

Comprehensive Project Report

On

**“A Study on the HRD Climate and its Influence on the Performance
among the Employees”**

At

Atul Auto Limited



Submitted to:

Shree H.N. Shukla College of Management Studies

Institute Code - 759



Under the Guidance of:

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In partial Fulfillment of the Requirement of the award of the degree of

Master of Business Administration (MBA)

Offered by:

Gujarat Technological University, Ahmedabad



Prepared by:

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MBA (Semester-4)

April - 2022

Company Certificate

STUDENT'S DECLARATION

I hereby declare that the **Comprehensive Project Report** titled **“A Study on the HRD Climate and its Influence on the Performance among the Employees”** in Atul Auto Limited is a result of my/our own work and my/our indebtedness to other work publications, references, if any, has/have been duly acknowledged. If I/we am/are found guilty of copying from any other report or published information and showing as my/our original work, or extending plagiarism limit, I/we understand that I/we shall be liable and punishable by the university, which may include ‘Fail’ in examination or any other punishment that university may decide.

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Plagiarism Report

Institute Certificate

External Examiner Report

This is certify that project work embodied in this report entitled **“A Study on the HRD Climate and its Influence on the Performance among the Employees”** was carried out by **Heta Pandya-207590592018** of Shree H.N. Shukla College of management studies-759.

The report is approved / not approved

Comments of External Examiner

This report is for the partial fulfillment of the requirement of the award of the degree of Master of Business Administration offered by Gujarat Technological University.

(Examiner's Sign)

Name of Examiner: _____

External Examiner's Institute Name: _____

External Examiner's Institute Code: _____

Date: _____

Place: _____

External Examiner Report

This is certify that project work embodied in this report entitled **“A Study on the HRD Climate and its Influence on the Performance among the employees”** was carried out by **Pooja Mehta-207590592019** of Shree H.N. Shukla College of management studies-759.

The report is approved / not approved

Comments of External Examiner

This report is for the partial fulfillment of the requirement of the award of the degree of Master of Business Administration offered by Gujarat Technological University.

(Examiner's Sign)

Name of Examiner: _____

External Examiner's Institute Name: _____

External Examiner's Institute Code: _____

Date: _____

Place: _____

Preface

Practical training is an important part in the management studies. Only bookies knowledge is not the right way of learning anything especially for the management students. Thus by practical training of business management, student comes to know that how management theories apply in the modern business world.

Summer training has developed awareness in the students about industrial environment and practice.

During March-June (2022) as a part of our studies, we have undergone practical training at Atul Auto Limited to gain knowledge about management.

We have prepared the report on **“A Study on the HRD Climate and its Influence on the Performance among the Employees”** undertaken at **Atul Auto Limited**. We have done this report on the basis of primary data collected from questionnaire.

It was really a great experience for me to get practical training in such a reputed-unit.

Acknowledgement

We are students of MBA semester 4 from Shree H.N. Shukla College of management studies, Rajkot, and we have undergone a comprehensive project as a part of our study.

In this process of preparing project report, there are efforts of many people.

First of all we would like to thank all the persons and staff members of **Atul Auto Limited** who had shown complete co-operation in preparation of project and helped us throughout the training period.

Further, we would like to thank our project guide **Asst. Prof. Vandana Gurubaxani**, without her guidance and her priceless contribution; it was difficult to carry out this activity.

We are extremely grateful to all the **faculty members** of our college and our friends who have also helped us whenever needed.

PLACE: RAJKOT

DATE:

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(1)

