

**HRD mechanisms in HEI's – the need of the hour**

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**Abstract:**

**Purpose** – *The purpose of the research is to understand the prevalent HRD culture in **Higher Education Institutions (HEI) in Nagpur city** .*

**Design/methodology/approach**- *The entire study is based on the primary data which is collected through the responses from structured questionnaire from the teaching and non-teaching employees of Engineering &, Management institutions in Nagpur city.*

**Findings** – *The research shows that the employees of Higher Education Institutions in Nagpur city are not fully satisfied with the HRD mechanisms in their institute which thereby affects the OCTAPACE culture.*

**Originality/value** – *The research will contribute to the understanding of effectiveness and impact of HRD climate in HEI which is essential to develop the HR for generating quality workforce.*

**Keywords:** *HRD Climate, OCTAPACE, Higher Education Institutions (HEI)*

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**Introduction:**

India has successfully created a niche in leading higher education systems in the world.

Higher education institutions are the important means for exploring, generating, conserving and transmitting knowledge. Higher education has intensely changed in the past two decades, and those involved in the academic sector are still struggling with the implications of these changes. Academic institutions and systems have faced pressures of increasing numbers of students and demographic changes, demands for accountability, reconsideration of the social and economic role of higher education and the impact of new technologies, among others.

While higher education institutions function on a national level, the challenges they face are on a global scale.

Human Resource Development is essential for every organization which aims towards stabilizing, growing, diversifying, renewing it-self to become more effective, and in improving its system and services for a more dynamic functioning.

Human Resources play a major role in achieving institutional and people, goals and objectives. It is the power that helps to shape the organizational culture to achieve the organization's vision and mission.

Human Resource Development has been defined as essentially consisting of three Cs: Competencies, Commitment and Culture. It is a people-oriented concept that focuses on developing the skills, knowledge and competencies of people. Human resource development can be applied both at the organizational level as well as the national level. It may be defined as "A continuous process to ensure the development of employee's competencies, dynamism, motivation and effectiveness in systematic and planned way." These are needed to make an organization function well. Without competence organization may not be the cost effective or optimally efficient. Without an appropriate culture, organization can not last long. Without commitment, these may not be overcome at all or are done at such a slow pace that they lose relevance.

Rao and Abraham (1985) have referred to the existence of an optimal level of developmental climate as a prerequisite for facilitating HRD system in the organisations. The three variables of HRD climate are General climate, HRD mechanisms and HRD values.

Human resource development mechanisms of training, performance appraisal and feedback, potential appraisal, career planning, rewards and employee welfare are fundamentals for employee performance.

Alphonsa (1998) divided HRD climate in to 7 different dimensions as: top management belief in HRD, superior and subordinate relationship, personnel policies, team spirit, employees development, training, employees initiative and management encouragement.

“Organizational culture is the DNA of the organization, which consists of the values and assumptions shared within an organization”, Mc Shane, Glinow and Sharma (2011). Organizational culture gives an identity to the organization and to its employees by creating image for the organization. According to Kreitne. R and Kinicki. A. (2008) “Organization’s culture gives employees an organizational identity, facilitate collective commitment, promote social system stability and shapes behavior by helping members make sense of their surroundings.” Thus it is true to say that culture has significant influence on the organization’s performance. Lack of understanding of organizational culture may create problems in decision making.

To understand the organizational culture the most important aspect are its values it practices. Eight values may be examined to develop the profile of an organizational culture that is called “OCTAPACE”.

OCTAPACE = OCTA (eight) + PACE (step) (Pareek 2007). These eight steps(values) creates the organizational culture Every organization differ to each other on the basis of level of these eight dimensions, Which is examined to develop the profile of an organizational culture

Culture plays essential role in the development of any organization. Globalisation in education sector has posed challenges to Indian universities and the HEI need to improve their strategies and focus on improving their organizational culture. As the past researches has already proven the positive relationship between OCTAPACE culture and organizational development, hence to meet global challenges and become successful and sound , higher education institutions also need to make their culture strong .

OCTAPACE=OCTA (eight) +PACE (step). These eight steps create the organizational culture. These eight dimensions of OCTAPACE are:-

- 1. Openness:** - openness shows the freedom of the employees to represent their internal feelings without any fear or hesitation. It is giving feedback or suggestions freely.
- 2. Confrontation:** - means facing rather than shying away from problems. Hence it is putting front or facing the problem rather than putting back or escaping from it.
- 3. Trust:** - trust is maintaining secrets or confidentiality. Trust is transparency, means telling something to others which can be verified.

**4. Authenticity:**-Authenticity can be reflected in accepting owns mistake and sharing true feelings or keeping true feelings unreserved.

**5. Proaction:** -means preplanning or acting in advance to deal with an expected difficulty so that the organization is ready to meet future challenges.

