

Human Resource Development Climate in Urban Administration: A Case Study of Kolhapur Municipal Corporation

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HUMAN RESOURCE DEVELOPMENT

The Industrial Revolution which began in circa 1760 A.D. had revolutionized not only the 'technology' and the 'management' but also the 'human relations' at the work place' and significantly influenced the workplace in favour of humans. In the post-industrialization era workplaces, it is generally conceded that "all management is ultimately the human resource management"² that "effective use and development of human resources hold the key to future organizational development and success."³

"Human resource" means the "manpower or labour an organization has made available";⁴ to develop means "to unfold, to grow into fuller or mature state"; development means "a process leading to (such) a desirable change". In the human context, "development" signifies continuous improvement in the quality of life.⁵ Hence, the emphasis of the 'Human Resource Development' is on the "qualitative improvement of human beings in their specific role as the assets of an organization".⁶

The nomenclature "Human Resource Development (HRD)" was first used in the year 1968 by George Washington University, USA. It gained further publicity and acceptance at the 1969 Conference of the American Society for Training and Development held in Miami, Florida, USA.⁷

Progress of HRD in India

In 1974, Larsen & Toubro Limited (L&T), a private sector organization, for the first time in India, introduced HRD as an organizational activity and a professional practice. In 1978, Bank of Baroda (BoB), and in 1979, the State Bank of India (SBI), both adopted HRD. In 1980, Uday Pareek and T.V. Rao of the Indian Institute of Management, Ahmedabad (IIM-A), published their pioneering work "*Designing and Managing Human Resource Systems*," proposing a model anchored in the Indian social and cultural values. The book took away some of the Western aura around the HRD concepts and, prepared the ground for experimenting with the HRD in India. Encouraged by the successes reported by the L&T, BoB and SBI, many public and private

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sector organizations designed and implemented HRD programmes.

The National HRD Network was established in 1985. Soon afterwards, the Union Government of India also established an HRD Ministry. Liberalization of the Indian economy from 1991 onwards gave further fillip to the HRD movement in the country.

In the years since 1990, experimentation and intellectual discourse of the preceding decade began to influence and shape the HRD practices of Indian business and industrial organizations. It may be stated that the HRD spirit has now truly taken roots in India and many organizations have evolved their own specific HRD practice.⁸

BASIC CONCEPTS OF HUMAN RESOURCE DEVELOPMENT

Being of recent origin, HRD continues to be an abstract notion⁹ but it intrinsically recognizes that 'people' is the single-most important and a valuable resource of the organization.¹⁰ The concept of HRD recognizes that people are self-actualizing entities, possessing uniquely complex individual personalities and capabilities.¹¹ Hence, people need to be developed in terms of knowledge, skills and attitudes for achieving the goals of their employing organization.¹² Because only dynamic people can build dynamic organizations; only competent and motivated people enable an organization to achieve its goals.¹³

Broadly, there are three meanings attached to the concept of HRD—*first*, the people working for the organization are its assets and that it is necessary to invest time and effort in them for their development; *secondly*, people's value, as human resources, appreciates over time, unlike the material resources that depreciate over time; and *thirdly*, the HRD effort should be comprehensive, in that it should focus on people not only as individuals but also as groups and teams, in relation to the social realities in the organization.¹⁴ Hence, three things are common to most HRD programmes—*first*, devising ways to better adjust an individual employee to his/her job and environment; *secondly*, greater involvement of employees in various aspects of work; and *thirdly*, greater concern for enhancing the capabilities of the individuals.¹⁵

T.V. Rao describes the HRD "as a process by which employees of an organization are helped in a continuous and planned way to:

Acquire and/or sharpen capabilities required to perform various functions associated with the present or the expected future jobs;

Develop their general capabilities as individuals and discover and exploit their inner potential for their own and/or the organization's development;

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Develop an organizational culture in which supervisor-subordinate relationships, teamwork and collaboration among sub-units are stronger and contribute to the professional well-being, motivation and pride of employees".¹⁶