Executive Summary

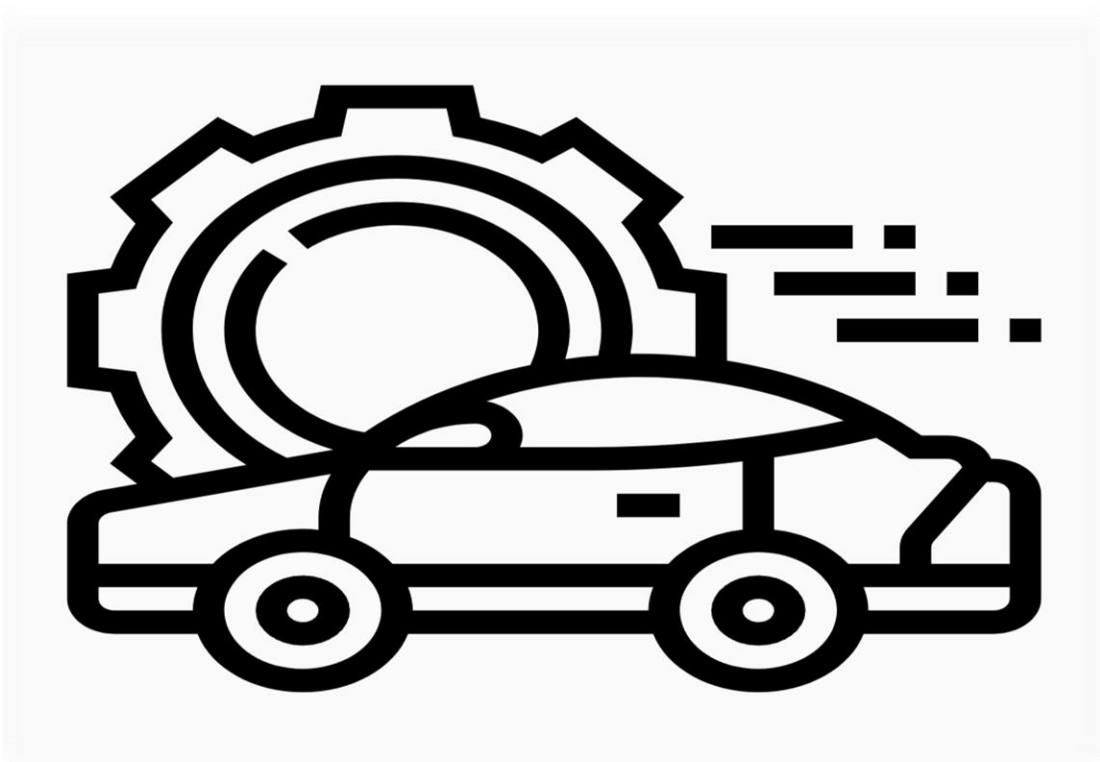


1-Executive Summary

- “Experience is the best teacher”. This saying has played a said the industry visit as a part of the curriculum of the MBA programme of GTU. This visit & consequent report on the student took practically visit the industry & study real Business area.
- This practical training of the MBA programme develops the feeling of awareness among the students of management studies. Along with theoretical knowledge this training has imparted the complete education of practical world, which is the value addition in our course.
- To fulfill these objectives an industrial visit & project report have becomes an important part of the MBA programme. This is to have a practical out look of the managerial aspect & witnesses of the function of management in real business.
- I have tried my best to meet the requirement by producing report that is highly illustrative and clearly explaining concepts that I have learnt during the training period. I have also paid enough attention to revising and refining the discussion of major concepts like Grievances Management, HRD Climate and other HR Activities. This project really has enhanced my practical knowledge of the different management areas, which will be very much fruitful for me in future.
- During my internship I gained practical knowledge on how the human resource division of an organization operates and coordinates its activities to ensure smooth functioning of organization at all levels by ensuring right numbers of people are available at right time to do the right job. Not only that I have also gained insight into the working culture of the organization and observed how Atul Auto Limited handles its employees with value and empowerment to ensure they are motivated to give their best to the organization.

(2)

Industry Overview



An Overview of Indian Automobile Industry

- The Indian Automobile Industry manufactures over 11 million vehicles and exports about 1.5 million each year.
- The dominant products of the industry are two-wheelers with a market share of over 75% and passenger cars with a market share of about 16%.
- Commercial vehicles and three-wheelers share about 9% of the market between them. About 91% of the vehicles sold are used by households and only about 9% for commercial purposes.
- The industry has a turnover of more than USD \$35 billion and provides direct and indirect employment to over 13 million people.
- The supply chain is similar to the supply chain of the automotive industry in Europe and America.
- The key to success in the industry is to improve labor productivity, labor flexibility, and capital efficiency. Having quality manpower, infrastructure improvements, and raw material availability also play a major role. Access to latest and most efficient technology and techniques will bring competitive advantage to the major players.
 - The role of Industry is and will primarily be in designing and manufacturing products of world-class quality establishing cost competitiveness and improving productivity in labor and in capital. With a combined effort, the Indian Automotive industry will emerge as the destination of choice in the world for design and manufacturing of automobiles.
 - The Indian market offers endless possibilities for investors.



2.1 - Basic Overview

➤ History

- The first car ran on India's roads in 1897. Until the 1930s, cars were imported directly, but in very small numbers.
- Embryonic automotive industry emerged in India in the 1940s. Mahindra & Mahindra was established by two brothers as a trading company in 1945, and began assembly of Jeep CJ-3A utility vehicles under license from Willys. The company soon branched out into the manufacture of light commercial vehicles (LCVs) and agricultural tractors.
- Following the independence, in 1947, the Government of India and the private sector launched efforts to create an automotive component manufacturing industry to supply to the automobile industry. However, the growth was relatively slow in the 1950s and 1960s due to nationalization and the license raj which hampered the Indian private sector.
- Economic liberalization in India in 1991, the Indian automotive industry has demonstrated sustained growth as a result of increased competitiveness and relaxed restrictions.
- Several Indian automobile manufacturers such as Tata Motors, Maruti Suzuki and Mahindra and Mahindra, expanded their domestic and international operations. India's robust economic growth led to the further expansion of its domestic automobile market which has attracted significant India-specific investment by multinational automobile manufacturers.
- In February 2009, a monthly sale of passenger cars in India exceeded 100,000 units and has since grown rapidly to a record monthly high of 182,992 units in October 2009.
- From 2003 to 2010, car sales in India have progressed at a CAGR of 13.7%, and with only 10% of Indian households owning a car in 2009.
- SIAM is the apex industry body representing all the vehicle manufacturers, home-grown and international, in India.

➤ **Industry Definition**

- This class consists of units mainly engaged in manufacturing motor vehicles or motor vehicle engines.
- The primary activities of this industry are: Motor cars manufacturing Motor vehicle engine manufacturing
- The major products and services in this industry are: Passenger motor vehicle manufacturing segment (Passenger Cars, Utility Vehicles & Multi-Purpose Vehicles) Commercial Vehicles (Medium & Heavy and Light Commercial Vehicles) Two Wheelers Three Wheelers.
- Supply Chain of Automobile Industry: The supply chain of automotive industry in India is very similar to the supply chain of the automotive industry in Europe and America. The order of the industry arises from the bottom of the supply chain i. e., from the consumers and goes through the automakers and climbs up until the third tier suppliers.

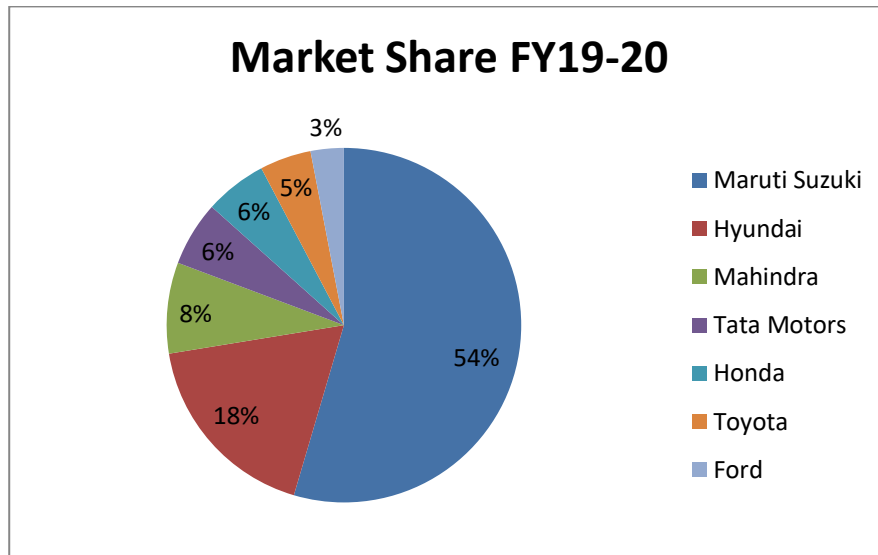
➤ **CHANGES IN INDIAN AUTOMOBILE INDUSTRY SUPPLY CHAIN SYSTEM**

- Supply Chain of Automobile Industry: The supply chain of automotive industry in India is now very similar to the supply chain of the automotive industry in Europe and America.
- The order of the industry arises from the bottom of the supply chain i.e, from the consumers and goes through the automakers and climbs up until the third tier suppliers.
- Main components of achieving this supply chain system are:
 - Third Tier Suppliers.
 - Second Tier Suppliers.
 - First Tier Suppliers.