**6. Autonomy:**-Autonomy is freedom, this word has been derived from Greek word “Auto-Nomos” means law, hence autonomy is following own law, which gives freedom to follow own governance and freedom to take decision independently. People become more creative when given freedom to control their own behavior

**7. Collaboration:** - means working together to solve problems or to get the desired goals.

**8. Experimenting:**-is trying the new idea or new way to solve the problem. It is the importance given to new style of working and encouraging creativeness in the organization.

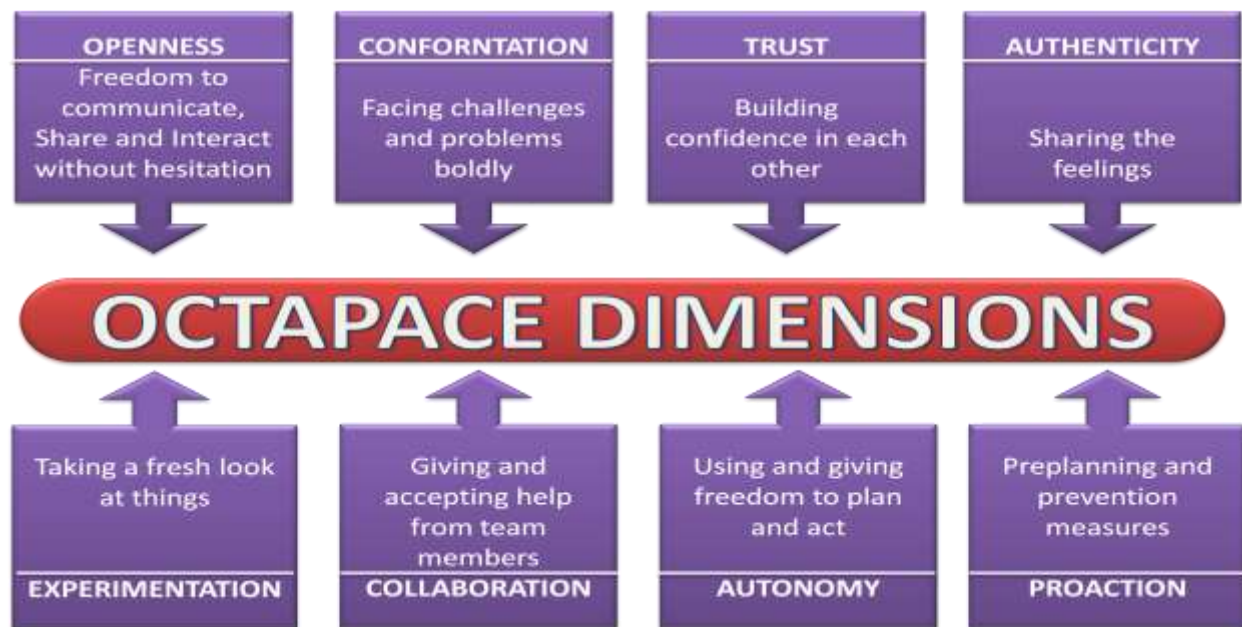


Figure-1: OCTAPACE dimensions for organizational culture

#### Objectives of the study:

1. To study the perception of teaching & non teaching staff towards existing HRD culture
2. To analyze the satisfaction level of employees towards the HRD practices in the organization
3. To compare the HRD climate existing in different HEI in Nagpur
4. To identify the areas of dissatisfaction with respect to HRD climate prevailing in the institute

**Research Methodology:**

Universe of study	HEI in Nagpur region
Sample Frame	Teaching and nonteaching HEI employees working in Nagpur region
Sample Unit	Professor, Asso. Prof., Asst. Prof., Admin , non-teaching employees
Sampling type	Stratified sampling
Sample size	100
Data Collection	Primary
Instrument for data collection	Structured questionnaire-Adopted from department of HRD, XLRI
Period of study	November 2014 to April 2015
Data Analysis	Descriptive and Inferential
Tool used	Percentage mean score method

**Hypothesis:**

**H1: The employees of HEI in Nagpur are satisfied with the existing HRD climate in the Institution**

**H2: There exists a difference in perception of the employees wrt OCTAPACE culture existing in different HEI in Nagpur**