'OCTAPAC' VALUES IN HUMAN RESOURCE DEVELOPMENT

Udai Pareek maintains that HRD, in Indian context, is a concept based on the values of:

'Openness', implying confronting the problems rather than avoiding them;

'Confrontation', meaning facing the problems and exploring the ways of improving relationships amongst individuals and searching for solutions to problems;

'Trust' is the result of openness and confrontation;

'Authenticity' is the value underlying the trust. It is the person's acknowledgment of his feelings and acceptance of both himself and others as persons;

'Proaction', that is, instead of merely reacting to the situation, the organization takes the initiative in influencing the situation;

'Autonomy' means that an individual does not feel threatened in seeking help from others in coping with problems. Autonomy underlines collaboration, because only an autonomous person can collaborate and not perceive his collaborative initiative as a sign of weakness or inferiority.

'Collaboration' is emphasized as a value, so that individuals, instead of working independently in solving their problems, work in teams and with a commitment to their respective roles and to the organization.¹⁷

Since their verbalization as above, the OCTAPAC values have greatly influenced the evolution of HRD practices in India.

HUMAN RESOURCE DEVELOPMENT (HRD) CLIMATE

HRD climate is generally taken as being a sub-climate within the larger organizational climate (OC). Hellriegel and Stocum define the OC as "a set of perceivable attributes about an organization and/or its sub-systems, that it is influenced by the way the organization itself and/or its subsystems deal with its members and the environment".¹⁸ HRD climate, being an integral part of

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the organizational climate, is particularly influenced by the OCTAPAC values¹⁹ that become manifest through:

Tendency of the top management to consider and treat employees as an important resources of the organization;

Perception that developing the latent potential of the employees is part of every manager's/supervisor's job;

Belief that people can acquire new skills and competence at any stage of life;

Tendency to be open in communication;

Tendency to encourage risk-taking and initiative;

Tendency to help juniors and subordinates by recognizing their strengths and weaknesses;

Tendency of mutual help among the employees;

Tendency to discourage favouritism and biases;

General climate of trust;

Supportive personnel policies of the organization;

Development-oriented performance and potential appraisals, training, rewards and non-monetary benefits, career planning and development assistance.²⁰

GROWTH OF MUNICIPAL GOVERNMENT IN INDIA

Madras was the first city to have a municipal government established under a Charter dated December 30, 1687, issued by the English East India Company's Government of India.²¹ Madras Municipality was given powers to raise money by taxing the city's inhabitants. From the funds so raised, it was required to build a town hall, a jail and a school for European children, to improve roads, undertake lighting, conservancy and other similar services. Thus, a beginning was made in the direction of establishing municipal governments in India. The Act of 1842 was the first formal measure for organizing municipal institutions. Under the Act, any town could constitute a town committee, if two-thirds of the house-holders put up a written demand for the purpose. The town committee was authorized to levy tax on the householders and undertake sanitary services.

The elective element was introduced in a restricted sense in Bombay under the Act XI of 1845 and in Calcutta under the Act XVI of 1847. However,

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the elective principle suffered a set back in 1856, when Acts XIV and XXV prescribed a uniform system of administration for presidency towns and defined the functions of civic administration. A body corporate consisting of three nominated salaried commissioners was set up in these towns. All the municipal functions were concentrated in their hands.