2.2 - Major Players

- Fiat India Pvt. Ltd.
- Ford India Pvt. Ltd.
- General Motors India Pvt. Ltd.
- Hindustan Motors Ltd.
- Honda Siel Cars India Ltd.
- Hyundai Motors India Ltd.
- Maruti Udhyog Ltd.
- Skoda Auto India Pvt. Ltd.
- Tata Motors Ltd.
- Toyota Kirloskar Motor Pvt. Ltd.
- Force Motors Ltd.
- Mahindra & Mahindra Ltd.
- Ashok Leyland Ltd.
- Volvo India Pvt Ltd.
- **Atul Auto Ltd.**
- Bajaj Auto Ltd.
- Piaggio Vehicle Pvt. Ltd.
- TVS Motor Co. Ltd.
- Royal Enfield Ltd.
- Suzuki Motor Cycle India Pvt. Ltd.
- Yamaha Motor India Pvt. Ltd.





➤ **FUTURE EXPECTED GROWTH**

- The government spending on infrastructure in roads and airports and higher GDP growth in the future will benefit the auto sector in general. We expect a slew of launches in the Segment 'B' and Segment 'C' of passenger cars. Utility vehicle segment is expected to grow at around 8% to 9% in the long-term.
- In the 2-wheeler segment, motorcycles are expected to witness a flurry of new model launches. Though the market size is expected to grow by 10% to 12%, competitive pressure could keep prices and margins under control. TVS, Honda and Hero Motocorp are poised to benefit from higher demand for ungeared scooters in the urban and rural markets. **FUTURE EXPECTED GROWTH:**
- Riding the wave of structural changes taking place in the country, the tractor industry registered good growth in FY10 as well as FY11. His strong performance continued in FY11 as well as volumes grew by 20%. While good monsoon is a positive for the sector, given the fact that non-farm incomes have continued to climb up, volumes should still hold up pretty well despite a year or two of poor monsoons. The longer-term picture is impressive in light of poor mechanization levels in the country's farm sector and the thrust of the government on improving rural infrastructure.
- With an estimated 40% of CVs plying on the roads being 10 years old, demand for HCVs is expected to grow by 7% to 8% over the long term. While the industry is going through cyclical hiccups currently, we expect this factor to weaken in the future on account of strong structural tailwinds. The privatization of select state transport undertakings bodes well for the bus-segment.

(3)

Company Overview



3 - Company Overview

- Atul Auto Limited are amongst the fastest growing 3 wheeler company in India, with the presence across 21 states with 200 primary and 130 secondary networks.
- The company's dealership, sales, services, and spare parts network comprises over 600 touch points across the globe.
- As opposed to industry veterans, Atul is one of the youngest and fastest growing companies in the sector.
- Atul has emerged as the only player with complete range of 3 wheeler products across the fuel range – **Diesel, Petrol, CNG, LPG and Electric.**
- The company's origin lie in the 1970s, when **Jagjivanbhai Chandra** sought to modify motorcycles to make transport to meet the needs of rural areas of Saurashtra, and adapted the engines from golf carts scrapped by the Maharaja of Jamnagar, resulting in his first chhakada vehicle.



➤ **Company Profile**

<u>Industry</u>	Automotive
<u>Traded as</u>	BSE: 531795
<u>Headquarters</u>	Rajkot, India
<u>Products</u>	Three-wheeler vehicles, Tuktuk
<u>Type</u>	Public
<u>Services</u>	Automotive finance Vehicle service
<u>Website</u>	https://atulauto.co.in

3.1 - History

- Atul's journey began in the 1970s, when the automobile industry was still in its initial stages, growing slowly. Atul's founder, Mr Jagjivanbhai Chandra, had envisioned a company that developed a convenient and affordable automobile that could traverse the rural, uneven roads of Saurashtra (Gujarat). He turned his vision into action when he developed the first three-wheeler automobile based on the design of a motorcycle, and adapted engines from a golf cart, giving rise to the first 'Chakkada'. Mr. Jagjivanbhai Chandra then started this company that we now know as Atul Auto.
- Atul auto was incorporated (became a corporation by law) in 1986. Thereafter, in the year 1992, it began its production.
- The company began by producing 'Chakkada'. It also started improving upon the existing technology, constantly updating it to meet the norms and competition around it. Mr. Jayantibhai Chandra took over the company from his father and furthered his mission of providing a convenient transport to Indians by developing a Diesel 'Chakkada'.
- Soon, Atul started manufacturing new varieties. It manufactured Shakti – a convenient rickshaw, and many other vehicles under its brand name such as Commercial 3-wheelers, half ton vehicles (carrying capacity) and more.
- Currently, Atul is leading manufacturers of three wheeler transport in Gujarat. It has managed to increase its production growth by two folds in the last five years. It achieved a turnover of 528.01 crore for the financial year 2014-2015.

3.2 - Mission & Vision Statement

Mission:

To devote ourselves to cater to the common man's transportation needs by introducing environment-friendly vehicles which are empowered by latest technological advances.

