.292*	0.119	.312*	0.146	.396**
SI	0.000	0.162	-.117	.441**	.344**	.275*	0.234	.294*	.359**	.283*	.462**	.448**	0.067	.308*	.362*	.203	.328*	.299*	0.090	.428**	.437**	.401**	0.200	.363**	.381**	.257*	.429**
PO	-.077	0.141	0.142	.418**	.336**	0.121	.288*	.293*	.444**	.328*	.298*	.299*	0.101	0.226	.353**	.251*	.526**	.277*	.246*	.463**	.431**	.445**	0.139	.353**	.424**	0.233	.376**
MP	-.239	0.072	-.021	0.127	-.075	0.149	0.151	.159	.298*	0.093	0.069	0.227	0.014	.258*	.330*	.242*	0.234	0.228	.473**	-.003	.291*	.340**	-.158	0.220	0.156	0.152	.372**
BM	0.089	0.046	0.080	0.224	.287*	-.090	.335*	0.169	.332*	.229	.479**	.293*	0.214	0.014	0.102	.302*	.638**	.286*	0.191	.284*	.359**	0.211	0.129	0.070	.283*	0.091	.368**
TS	-.312*	-.029	0.206	0.028	0.049	.315*	0.096	-.066	0.143	.255*	0.094	0.156	-.084	0.202	.351**	0.043	0.083	-.149	0.146	0.116	0.094	0.203	-.316*	0.086	-.035	0.142	0.005
DD	.255*	0.168	0.149	.471**	.299*	-.030	.416**	.295*	0.065	-.044	.325*	.216	0.087	0.087	.410**	.490**	0.181	0.058	0.024	0.154	0.051	0.049	0.185	0.067	0.106	.281*	.479**
SSI	.288*	.270*	0.212	.303*	0.211	0.019	.420**	.566**	.237*	-.027	0.184	.255*	0.177	.303*	.432**	.516**	0.204	0.137	0.063	0.152	0.095	0.103	0.232	.295*	0.111	.247*	.420**
SEC	0.123	.416**	.374**	0.060	0.182	0.135	.494**	.422**	0.090	0.056	.408**	0.224	0.190	0.111	.327*	.350**	0.231	0.230	0.079	-.047	0.112	0.017	0.052	0.048	0.045	0.167	.247**
T	-.062	.312*	0.010	.322*	0.208	0.100	.366**	.317*	.467**	.0053	.381**	.499**	0.046	.427**	.381**	.396**	.329*	0.170	.262*	0.186	0.224	.251*	0.134	.568**	.383**	0.100	.514**
ON	0.041	-.021	0.049	.317*	.255*	-.294*	.243*	0.102	.260*	-.076	0.200	.268*	-.012	0.140	0.116	.413**	.477**	0.017	-.025	0.116	0.051	0.044	.295*	.353**	.297*	0.194	.488**
O	-.088	0.097	0.037	0.094	0.145	-.024	0.138	0.028	0.011	-.075	0.037	-.207	-.044	0.131	0.152	-.090	0.061	.310*	0.061	-.168	0.029	0.021	.365**	0.017	0.148	0.102	.372**
DOP	-.049	0.199	0.065	0.159	.311*	.252*	0.230	-.068	.513**	.228	.259*	0.169	-.113	0.222	.476**	0.063	.308*	-.038	-.045	0.047	0.147	.411**	0.072	0.195	.293*	-.001	0.181
TR	0.150	.249*	0.119	.310*	0.065	0.166	.393**	0.139	.341**	0.008	.301*	.417**	-.024	.268*	.400**	.341**	.353**	0.138	.299*	0.171	.324*	0.204	0.128	.384**	.543**	0.039	.272*
ED	0.089	0.176	0.061	.264*	-.057	0.010	0.097	0.087	.306*	-.076	0.069	.268*	.293*	0.235	0.141	.462**	0.113	-.117	.342**	0.131	0.100	0.094	-.065	.352**	0.086	.262*	.357**