**Analysis and Interpretation:**

Item No.	Statements	Mean	SD	Rank
1	The Institution goes out of its way to make sure that its employees enjoy their work.	4.192	0.78	33
2	The administration believes that the human resources are extremely important and they have to be treated more humanely.	4.238	0.71	34
3	Development of subordinates is seen as an important part of their job by the authorities here.	4.088	0.72	31
4	The personnel policies in this institution facilitate employee development.	4.238	0.63	34
5	The institution is willing to invest a considerable part of their time and other resources to ensure the development of the employees.	3.946	0.75	22
6	Senior officials/HODs take active interest in their juniors and help them learn their job.	4.108	0.78	32
7	Employees lacking confidence in doing their job are helped to acquire competence rather than being left unattended.	3.933	0.93	20
8	Officials/HODs believe that employee behavior can be changed and the people can be developed at any stage of their life.	4.042	0.77	29
9	Employees in the organization are helpful to each other.	3.975	0.79	25
10	Employees in the organization are very informal and do not hesitate to discuss personal problems with their officials/HODs	3.754	0.83	6
11	The psychological climate in the institution is very conducive for the employee interested in developing himself by acquiring new knowledge and skills.	3.721	0.95	2
12	Seniors guide their juniors and prepare them for future responsibilities/roles that they are likely to take up.	3.904	0.96	17
13	The administration makes effort to identify and utilize the potential of the employees	3.888	0.85	16
14	Promotion decisions are based on the suitability of the promotee rather than on favoritism.	3.829	1.08	10
15	There are mechanisms in this institution to reward any good work done or any contribution made by the employees.	3.971	0.94	24
16	When an employee does good work, his HOD takes special care to appreciate it.	3.942	0.97	21
17	Performance appraisal reports in this institution are based on objective assessment and on adequate information and not on favoritism.	4.004	0.83	27
18	Employees in the organization do not have any fixed mental impressions about each other.	3.808	0.95	8
19	Employees are encouraged to experiment new methods and try out creative ideas.	3.817	0.88	9
20	When any employee makes a mistake, his officer/HOD treats him with understanding and helps him to learn from such mistakes rather than punishing him or discouraging him.	3.879	0.97	15

21	Weaknesses of the employees are communicated to them in a non-threatening way.	3.863	0.77	14
22	When behavior feedback is given to the employees, they take it seriously and use it for development.	3.946	0.87	22
23	Employees take pains to find out their strengths and weaknesses from their officers/HODs and their colleagues.	3.854	0.85	13
24	When employees are sponsored for training, they take it seriously and try to learn from the program they attend.	3.846	0.98	11
25	Employees returning from training programs are given opportunities to try out what they have learnt.	3.746	0.92	5
26	Employees are sponsored for training programs on the basis of their genuine training needs.	3.992	0.8	26
27	Employees trust each other in this organization.	3.729	1.03	3
28	Employees are not afraid to discuss or express their feelings with their superiors.	3.738	0.77	4
29	Employees are not afraid to discuss or express their feelings with their subordinates.	3.846	0.83	11
30	Employees are encouraged to take initiatives and to do things on their own without having to wait for instructions from their superiors.	3.667	1.17	1
31	Delegation of authority to encourage juniors to develop handling higher responsibilities is quite common in this organization.	3.792	1	7
32	When seniors delegate authority to their juniors, the juniors use it as an opportunity for development.	4.008	0.8	28
33	Team spirit is of high order in this organization.	4.067	0.91	30
34	When problems arise, people discuss these problems openly and try to solve them rather keep accusing each other behind the back.	3.917	1.07	19
35	Career opportunities are pointed out to juniors by senior officers/HODs in the organization.	3.85	0.9	12
36	The organizations future plans are made known to the administrators/HODs to help them develop their juniors and prepare them for future.	3.992	0.93	26
37	The organization ensures employees' welfare to such an extent that the employees can save a lot of mental energy for work purposes.	3.908	0.8	18
38	Job rotation in this organization facilitates employee development	3.967	0.86	23

In the above table, Mean score 1.00 signifies 'not at all present', 2.00 for 'rarely present', 3.00 for 'sometimes present', 4.00 for 'mostly present' and 5.00 for 'always present' (Ideal condition).

Rank 1 is assigned to lowest mean score value and rank 34 is assigned to highest mean score value. Higher mean score indicates more favorable perception of teaching and non-teaching staff towards the overall HRD climate in the HEI of Nagpur City and the lower mean score indicate the vice versa.

### HRD mechanism in HEI in Nagpur City

The HRD mechanism includes Performance Appraisal system, Potential appraisal, Career planning, Rewards, Feedback, Counseling, Training & development, Employee welfare and Job rotation.

HRD mechanism in HEI's of Nagpur City.

Parameters	Mean	SD	% Mean score
Performance Appraisal system	4.004	0.83	27
Potential appraisal	3.915	0.91	18.5
Career planning	3.9105	1.005	18
Rewards	3.971	0.94	24
Feedback	3.9045	0.82	18
Counseling	3.8665	0.91	14
Training & development	3.861333	0.9	14
Employee welfare	3.908	0.8	18
Job rotation.	3.967	0.86	23



Performance Appraisal system	Item 17
Potential appraisal	Item 13,16
Career planning	Item 14,36
Rewards	Item 15
Feedback	Item 21,22
Counseling	Item 20,23
Training & development	Item 24,25,26
Employee welfare	Item 37
Job rotation.	Item 38

The employees are found to be dissatisfied with the Training and development activities prevailing in their institutions. The basic reason was found that there were no formal procedures to conduct T&D activities such as TNA and Training Evaluation.