Vision:

To contribute in eradication of poverty by making the common people self-dependent with our state of the art technology, products and services

3.3 - Management at Atul Auto Limited

➤ The Board of Directors

- Mr. Jayantibhai J Chandra – Chairman & Managing Director
- Mr. Mahendra J Patel – Wholetime Director & CFO
- Mr. Niraj J Chandra – Wholetime Director
- Mr. Vijay K Kedia – Director
- Advocate Hakubhai J Lalakiya – Independent Director
- Mr. Hemantkumar J Bhatt – Independent Director
- Mr. Hasmukhbhai H Adhvaryoo – Independent Director
- Dr. Margie S. Parikh – Independent Director

➤ ATUL Team

- Mr. Jitendra V Adhia – President Finance
- Mr. Paul Zachariah – President Marketing
- CS Paras J Viramgama – Company Secretary & Compliance Officer



3.4 – Products





RIK+ CNG



RIK Petrol(For Export)



RIK CNG



RIK LPG



GEM Cargo Diesel



GEM Cargo Petrol(For Export)



GEM Paxx CNG Aqua 3P



GEM Paxx CNG



Gem Cargo CNG



GEM Delivery Van



GEM Paxx LPG



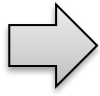
GEM Paxx Petrol(For Export)



GEM Paxx Diesel



GEM Cargo CNG - Aqua 6F



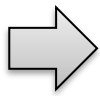
GEMINI Petrol (For Export)



GEMINI CNG(For Export)



GEMINI Petrol Cargo(For Export)



Elite+ with Li-Ion Battery



Elite Cargo with Li-Ion Battery



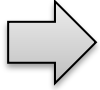
Elite+ with Lead Acid Battery



Elite Cargo

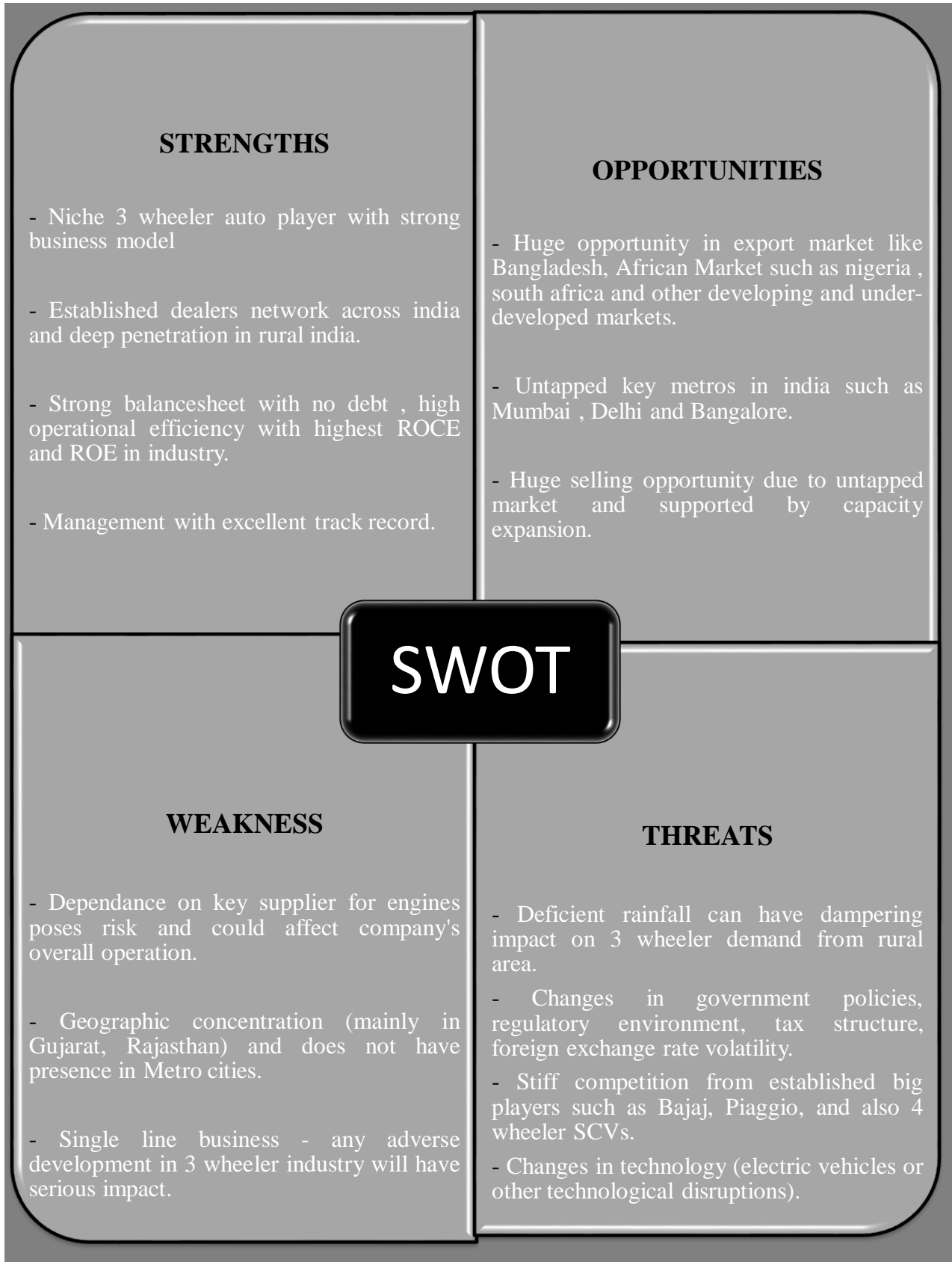


Atul Smart Aqua



SHAKTI Cargo Diesel

3.5 – SWOT Analysis



3.6-An Overview of Different Departments

1 - Management and Administration Department

- Employees at administration and management team put all members at the alert of a dealership's everyday business.
- The employees working in this administration and management section by supervising and coordinating other departments are solely responsible for ensuring that whole dealership takes place smoothly and efficiently.
- Only business minded strong individuals who could work with people in the rapid development environment should join these team.

➤ Finance Manager

- After deciding to buy a car from a salesperson, they'll likely hand you off to a finance manager. Different dealerships give them different titles.
- Their job is to up-sell other products and services and gets the financial paperwork done.
- The finance manager might encourage the buyer to also buy rust-proofing. They could have insurance sold through the dealership. Winter tires, trunk nets, and other accessories could get promoted.

➤ Customer Service Representative

- Every dealership should have a pleasant, smiling face greeting the customers. It could be a receptionist, a greeter, or a concierge.
- Their job is to facilitate the buyer's journey. Does the person want to see a salesperson now? Do they want a specific sales employee to work with them?

- The receptionist books appointments, answers the phone and works on sales paperwork. First and foremost, they ensure the customer has a positive experience.