** Significant at 1 % Level

* Significant at 5 % Level

Correlation Matrix																													
	FPA	EXP	CIP	IP	ODP	PC	PSAT	RGW	RE	UST	EA	EHRP	RS	FRR	EE	CR	SI	MP	BM	TS	DD	SSI	SEC	T	ON	O	DOP	TR	ED
COC																													
FPA	1																												
EXP	.575**	1																											
CIP	.542**	.428**	1																										
IP	.474**	.408**	.526**	1																									
ODP	0.170	0.198	.365**	0.047	1																								
PC	0.215	.286*	.404**	.525**	0.085	1																							
PSAT	0.125	-.112	0.171	0.180	0.187	0.062	1																						
RGW	.289*	-.053	.373**	.345**	0.059	.269*	.335**	1																					
RE	.582**	.403**	.572**	.556**	0.191	.511**	0.195	.295*	1																				
UST	0.033	.285*	.263*	.429**	0.149	.568**	0.094	0.156	.258*	1																			
EA	.405**	0.161	.458**	.492**	.250*	.449**	.257*	0.132	.475**	0.226	1																		
EHRP	.352**	0.237	.483**	.526**	-.004	.296*	0.081	.432**	.448**	0.110	0.216	1																	
RS	0.195	0.099	0.227	.436**	-.042	.514**	.278*	.342**	.258*	.356**	.340**	0.221	1																
FRR	.409**	.355**	.562**	.536**	0.156	.351**	0.057	.340**	.407**	0.129	.325*	.371**	.509**	1															
EE	.323*	.304*	.435**	.530**	.389**	.531**	.535**	0.158	.466**	.460**	.561**	0.212	.417**	.440**	1														
CR	.274*	-.080	0.203	0.177	.383**	0.108	0.178	.322*	.270*	-.028	.307*	.351**	0.072	0.102	.374**	1													
SI	.411**	.351**	.500**	.453**	0.194	.614**	0.085	0.183	.420**	.342**	.333*	.270*	.281*	.386**	.520**	0.146	1												
PO	.590**	0.183	.562**	.414**	.255*	.365**	.511**	.635**	.529**	0.119	.425**	.548**	.326*	.349**	.469**	.482**	.556**	1											
MP	.378**	0.220	.291*	.321*	.331*	0.222	.311*	0.217	.282*	.372**	.431**	0.132	0.235	0.058	.364**	.324*	0.053	1											
BM	.644**	.397**	.524**	.327*	-.080	.287*	.251*	.334*	.471**	0.050	0.160	.397**	.369**	.318*	.284*	0.206	.323*	0.232	1										
TS	0.083	0.012	0.105	0.156	0.146	0.021	.270*	0.168	0.105	0.133	0.131	-.025	0.091	0.064	0.123	-.094	0.000	.473**	-.027	1									
DD	.250*	0.162	.320*	.307*	0.010	.361**	0.092	.451**	.304*	0.174	0.057	0.198	.382**	.589**	.384**	0.219	.370**	-.045	.409**	-.102	1								
SSI	.470**	0.229	.409**	.480**	.257*	.397**	0.090	.565**	.328*	.249*	.468**	.386**	.381**	.526**	.431**	.540**	.406**	.273*	.307*	-.089	.663**	1							
SEC	.420**	.242*	.389**	0.239	0.191	0.189	-.028	0.232	.367**	0.151	.335*	0.199	.317*	.326*	.284*	.423**	0.052	.282*	.505**	0.050	.401**	.510**	1						
T	0.233	0.157	.678**	.528**	.287*	.505**	.319*	.395**	.437**	.410**	.591**	.481**	.373**	.384**	.502**	.363**	.313*	.465**	.263*	0.172	0.131	.385**	.390**	1					
ON	0.070	0.168	.252*	.469**	-.186	.495**	.343**	.511**	.280*	.381**	.248*	.363**	.389**	.264*	.439**	0.121	0.236	0.138	.281*	0.080	.450**	.436**	0.187	.452**	1				
O	0.003	-.100	0.212	-.035	.470**	0.130	0.132	.348**	0.087	0.043	0.085	.244*	-.030	-.031	0.196	.570**	0.000	0.210	0.150	0.031	0.049	0.181	.279*	.407**	0.192	1			
DOP	0.062	0.047	0.207	.427**	0.056	0.095	.574**	0.207	0.148	0.224	0.192	0.155	.278*	.342**	.433**	0.062	0.072	.273*	0.153	.445**	0.138	0.038	0.035	0.231	0.177	0.007	1		
TR	.414**	.492**	.571**	.744**	.316*	.329*	0.129	0.127	.381**	.272*	.366**	.374**	0.207	.399**	.496**	0.096	.385**	.277*	.244*	0.095	0.074	.251*	0.179	.506**	0.191	0.106	.319*	1	
ED	0.195	0.170	.357**	.300*	0.017	0.147	0.160	0.098	0.115	.382**	0.239	0.193	0.139	.243*	0.146	-.053	0.065	.374**	0.024	0.104	0.130	.257*	0.047	.388**	0.224	-.194	0.021	0.223	1
** Significant at 1 % Level																													
** Significant at 5 % Level																													
1. Abbreviations used in the table are given in the Table 2. 2. The Correlations are based on the data collected from the respondents of RXY Pharma Ltd. Source : Primary Data																													