Since then, until Independence in 1947, the question of municipal governments had always seized the attention of the Government, with the passing of new Act awarding newer powers to them and setting up committees and commissions to improve their working.²²

Independence brought a new kind of activity in every sphere of public life. It opened a new chapter in this history of local governments in India. The Constitution of India came into effect on January 26, 1950, and the local self-governments entered a new phase. The Constitution allotted the local self-governments to the State List of functions. Since then, many important legislations for reshaping the local self-governments have been passed in many states of India. The constitutions of these local bodies were democratized through the introduction of adult suffrage and the abolition of communal representation.²³

The Constitution (74th Amendment) Act, 1992, is a landmark initiative of the Government of India to strengthen the local self-governments in towns and cities. It is built upon the premises that all 'power' in a democracy rightfully belongs to 'the people'. The Amendment also aims at transforming the 'structure' of urban service delivery, the starting point for which is municipal governance. The Act envisages three types of Municipalities : Municipal Corporations for large cities, Municipal Councils for smaller cities and towns and Nagar Panchayats for areas in transition from 'rural' to 'urban'. Accordingly, the State Governments have recategorized different areas by notifying the criteria for classification of municipal bodies.²⁴

MUNICIPAL CORPORATIONS AS SERVICE ORGANIZATIONS

In India, the municipal corporations are established under specific Acts of the State Legislatures. These have certain basic features: (i) these are not sovereign but subordinate to the Central or provincial government, (ii) these have an administrative jurisdiction over a specified local territory or area; (iii) these enjoy autonomy within the framework of the statute creating it; and (iv) their functions pertain to the daily life of the people within their jurisdiction.²⁵

The functions of municipal corporations can be classified into obligatory and discretionary. It is difficult to have a hard and fast rule regarding this classification, because much depends on the nature of a particular area.

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Obligatory functions are those which a municipal corporation has to attend and cannot avoid. These include lighting of streets and public places, water-supply and cleaning of public streets and extinguishing fires, regulating offensive or dangerous trades, registering births and deaths, public vaccination, constructing, altering and maintaining public streets, markets, slaughter houses, drains, washing-places, tanks, wells, etc., establishing public hospitals and dispensaries, schools, etc. Discretionary functions are those which a municipal corporation may or may not attend and include maintaining public parks, gardens, libraries, museums, mental hospitals, multi-purpose halls, *Dharmashalas*, guest houses, etc.²⁶

Municipal Corporations create and supply diverse services to the population. In the organizational context, alike Police, a Municipal Corporation also is a 'street bureaucracy' and hence, is highly human-interactive. It has to respond, both spontaneously and methodically, to the civic services needs of the population within its jurisdiction. The heterogeneity of the services and the spatio temporal pressures for their delivery to different groups of population, therefore, posit ingrained service delivery culture in the human resources of the municipal corporations.

HRM and HRD in Municipal Corporations

HRM signifies a "systematic control over a network of interrelated processes affecting and involving the human resources of the organization". In recent years, the environment in which municipal corporations operate has changed significantly due to the introduction of new technologies and heightened the citizen's expectations for more diverse services as well as have increased the aspirations of the corporation's human resources consequent to job specialization. The HRM in the municipal corporations thus has necessarily to take cognizance of this volatile environment, if these are to be efficient in service delivery. Hence, HRD, as a sub-function of HRM, in the context of municipal corporations, is not only the imparting of new knowledge and skills to human resources, but also enabling them with the capabilities of managing internal and external environment, attaining self-confidence and motivating them for rendering public services more efficiently.

Municipal Corporations, by their nature, are service-oriented. In their task of maintaining and delivering civic services to the citizenry, municipalities require an administrative framework supported by alert and devoted human resources not only at the higher levels, but also at the street level. Being service-oriented organizations, with the minimum of mechanization in their operations, municipal corporations have to depend heavily on the competence and devotion of their staff in the performance of their jobs.

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KOLHAPUR MUNICIPAL CORPORATION: THE STUDY ORGANIZATION

Kolhapur City has a rich cultural heritage. In recent centuries, it has swiftly changed from a vibrant garrison-transit town of yester dynasties to a Seat of Royalty (in 1731 A.D.), and from mid-19th Century onwards, to a fast urbanizing centre of today. The yester centuries' Princely State of Kolhapur today is the headquarters of a District of the same name in the State of Maharashtra.