➤ **Product Detailer**

- Some products sit on the lot for weeks or months before getting sold. That means they've endured months of rain, snow, and other bad weather conditions.
- After a sale, but before the product gets picked up, it needs detailing.
- Most dealerships will have a product detailer in-house or nearby to clean the product. They could clean products still on the lot for sale, too. Their job is all about making the product look great for the customer.

➤ **Lot Manager**

- Large dealership lots usually rely on a lot manager to organize it. The lot manager returns products to their place after test drives.
- When new inventory comes in, they park it in the correct spot.
- Parking well is a huge asset to dealerships. It affects the professional appearance of the business. Products in the lot need to get parked identically across the property.

➤ **Property Maintenance**

- Curb appeal is important to successful dealerships. Customers care how a business looks outside because it forms their first impression.
- Large dealerships will hire a handyman and/or property maintenance person. They take care of snow removal, lawn care, and building maintenance.

- They may also hire the cleaning team to ensure the inside of the dealership stays clean. Small and independent dealerships are less likely to have these roles. With bigger franchise names comes a bigger budget to spend on employees.

➤ **HR Consultant**

- Who ensures the other employees get paid, show up, and are happy? The Human Resources consultant handles all employee-related tasks.
- In a dealership, this will often include facilitating health and safety training. They ensure new employees have a desk and login code. They provide orientation to new employees.
- If employees have complaints or concerns, they can discuss them with HR. The consultant sometimes works on company culture and engagement. They might plan weekly or monthly events that are fun for the whole team.
- The consultant often works closely with the sales manager and dealership owner.

2 - Department of Sales

- Employees working in the department of sales help to totally design the dealership's image. Though selling vehicles is a huge part of this, still it takes a professional and efficient person to build a sale.
- Sales department professionals should not only have a clear interest in vehicles but also they must know about the insurance policies and finance options available in their automotive industry.
- They also need to explain to customers about the state laws and federal laws pertaining to the sales of the vehicle.
- They should be in a way to comprehend all the needs and requirements of the customer.

➤ **Sales Manager**

- The captain of the ship is the sales manager.
- A proficient salesperson to start, the manager provides leadership to the sales team.
- They keep track of sales quotas and goals.
- When a spot opens up for a new team member, they hire them.
- They empower the sales team to work hard and hit quotas.
- The sales manager writes work schedules and corresponds with Human Resources.
- If they aren't the owner themselves, they also work closely with the dealership owner.

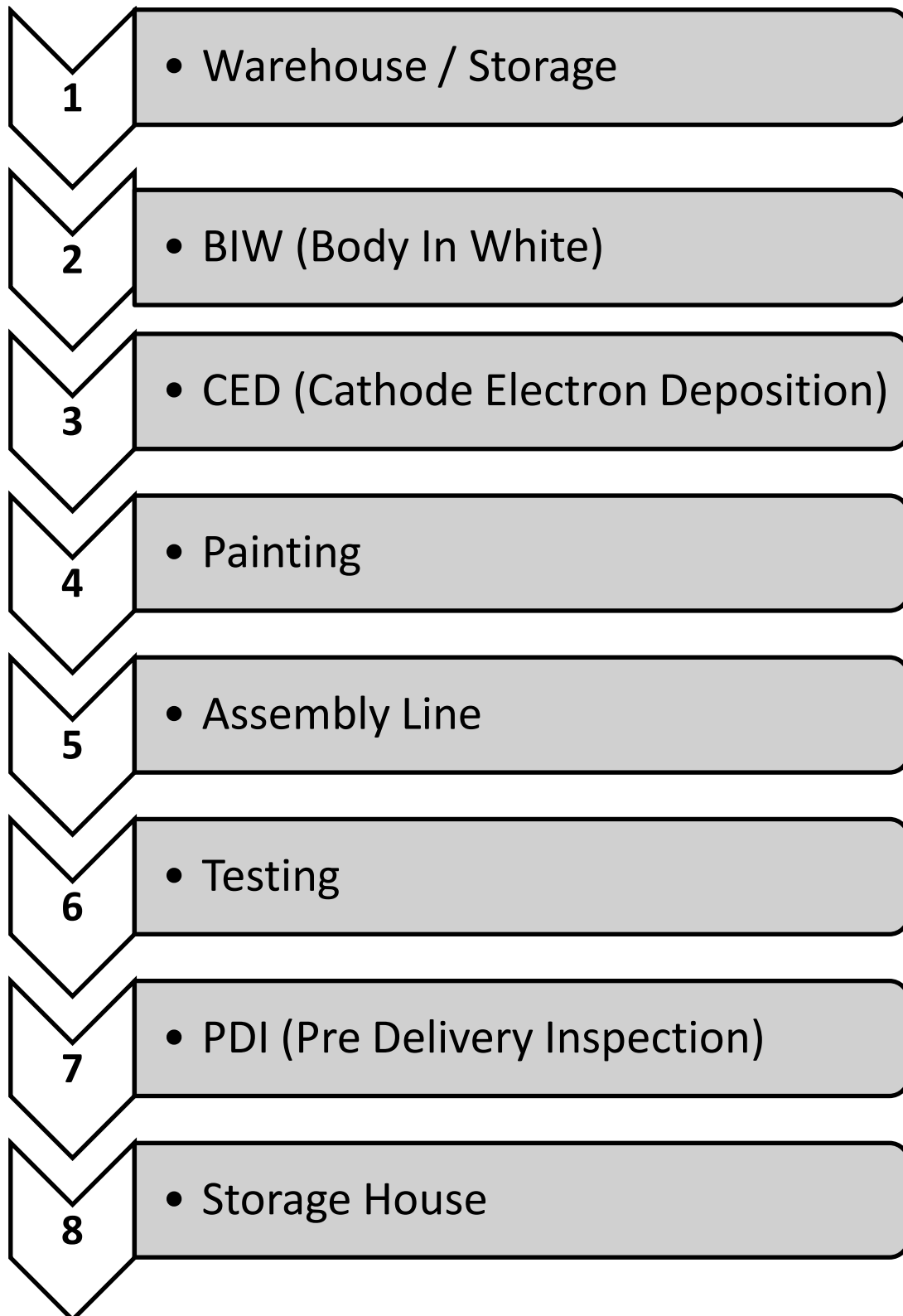
➤ **Salespeople**

- Lastly, the front face of the dealership is the salespeople.
- They're the ones you expect to see in the showroom.
- It's their job to sell the product.
- The salespeople must know everything about their product.
- To sell it well, they must also be personable and persuasive.
- No one likes a pushy, aggressive sales person.
- There's certainly an art to selling. He/She must be able to read the customer when they walk in and anticipate what they need.
- Communication is the key.
- Salespeople take the customer through the buying process from start until closes.