The employees are also found to be dissatisfied with the Counseling as majority of the institutions lacked the facility of appointing a professional counselor as well as there is a lack of understanding between the senior and juniors.

### HRD Facilitators in HEI

The HRD Facilitators tend to help the smooth implementation of policies pertaining to general climate and HRD mechanisms. These facilitators are collectively described as OCTAPACE Culture. These include openness, confrontation, trust, autonomy, proactivity, authenticity, collaboration and experimentation. Table 2 presents the existing OCTAPACE Culture in High Educational Institutions.

Table 2. OCTAPACE Culture in HEI (n=100)

Sr no.	Components	Mean	Std. Dev.	%Mean score
1	Openness(OP)	3.75	0.01	68.65%
2	Trust(TR)	3.87	0.19	71.72%
3	Authenticity(AT)	3.81	0.95	70.21%
4	Autonomy(AN)	3.8	0.01	70.10%
5	Confrontation(CF)	3.92	1.07	72.92%
6	Collaboration(CL)	4.02	0.06	75.52%
7	Proactivity(PR)	3.69	0.03	67.34%
8	Experimentation(EX)	3.78	0.05	69.53%
9	OCTAPACE(O)	3.83	0.44	70.75%

OP- Openness	Item 10,28
TR - Trust	Item 27,32
AT-Authenticity	Item 18
AN-Autonomy	Item 19,31
CF-Confrontation	Item 34
CL-Collaboration	Item 9,33
PR- Proactivity	Item 11,30
EX-Experimentation	Item 19,25

The analysis of the data reflected in the Table 2 leads us to conclude the following:

1. The factor Proactivity obtained a mean score of 3.69, SD of 0.03, and percent mean of 67.34, reflecting thereby that the psychological climate in the institutions is not conducive for the employee interested in developing himself by acquiring new knowledge and skills. This signifies that the employees are encouraged to take initiatives and do things on their own. But as it has scored the lowest percent mean, attempts can be made to improve the perception of the employees.
2. The factor openness obtained a mean score of 3.75, SD of 0.19, and percent mean of 68.64, reflecting that the environment of the institution lacks openness and employees do hesitate to share personal feelings with their superiors.
3. Experimentation, another factor of OCTAPACE culture, is seen to attain a mean score of 3.78 and SD of 0.95, percent mean of 69.53, which reflects lack of scope for trying or experimenting new things in the institution. It portrays that positive and scientific approach of coming out with resourceful ways and means for solving out complications in institutions is hardly favored.
4. The factor Autonomy is seen to attain a mean of 3.8 and SD of 0.01, and percent mean of 70.10 percent reflecting thereby that the employees are having some percentage of freedom to work on innovations. This signifies that less opportunities are provided to the employees to experiment new methods in their own way.
5. The factor Authenticity obtains a mean of 3.81 and SD of 1.07, percent mean of 70.20 percent which reflects that the employees have a tendency to take people at their face value. This explains that pragmatism level of the employees towards one another in the form of confidence and cohesiveness is normal.

6. The factor Trust among the employees is seen to be operational obtaining a mean of 3.87 and SD of 0.03, and percent mean score of 71.71 percent.
7. Confrontation, a component of HRD facilitators, scored a mean of 3.92 and SD of 0.05, and percent mean of 72.91 percent. It depicts that the environment offered by the institutional management permit the employees to recognize issues in open and explore them accordingly with genuine solutions.
8. Collaboration, an important constituent of HRD facilitators, obtains a mean score of 4.02 and SD of 0.44, percent mean of 75.52 percent. The employees are seen to show interdependence and work as a team in their job, which reveals that employees tend to take on problems/ issues related to their job jointly.

Thus existing OCTAPACE Culture is found to be an above average level as it scores a mean of 3.83. There emerges a need to concentrate on the components of HRD facilitators scoring the lowest mean for better organizational culture.

### **Conclusion:**

Thus is evident from the above data, that though HRD mechanisms are present in the Higher Education Institutes of Nagpur, still all the employees are not fully satisfied with the HRD culture prevailing in their respective institutes.

Special need based training programmes should be organized for the teaching staff .

Mentoring should not be restricted from seniors in the institute, but a tie up with premium institutions could help in development of the faculties.

Education being one of the crucial and important sector in India which directly contributes to the national economy by its demographic dividend, it is imperative that the HEI focus on developing a culture of openness, trust and innovation where teachers are self motivated to develop their expertise and deliver 100% for the overall progress of the students, the future of this country.

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