Geographically, Kolhapur City is situated at 16°62' North latitude and 74°54' East longitude at a mean sea level of 1872 ft. on the eastern slopes of the Sahyadrian Mountain Ranges in Western Maharashtra. The city's sprawl covers an area of 66.82 sq.km and the city is a home for about five lakh population.²⁷

Kolhapur town's municipality was originally established in 1854 as an adjunct of the Kolhapur Princely State's Darbar. For more than a century, it chugged on and on and was converted into a Municipal Corporation in 1972, under the Maharashtra Municipal Corporations Act. The **Kolhapur Municipal Corporation** has 77 city corporators (72 elected+7 co-opted). The Corporation's administrative wing has been organized into various departments and sections, such as octroi, legal, stores, estate, licence, fire brigade, library, water supply, conservancy, town planning, gardens, health services, general administration, etc., under the overall supervision and control of a Commissioner, who is assisted by executive officers like Deputy Commissioner, Assistant Commissioners, city engineer, health officer, chief auditor, town secretary, etc. As on November 30, 2006, the Kolhapur Municipal Corporation had a total of 3,776 employees as eight Class-I officers, 131 Class-II supervisors, 583 Class-III workers and 621 Class-IV workers (excluding conservancy and PWD workers).²⁸

THE STUDY

In the expression 'Human Resource Development', particularly significant from the research viewpoint is the term 'development', indicating the development of individual employees, the development of groups of employees in the corporation's various sections/ departments/divisions and finally, the development of the entire workforce comprising different groups working together to achieve the goals of the corporation.

As already stated, a certain climate conducive to the implementation of the various HRD practices and process must prevail in the organization to enhance the organizational performance. Accordingly, it was decided to measure the HRD climate in Kolhapur Municipal Corporation on a case study basis.

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For conducting an HRD climate survey among the study organization's workers, a sample of 400 respondents was chosen as: all the eight Class-I employees (as a census sample), 65 Class-II employees (50% of the total 131), 162 Class-III employees (25% of the total 583) and 165 Class-IV employees (25% of the total 621).

The sampled employees were administered a carefully prepared and pre-tested structured interview schedule containing 27 statements alluding to various dimensions of the HRD climate. The respondents were asked to rate each statement on a five-point Likert-type scale (1: highly disagree to 5: highly agree). The mean scores so obtained were converted into percentile values, according to which -mean scores between '5.00' and '4.75' (100-95%) testify to a 'Perfect' level HRD climate; mean scores between '4.74' and '4.25' (94.80-85%) connote 'Excellent' level HRD climate; mean scores between '4.24' and '3.75' (84.80-75%) indicate a 'Good' level HRD climate; mean scores between '3.74' and '3.25' (74.80-65%) bespeak of a 'Fair' level HRD climate; mean scores between '3.24' and '2.75' (64.80-55%) indicate a 'Poor' level HRD climate; and mean scores below '2.74' (54.80%) reveal a 'Very Poor' level HRD climate.

RESULTS AND DISCUSSION

Employee Class-wise Analysis

(1) Class-I

This Class of municipal employees comprises top administrators such as Commissioner, Deputy and Assistant Commissioners and other top officers. Their perceptions about the various HRD climate dimensions are presented in Table-1. It is seen from the Table that they have granted 'Perfect' ratings to four dimensions, 'Excellent' ratings to two dimensions, 'Good' ratings to 12 dimensions, 'Fair' ratings to five dimensions, but 'Poor' ratings to four dimensions.