** Significant at 1 % Level

* Significant at 5 % Level

1. Abbreviations used in the table are given in the Table 2. 2. The Correlations are based on the data collected from the respondents of RXY Pharma Ltd. Source : Primary Data

❖ It can also be observed that various HRD mechanisms were being used in the organization. These mechanisms included performance appraisal, potential development, career planning, rewards, feedback and counseling, job rotation, training etc. These mechanisms were quite useful in developing the HRD climate variables.

❖ Hence, it can be concluded that the HRD mechanisms in RXY Pharma Ltd. have resulted in developing an OCTAPAC culture which includes HRD climate variables - Openness, Confrontation, Trust, Autonomy, Proactivity, Authenticity, and Collaboration.

Suggestions

On the basis of the study, the following suggestions can be given for improving the HRD climate in the organization:

❖ Inter-correlations in the variables also indicate that by improving some of the variables, these interrelations can be improved.

❖ Interaction with the respondents showed that though the management took interest in employee development, there was a scope for improvement in some of the variables. Promotions were generally based on merit, but there was some element of biasness, which needed to be reduced.

❖ The KRA reports should be objective, and employees' problems and issues should be heard out in case of dissatisfaction expressed by them.

Table 2 : HRD Climate Scale with Abbreviations

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
5	4	3	2	1

S. No.	HRD Climate Scale	Abbreviations	5	4	3	2	1
1	Employees of this organization are very informal and do not hesitate in discussing their personal problems with their superiors.	IR					
2	Employees of this organization cooperate with each other.	COP					
3	Performance appraisal is objective.	PA					
4	Delegation of authority is used as a development mechanism.	DOA					
5	Creative thinking is encouraged.	CT					
6	Employees are sponsored for training on the basis of proper needs assessment.	SET					
7	Employees are given feedback about their strengths and weaknesses.	FE					
8	People are treated as human beings first and employees later.	HT					
9	The Management ensures that the employees enjoy their work.	EW					
10	Problems are solved through open forums.	PSOF					
11	Employees are facilitated to acquire competencies.	CD					
12	Opportunity is given to the employees for utilizing their potential in the organization.	UP					
13	Employees are discouraged to accuse each other.	ACC					
14	Time and effort are invested in developing the employees' potential.	IED					
15	Superiors often facilitate their subordinates in identifying new career opportunities.	CO					
16	The Management believes in the development of their employees.	DOM					
17	Employees are considered as an asset to the organization.	PAA					
18	Change is accepted as an inevitable phenomenon.	IC					
19	There is no favoritism in the case of promotions.	FP					
20	Good work is always appreciated.	APP					