3 - Production Plant

- Atul auto is single shift plant; it does not work day and night. The shift starts from 9 in the morning and end at 5 in the evening.
- Currently, the atul auto plant can produce about 130 rickshaws per day.

✓ Production Plant Stages



4 - The Service Department

- Through good management, administration teams and an efficient sales team is the major bone for the automotive industry, without a service department, a dealership would be nothing.
- Professionals at the service department are important for success of the dealership.
- Service department employees ensure the industry that existing customers and also new customers keep coming back to the dealership for all the repairs and maintenance of their vehicles.
- Service technicians are the employees who must have good knowledge in vehicle mechanics, and also in computers and electronics.
- In present fast-paced automotive world, professional technicians should always be updated.

➤ Service Technicians

- Some dealerships have their own Parts & Service Departments. This is especially common for franchised dealerships.
- Service Departments employ many people. There're the technicians, the appointment setters, and the shuttle drivers.
- Most Service Departments have a manager who schedules and leads the other employees.
- Technicians usually have formal education in auto mechanics.
- Some of the employees are in apprenticeship programs getting on the job training.

5 - The Parts Department

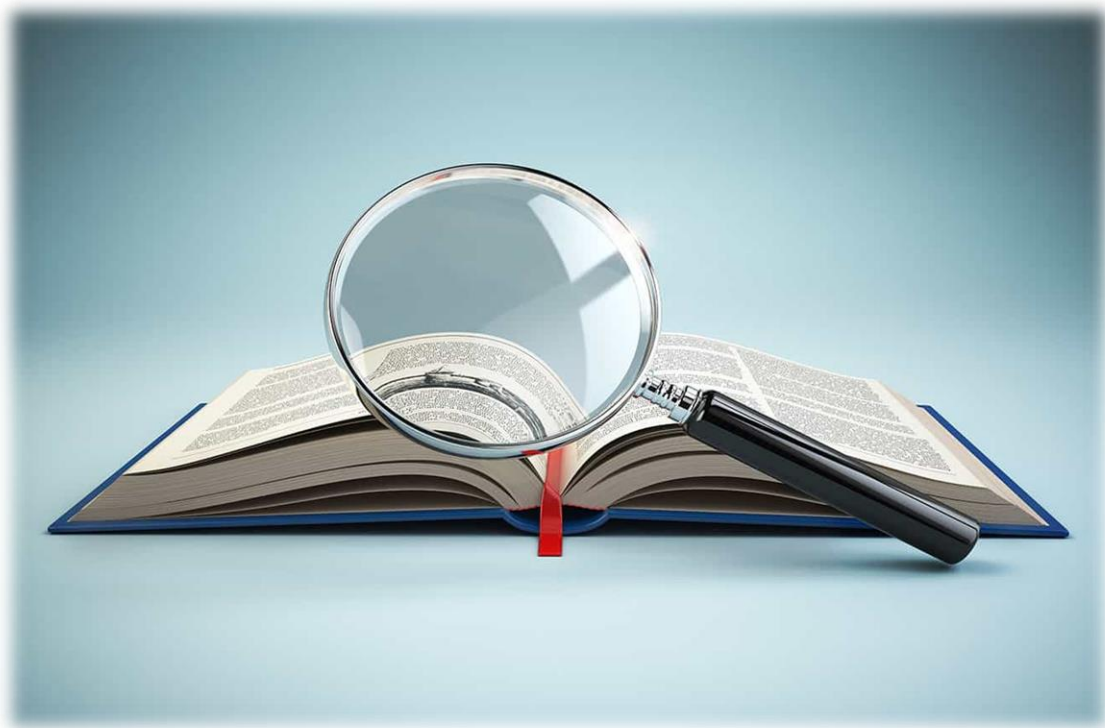
- Parts department and service department team should work hand in hand.
- Experts and professionals who work in the department of inventory, parts order and mainly who distribute the parts to the technicians as well as the public users comes. Every department in automotive industry gives a different and unique experience, caters different needs and requires a different set of skills. However, without even any one of the department, the whole dealership would fail. Each department in automotive industry should work with the others to ensure the overall success of the dealership.

➤ Parts Technicians

- If there's a Service Department, there might also be a Parts Department.
- Franchised dealerships want customers to buy parts from their brand, not aftermarket sellers.
- In the Parts Department, there are parts sales representatives and technicians. You might also find tire-pushers. These employees work during snow tire season to literally move tires.
- The Parts Department works closely with the Service Department. If there's a recall, the service manager might need them to order the right replacement parts.
- Like the Service Department, the Parts Department will likely have a manager. In smaller dealerships, the two management positions are done by the same person.

(4)

Literature Review



4 - Literature Review

- Government is the biggest employer in our country. But very few studies dealing with Human Resource Development in the Government organizations, most of them are related to manufacturing, Banking and Finance. In fact, in depth studies on HRD with regard to Defence Organisations are almost nil.
- In this regard, this chapter presents the review of related literature and research done in the field of HRD. Though it is a part of research work its contribution is essential and desirable while explaining the importance of study. The reviews cover articles in edited publications, articles published in various journals and doctoral dissertations of a few universities presented in this chapter.

Anjan Bhowmick (2015)¹ in NHRD network Journal “*Examining the relationship between organisation structure and perceived innovations – A study of Indian companies*” expressed that Organisations should allow and encourage formation of informal networks within. A firm could benefit supporting such informal group activities. Besides, such networks would also help to increase job satisfaction and contribute employee retention.

Sandra Watson and Gillian A Maxwell (2007)² Conducted a research on HRD from a functional list perspective: The view of line managers based on a sample of 328 line managers from the Hilton hotel group in the United Kingdom. This article considered line managers understanding of their HRD roles and responsibilities. The key HRD activities they engage in and the challenges they face in relation to their HRD roles. It concludes that the line managers appear to have embraced their HRD roles, with support from HRD professionals.