For the dimensions that have been granted 'Perfect' and 'Excellent' ratings, this group of respondents was sitting in its own judgment and it is natural that they would rate themselves rather liberally. On the other hand, their 'Fair' and 'Poor' ratings of certain HRD climate dimensions assume significance. Being top administrators, they have a first-hand knowledge of the inner workings of their administrative set-up from an authoritative position. Accordingly, through 'Poor' ratings, they have pointed to the lack of problem-solving attitude, lack of team spirit, lack of initiative-taking and lack of self-appraisory attitude among their juniors. They also are not very comfortable with the absence of harshness towards subordinates, empathy for juniors, frankness

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TABLE 1: PERCEPTIONS OF HRD CLIMATE DIMENSIONS AMONG CLASS-I STAFF OF KOLHAPUR MUNICIPAL CORPORATION (IN A DESCENDING ORDER)

Sr. No.	Dimensions	Mean Score	%-tile Value	Rating
1.	Transparency in promotions	4.88	97.60	Perfect
2.	Treating mistakes as a part of growth process	4.88	97.60	Perfect
3.	Interest in subordinates' grievances redressal	4.75	95.00	Perfect
4.	Organizational appreciation of good work	4.75	95.00	Perfect
5.	Helping attitude towards subordinates	4.50	90.00	Excellent
6.	Identifying subordinates' potential	4.25	85.00	Excellent
7.	Constructive acceptance of criticism	4.13	82.60	Good
8.	Frankness with juniors	4.13	82.60	Good
9.	Interest in juniors' future well-being	4.13	82.60	Good
10.	Delegation of authority to juniors	4.00	80.00	Good
11.	Juniors' growth as a job responsibility	4.00	80.00	Good
12.	Open downward communication	3.88	77.60	Good
13.	Absence of mutual prejudices	3.75	75.00	Good
14.	Pervasiveness of job satisfaction	3.75	75.00	Good
15.	Intra-organizational discipline	3.75	75.00	Good
16.	Belief in reward for good work effort	3.75	75.00	Good
17.	Ascertaining juniors' work environment	3.75	75.00	Good
18.	Efforts for juniors' future well-being	3.75	75.00	Good
19.	Acceptance of delegated authority	3.63	72.60	Fair
20.	Considerate attitude towards juniors	3.63	72.60	Fair
21.	Frankness with seniors	3.50	70.00	Fair
22.	Ensuring bearable workload on juniors	3.50	70.00	Fair
23.	Absence of harshness towards juniors	3.38	67.60	Fair
24.	Pervasiveness of problem-solving attitude	3.13	62.60	Poor
25.	Pervasiveness of team spirit	3.00	60.00	Poor
26.	Spontaneous initiative-taking by juniors	2.88	57.60	Poor
27.	Pervasiveness self-appraisory attitude	2.38	47.60	Poor
Average		3.84	76.80	Good

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with seniors, considerate attitude towards subordinate, and acceptance of the delegated authority by the subordinate which they have indicated through their 'fair' ratings granted to these dimensions.

Overall, this group of respondents perceives the HRD climate in the study organization only at a low-range good level (76.80%).

(2) Class-II

This Class of municipal employees consists of senior officers from town secretary to chief fire officer to chief garden officer. These officers routinely interact with the top officers as well as the supervisory cadre immediately below them. Their perceptions about the various HRD climate dimensions are presented in Table-2. It is seen from the Table that they have granted neither 'Perfect' nor 'Poor' ratings to any dimensions; but have granted 'Excellent' ratings to two dimensions, 'Good' ratings to 22 dimensions, and 'Fair' ratings to three dimensions.

Alike their immediate superiors, they too were sitting in their own judgment for the dimensions granted 'Excellent' ratings by them, namely 'open downward communication' and 'identifying juniors' potential'. On the other hand, the situations as regards the dimensions that have been granted only 'fair' ratings by them mostly are limited to their level of organizational hierarchy, i.e. 'ascertaining' juniors' work environment', 'belief in reward for good work effort' and 'absence of mutual prejudices'.

Overall, this group of respondents perceives the HRD climate in the study organization only at a mid-range good level (79.60%).