21	Team work is encouraged.	TW
22	Training is taken seriously.	SFT
23	Employees take feedback about their work seriously and use it for further development.	SOF
24	Employees with good performance are recognized by the organization.	RP
25	People generally prefer to work in teams.	PTW
26	Job rotation is used as a mechanism for employee development.	JR
27	Subordinate development is seen as an integral part of one's job.	SD
28	Organizational climate is conducive for acquiring new knowledge and skills.	COC
29	Favoritism in case of performance appraisal is unheard of in this organization.	FPA
30	Employees are allowed to experiment within reasonable limits.	EXP
31	Creative ideas are tried out for improving the performance.	CIP
32	Efforts are always made to identify the potential of the employees.	IP
33	Organizational plans are discussed openly.	ODP
34	Superiors generally make efforts to prepare their subordinates for facing future challenges.	PC
35	Problems are solved across the table.	PSAT
36	Good work is rewarded.	RGW
37	Contribution of employees is not undermined in this organization.	RE
38	Employees are facilitated by the organization to use the skills they develop during training.	UST
39	Employees of the organization are assessed on adequate information about their performance.	EA
40	Human resource policies are employee centered.	EOHRP
41	Superiors help their subordinates to overcome the states of distress and frustration.	RS
42	Superiors prepare their subordinates for future responsibilities and the roles they are likely to take up.	FRR
43	Employees are encouraged to learn from their mistakes.	EE
44	Employees discuss their feelings freely with their superiors.	CR
45	Superiors take interest in their subordinates and help them in learning their jobs.	SI
46	Performance is placed ahead of any other consideration.	PO
47	Promotions are based on merit.	MP
48	Efforts are always made to change the behavior of employees with the changing situations.	BM
49	The organization does not hesitate in sponsoring the employees for requisite training.	TS
50	Delegation of authority is seen as an opportunity to develop the potential of the subordinates.	DD
51	Superiors discuss their feelings freely with their subordinates.	SSI
52	Employees are not threatened while receiving feedback about their weaknesses.	SEC
53	Employees trust each other.	T
54	Solutions are sought through consensus.	CON
55	Problems are discussed openly.	O
56	Human resource policies are focused upon the development of the employees.	DOP
57	Training is not perceived as a recreational activity away from the workplace.	TR
58	It is believed that the skills and the development of the employees can take place at any stage of their lives.	ED
Source : Authors' Research		

Managerial Implications

The study is of great significance for the organization as it attempts to point out the variables which have a positive and significant bearing on developing the HRD climate in an organization. Some of the variables like employee potential, specific training, competency development, employee encouragement, job rotation, openness, superior-subordinate

relationships etc. are quite significant in improving the HRD climate, and can lead to overall growth of the company. As mentioned earlier that the researches undertaken in the past by Jain (1996) and Rao and Abraham (1986) have also revealed the similar results. The managers working in Pharma Industry can use the results of the study for improving HRD Climate in their organizations. However, some of the variables may differ depending on HR policies and practices followed by the organizations.

This case study on some correlates of HRD climate variables in RXY Pharma Ltd. is quite useful to identify which variables are closely related to others. Improvement in any of these variables is likely to effect the contribution of the other associated variables. Hence, the organization can improve its overall HR climate by modifying the policies to bring changes in the low contributing variables.

Scope for Future Research

Efforts need to be made to examine how these correlations in various variables as well as improvement in some of the variables can affect the HRD effectiveness dimensions like high productivity, high growth and diversification, cost reduction, better image, and effective utilization of resources. Future research works in this direction can be of great significance for the industry as a whole.

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