Prof. Radha Iyer & Sonal Sakrani (2009)⁷ in HRD News Letter “*The Role of HR in Corporate social Responsibility*” revealed that Corporate Social Responsibility (CSR) has been the tradition of some corporate houses in India; more and more organisations are turning to CSR. An appropriate definition of CSR is as gives by World Bank: “Corporate Social Responsibility is the commitment of business to contribute to sustainable economic development by working with employees, their families, the local community and society at large to improve their lives in ways that are good for business and for development”.

Dr. Prathana Dwivedi & Prof. Pooja Purang (2007)⁸ in Indian Journal of training and Development “*Training needs Identification and Evaluation: Case Studies Indian Organisation*” stated that Training means the planned and organised activity to impart skills techniques and methodologies to employers and their employees to assets them in establishing and maintain employment a place of safe and healthful. Although many employees recognise the high value those in management place are training and development.

Dr. Mishra O.P. & Dr.Ganguli D. (2002)⁹ in Indian Journal of Training and Development “*Current trends in Extension Training*” expressed that, Training is considered as a tool for Human Resource Development. Now-a-days it is an unfishable step in each and every developmental process of human being. Use of interactive computer video Technology (ICVT), Computer Aided Instruction (CAI), Teleconferencing etc are getting popularity day by day. Moreover, these are proved to be very effective tools in extension training.

Sundar Ramchandran (2009)²⁹ in HRD News letter “*Right training and Right sizing for survival*” communicated that a successful general knows that only way to win a war is to keep “Morale of the Soldiers” high by involving them, challenging them and developing them. The economic slowdown is triggering right sizing in many organisations, however it will be in their best interest if they also look at right training as a survival strategy.

Rahul Shankar (2009)³⁰ in HRD News letter “*Celebrating success with Reward and Recognitions*” expressed that today’s highly competitive global economy and the recent economic meltdown, most organisations are under severe cost pressure. Interestingly this makes Reward & Recognition programmes particularly attractive. Reward and Recognition are the positive strokes that can do wonders with employee’s motivation and performance. It must be a daily affair, even with small gestures. Recognition not only has a great impact on employee mental health, it also encourages the investment that employees make in their work. So effective Reward and Recognition programme has to be an on-going and long term process.

Sanchita Lahiri (2009)³¹ in HRD News letter “*Employee Motivation in Times of Recession*” explained that in the current time of global economic recession, HR Department needs to act as the bridge between the employees and the decision makers of a RCI. They must strive to forge a bond so that the two groups can jointly stem the rising tide of an increasing global problem. They would dare to voice and dispose of the unhappiness, and purged of unhappiness they would strengthen the RCI.

Rajesh Kumar Bhat (2008)³³ in HRD News letter “*Employee Motivation to Build strong HR in your RCI*” stated Human Resource Department (HRD) is back bone of any organisation when it comes to selection of competent persons. HR helps you to provide TOTAL QUALITY PEOPLE to meet the organisation goals and objectives. Development of your employees for future to run your organisation there are so many activities which HR is handling directly and indirectly affects production, productivity and quality of organisation.

Pande B. D. (2006)³⁴ in Personnel Today “*Employee Training*” stated that Training and Development is a continuous process. In a rapidly changing work profile, employee training and development is not only desirable but it has become essential to cope up with changes in the environment, technology and know – how training is corner stone of sound management and it makes employees more effective and productive.

Dr. Krishna Murthy (2007)³⁵ in Indian Journal of training Development “*Reaching out to your participants: A trainer’s treasure*” explained that there is a three factor that decides the success or failure of a training programme. They are (1) speaker (2) Subject & (3) Participants. The participants decide the success or failure of a training programme to reach out to the participants a trainer has to mature in the hierarchy to trainers. There are four types of trainers. (1) A trainer who teaches (2) A trainer who explains (3) A trainer who demonstrates and (4) A trainer who inspires.

Sumathi Annamalai (2006)³⁷ in Personnel Today “*Evaluation of Training Programmes – an exploration*” expressed that an H.R.System must determine that tangible and intangible benefits of the training programme for the instruments to make sense. Donald Kirkpatrick (1997) provided a framework of four levels of training evaluation is Reaction, Learning, behaviour and results. The effects of the training programme on the business environment resulting from the trainee’s performance.

Siva Rama Prasad (2006)³⁸ in HRD Times “*Computer based Training*” explained that computer based training is provided with the computer through the computer. Nowadays computer based training and e-learning is playing a key role in the educational field. Multimedia one of the effective tools, which is making computer based training very easy. The computer based tools are intended to ease the process of classroom teaching for lecturer and provide external sources learning for the students through audio/visual, graphics and animations.

Makarand Upadyaya (2008)³⁹ through HRD News letter - “*Understanding VALUE of your Employees*” stated that there are five key areas that you need to address in order to provide or motivating and engaging work place for your teams. These areas will show your employees that you do indeed V.A.L.U.E them.

- a) **V** is for *Vision* - Most employees need to know that they are working for an organisation that is going somewhere

- b) **A** is for *Achievement* - Do all employees know, what is expected of them?
- c) **L** is for *Learning* - Need to establish what you are doing on a RCI to create a culture of learning and development.
- d) **U** is for *Understanding* - make a genuine attempt to understand the views and feelings of the employees.
- e) **E** is for *Encouragement* - Create a culture of encouragement.

Prakash R. Pillai (2008)¹¹⁴ in his article, “*Influence of HRD Climate on the Learning Orientation of Bank Employees*” made an attempt to analyze the influence of the HRD climate existing in banks on the learning orientation of the employees. He concluded that the level of learning orientation of employees is highly influenced by the learning and development climate fostered by their organisations.

Pooja Purang (2008)¹¹⁵ in her article, “*Dimensions of HRD Climate: Enhancing Organisational Commitment in Indian Organisations*” measured HRD climate in terms of various dimensions like participation, succession planning, training, performance appraisal, job enrichment and its relationship with the organisational commitment of managers. The study concluded that a positive perception of the climate shall enhance the commitment, which further enhances the performance of managers.