(3) Class-III

This Class of municipal employees includes both administrative and technical workers. Some of them, like traffic signal inspectors, city surveyors, mobile dispensary attendants, road-roller operators, etc. are the 'street bureaucrats' in the true sense of the word, because most of their daily working hours are spent on the city streets; but, still they are largely governed by the bureaucratic organizational hierarchy behind them. Their perceptions about the various HRD climate dimensions are presented in Table-3. It is seen from the Table that they have granted neither 'Perfect' nor 'Poor' ratings to any dimensions; but have granted 'Excellent' ratings to three dimensions, 'Good' ratings to 20 dimensions, and 'Fair' ratings to four dimensions.

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TABLE 2. PERCEPTIONS OF HRD CLIMATE DIMENSIONS AMONG CLASS-II STAFF OF KOLHAPUR MUNICIPAL CORPORATION (IN A DESCENDING ORDER)

Sr. No.	Dimensions	Mean Score	%-tile Value	Rating
1.	Open downward communication	4.28	85.60	Excellent
2.	Identifying juniors' potential	4.25	85.00	Excellent
3.	Transparency in promotions	4.18	83.60	Good
4.	Pervasiveness of self-appraisory attitude	4.14	82.80	Good
5.	Considerate Attitude towards Juniors	4.11	82.20	Good
6.	Interest in juniors future well-being	4.11	82.20	Good
7.	Frankness with seniors	4.09	81.80	Good
8.	Absence of harshness towards juniors	4.09	81.80	Good
9.	Interest in juniors' grievance redressal	4.08	81.60	Good
10.	Organizational appreciation of good work	4.06	81.20	Good
11.	Treating mistakes as a part of growth process	4.06	81.20	Good
12.	Effort for juniors' future well-being'	4.05	81.00	Good
13.	Spontaneous initiative-taking by juniors	4.03	80.60	Good
14.	Acceptance of delegated authority	4.02	80.40	Good
15.	Juniors' growth as a job responsibility	4.02	80.40	Good
16.	Constructive acceptance of criticism	3.95	79.00	Good
17.	Delegation of authority to juniors	3.95	79.00	Good
18.	Pervasiveness of problem-solving attitude	3.92	78.40	Good
19.	Intra-organizational discipline	3.91	78.20	Good
20.	Helping attitude towards juniors	3.88	77.60	Good
21.	Pervasiveness of team spirit	3.82	76.40	Good
22.	Pervasiveness of job satisfaction ,	3.80	76.00	Good
23.	Ensuring bearable workload on juniors	3.80	76.00	Good
24.	Frankness with juniors	3.77	75.40	Good
25.	Ascertaining juniors work environment	3.72	74.40	Fair
26.	Belief in reward for good work jffort	3.71	74.20	Fair
27.	Absence of mutual prejudices	3.55	71.00	Fair
Average		3.98	79.60	Good

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TABLE 3. PERCEPTIONS OF HRD CLIMATE DIMENSIONS AMONG CLASS-III STAFF OF KOLHAPUR MUNICIPAL CORPORATION (IN A DESCENDING ORDER)

Sr. No.	Dimensions	Mean Score	%-tile Value	Rating
1.	Intra-organizational discipline	4.33	86.60	Excellent
2.	Acceptance of delegated authority	4.28	85.60	Excellent
3.	Open downward communication	4.25	85.00	Excellent
4.	Interest in juniors' grievance redressal	4.20	84.00	Good
5.	Absence of harshness towards juniors	4.19	83.80	Good
6.	Treating mistakes as a part of growth process	4.18	83.60	Good
7.	Pervasiveness of job satisfaction	4.15	83.00	Good
8.	Transparency in promotions	4.14	82.80	Good
9.	Frankness with juniors	4.14	82.80	Good
10.	Interest in juniors' future well-being	4.13	82.60	Good
11.	Pervasiveness of problem-solving attitude	4.12	82.40	Good
12.	Juniors' growth as a job responsibility	4.12	82.40	Good
13.	Pervasiveness of team spirit	4.09	81.80	Good
14.	Organizational appreciation of good work	4.09	81.80	Good
15.	Pervasiveness of self-appraisory attitude	4.07	81.40	Good
16.	Constructive acceptance of criticism	4.05	81.00	Good
17.	Frankness with seniors	4.04	80.80	Good
18.	Considerate attitude towards juniors	4.04	80.80	Good
19.	Identifying juniors' potential	4.01	80.20	Good
20.	Ensuring bearable workload on juniors	4.00	80.00	Good
21.	Spontaneous Initiative-taking by juniors	3.99	79.80	Good
22.	Delegation of authority to juniors	3.96	79.20	Good
23.	Effort for juniors' future well-being	3.91	78.20	Good
24.	Helping Attitude towards juniors	3.74	74.80	Fair
25.	Ascertaining of juniors' work environment	3.73	74.60	Fair
26.	Absence of mutual prejudices	3.64	72.80	Fair
27.	Belief in reward for good work effort	3.56	71.20	Fair
Average		4.04	80.8	Good

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The three dimensions that have been granted 'excellent' ratings by them are an integral part of their work-life, namely, "intra-organizational discipline", "acceptance of delegated authority" and "open downward communication". But through the 'fair' ratings granted to four dimensions, they are probably trying to send a message to their higher-ups. These are "helping attitude towards juniors", "ascertaining juniors' work environment", "absence of mutual prejudices" and "belief in reward for good work effort".

Overall, this group of respondents perceives the HRD climate in the study organization only at a mid-range good level (80.80%).

(4) Class-IV

This Class of municipal employees also includes both administrative and technical workers / from dressers and wardboys in hospitals to water-supply pump operators to groundsman in stadiums. Many of them also spend their daily working hours out-doors and could only be loosely supervised. Their perceptions about the various HRD climate dimensions are presented in Table-4. It is seen from the Table that they have granted neither 'Perfect' nor 'Poor' ratings to any dimensions; but have granted 'Excellent' ratings to three dimensions, 'Good' ratings to 19 dimensions, and 'Fair' ratings to five dimensions.

The three dimensions that have been granted 'excellent' ratings by them are rather an expression of their satisfaction of their expectations from the superiors; these are "treating mistakes as a part of growth process of juniors", "absence of harshness towards juniors" and "helping attitude towards juniors". On the other hand, through their 'fair' ratings to five dimensions, they have probably expressed their dissatisfaction of their expectations from the superiors. These are: "identifying juniors' potential", "juniors' growth as seniors' responsibility", "interest in juniors' future well-being", "belief in reward for good work effort" and "seniors' effort for juniors' future well-being".

Overall, this group of respondents perceives the HRD climate in the study organization only at a mid-range good level (78.60%).

The combined average rating for the overall HRD climate as perceived by all the four Classes is 'good' (79%).

An inter-Class comparison of the HRD dimensions returned as 'perfect/excellent' and 'fair/poor', makes it obvious that different HRD sub-climates prevail at different levels of the organizational hierarchy. The dimensions that predominantly occupy the minds of the Class-I officers for being maintained at perfect/excellent levels, least bother the Class-IV street-workers. This, of course, is the result of the huge difference in their respective work environments and such differences, are bound to continue in a multi-activity, multi-faceted organization like a city municipal corporation.

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TABLE 4. PERCEPTIONS OF HRD CLIMATE DIMENSIONS AMONG CLASS - IV STAFF OF KOLHAPUR MUNICIPAL CORPORATION (IN A DESCENDING ORDER)

Sr. No.	Dimensions	Mean Score	%-tile Value	Rating
1.	Treating Mistakes as a part of growth process	4.47	89.40	Excellent
2.	Absence of harshness towards juniors	4.28	85.60	Excellent
3.	Helping attitude towards juniors	4.26	85.20	Excellent
4.	Constructive acceptance of criticism	4.13	82.60	Good
5.	Transparency in promotions	4.12	82.40	Good
6.	Pervasiveness of job satisfaction	4.07	81.40	Good
7.	Pervasiveness of self-appraisory attitude	4.05	80.60	Good
8.	Open downward communication	4.00	80.60	Good
9.	Ascertaining juniors' work environment	4.02	80.40	Good
10.	Interest in juniors' grievance redressal	4.02	80.40	Good
11.	Acceptance of delegated authority	3.95	79.00	Good
12.	Ensuring bearable workload on juniors	3.92	78.40	Good
13.	Delegation of authority to juniors	3.90	78.00	Good
14.	Spontaneous initiative-taking by juniors	3.89	77.80	Good
15.	Absence of mutual prejudices	3.88	77.60	Good
16.	Frankness with juniors	3.88	77.60	Good
17.	Intra-organizational discipline	3.87	77.40	Good
18.	Organizational appreciation of good work	3.83	76.60	Good
19.	Considerate attitude towards juniors	3.82	76.40	Good
20.	Frankness with seniors	3.81	76.20	Good
21.	Pervasiveness of problem-solving attitude	3.80	76.00	Good
22.	Pervasiveness of team spirit	3.77	75.40	Good
23.	Identifying juniors' potential	3.73	74.60	Fair
24.	Juniors' growth as a job responsibility	3.73	74.60	Fair
25.	Interest in juniors' future well-being	3.72	74.40	Fair
26.	Belief in reward for good work effort	3.68	73.60	Fair
27.	Effort for juniors' future well-being	3.57	71.40	Fair
	Average	3.93	78.60	Good

On the other hand, by granting 'fair/poor' ratings to certain specific dimensions, each Class of employees is trying to express its desire for the improvement of these dimensions.

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Class-I employees are trying to say that there ought to be an organization-wide self-appraisory attitude, team-spirit and problem-solving attitude as well as more initiative-taking among their juniors, absence of harshness and more frankness in senior-junior interaction, more empathy and considerate attitude towards juniors and that the juniors should more readily accept the authority being delegated to them.

Class-II and Class-III employees are trying to convey, more or less, an identical message; that their seniors need to be better informed about their work environment, that there should be less inter-departmental and inter-personal prejudices, and that good work effort should be adequately rewarded. In addition, Class-III employees expect a better helping attitude from their seniors (Classes-I and II).

Of the four groups, Class-IV employees have displayed a better long-range vision. They expect their seniors to take active interest in and work towards their future well-being, that their seniors should properly identify individual potentials and also treat juniors' career growth as an ingrained job responsibility, and that good work effort should be adequately rewarded.

On the whole, these expectations from their employing organization are, in no way, outlandish or far-fetched, but merely reflect mundane aspirations that can be reasonably fulfilled in their respective work setting.

SUGGESTIONS

Although the collective HRD climate in all the employee Classes is remarkably similar at mid-range 'good' level (79%); inter-Class wise, it is somewhat better among Class-III employees (80.80%), followed by Class-I employees (79.60%), Class-IV employees (78.60%) and lastly, by Class-II employees (76.80%). Evidently, on individual basis, each Class of employees lays different emphasis on different dimensions of the HRD climate.

The present study has also clearly identified the HRD climate dimensions needing only a little more fillip, those needing reinforcement and also those needing drastic interventions. In order to elevate the HRD climate to an 'excellent' level throughout the study organisation, it is recommended that its present HR policy be uniformly reoriented towards the personal and professional development of the individual employees. This shall, more specifically, require:

- > Leaving behind the personnel practices that are generally insensitive to the individuality and the development needs of the employees;
- > Designing specific programmes around the core of the organization's short- and long-term HRD goals;
- > Creating an environment for a self-motivated personal and professional growth of the employees;
- > Making top administrators and policy-makers take genuine interest in the professional and intellectual development as also improvement in the quality of life of the employees;
- > Involving the total organization, and not just its segments, in elevating and retaining the HRD climate as near as possible to 'perfect' level;
- > Monitoring at predetermined intervals, through regular surveys and updates, both the HRD climate and the organizational climate and inducing appropriate corrections right from the policy-making level.

FOOTNOTES

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