Srimannarayana, M. (2008)¹¹⁶ in his article, “*Human Resource Development Climate in India*” stated that moderate HRD climate prevails in Indian Organisations. He also pointed out that manufacturing sector provides better HRD climate than service and IT sectors. He concluded the study with a note that overall HRD climate in India has improved marginally.

Srimannarayana M. (2007)¹¹² in his article, “*Human Resource Development Climate in a Dubai bank*” found that satisfactory HRD climate exists in the bank. He also found that OCTAPACE culture in the bank was superior to General HRD climate and the implementation of HRD mechanisms. Further, he stated that line managers are not interested in the development of employees and as such it acts as the major impediment to HRD climate.

Chalam, G.V. and Srinivas, M.L. (2005)¹⁰⁵ in their study on, “*Gender- Wise Perceptions and Attitudes on HRD Climate in Indian Banking Sector*” concluded that women employees in the selected banks have much concern on HRD climate over their counterparts. They suggested that the bank managements are required to announce performance standards that arouse interest and competition among the male and female employees in banks.

Pooja Purang (2006)¹⁰⁶ in her article, “*HRD Climate: A Comparative Analysis of Public, Private and Multinational Organisations*” compared the HRD climate with reference to the perceptions of middle level managers from five organisations, out of which two are in private sector and two are in public sector. The other one is a multinational organisation. The study concluded that the HRD climate is significantly better in the private sector and the multinational organisation in comparison to that of public sector organisations.

Sonal Saxena (2006)¹⁰⁷ in the article, “*Human Resource Development Climate in Indian IT Companies*” felt that the major challenge faced by IT industry is in the area of human resource development. The IT Industry can overcome the challenges by making the HRD activities consistent with the development efforts of their respective organisations.

Mufeed S.A. (2006)¹⁰⁸ in his article, “*The need for a Focus on Key Elements of HRD Climate in Hospitals - An Empirical study*” discussed the existing HRD climate in hospitals with special reference to Shari Kashmir Institute of Medical Science (SKIMS), Srinagar. He also identified the need and relevance of key elements of HRD climate in hospitals, which includes general climate, OCTAPACE culture and promotion of HRD mechanisms.

(5)

Introduction to Topic

Hrd climate



5-Introduction to Topic

➤ **HRD Climate**

• **Meaning of HR+D+Climate**

- HR means employees in organisation, who work to increase the profit for organisation.
 - Development, it is acquisition of capabilities that are needed to do the present job, or the future expected job.
 - After analyzing Human Resource and Development we can simply stated that, HRD is the process of helping people to acquire competencies.
 - Climate, this is an overall feeling that is conveyed by the physical layout, the way employees interact and the way members of the organisation conduct themselves with outsiders. (It is provided by an organisation.).
-
- HRD Climate is the perception that the employees have about the policies, procedures, practices and conditions which exist in the working environment.
 - Organizational climate is a set of characteristics of an organization which are referred in the descriptions employees make of the policies, practices and conditions which exist in the working environment.
 - If we need to find a way to develop employees in order to become effective contributors to the goals of an organization, we need to have a clear view of what an effective contribution look like.

➤ **Components of HRD Climate**



➤ **Requirement to develop organizational climate in organization**

- Top to bottom effort
- Motivator role of manager and supervisor
- Faith upon employees
- Free expression of feelings
- Feedback
- Helpful nature of employees
- Supportive personnel management
- Encouraging and risk taking behaviour
- Discouraging stereotypes and favouritism
- Team spirit

➤ **Methods for measuring HRD climate in the organization**

- Economic conditions
- Leadership style
- Managerial assumption about human nature
- Managerial values and ethos
- Organization size

(6)

Research Methodology



6-Research Methodology

- Research is a process in which the researcher wishes to find out the end result for a given problem and thus the solution helps in future course of action. The research has been defined as “A careful investigation or enquiry especially through search for new fact in any branch of knowledge. “
- The procedure using, which researchers go about their work of describing, explaining and predicting phenomena, is called Methodology. Methods comprise the procedures used for generating, collecting, and evaluating data. Methods are the ways of obtaining information useful for assessing explanation.
- The type of research used in this project is descriptive in nature. Descriptive research is essentially a fact finding related largely to the present, abstracting generations by cross sectional study of the current situation

6.1-Rational for Study

- As per the recent analysis there is a steady decline in the global employee engagement levels.
- According to the report this is the largest drop in the engagement levels that has been observed in the past 15 years.
- This clearly highlights the need for some concrete mechanism to improve the engagement levels of the employees in organizations to be profitable.
- In response to the dire need for organizations to increase engagement levels of employees, the importance of the human resource development (HRD) climate cannot be ignored.
- An attempt is made to closely examine the interrelationship between factors of HRD Climate and employee engagement.
- The study revealed that HRD Climate shows significant impact on employee engagement.

6.2-Statement of Problem

Enouncing a research problem is important in defining the quality of the responses and determines the correct research method used. To avoid waste of money and time it is needed to define the problem in specific terms.

The problem statement for this research is:

“A Study on the HRD Climate and its Influence on the Performance among the Employees”

6.3-Significance of Problem

- Human resource is the most vital and valuable resource for every organization.
- It is the competent and motivated workforce that makes things happen and helps the organization to achieve its objectives. In fact, the effective employees contribute to the effectiveness of the organization. Organizations, therefore, need to contribute to the dynamism, competency, motivation, efficiency and effectiveness of the employees on a continuous basis.
- The aim of human resource development is to develop the competencies of the employees and to use these competencies and contribute to the growth of the organization.
- Due to the ever growing demand for manpower, the human resource department in any organization faces never ending pressure to attract, retain and motivate the best in the industry. Therefore, the employee development and retention of employees plays a pivotal role in the growth of an organization. Productivity and performance of an organization are the outcome of collective efforts of two different elements, namely technological and human. Technological elements are mechanical and can be easily implemented. However, the human elements are very difficult to manipulate and they require a great deal of expertise and understanding on the part of managers to put these elements in proper use.
- There has been an increasing realization that the organization's success is dependent on the synergy created by its human resources.
- The development of human resource differs from man to man, time to time and country to country and even within the same country according to its objectives, value system, culture, social institutions, level of industrialization and general level of social and economic development.
- Rapidly changing circumstances are forcing the organizations to rethink about their human resource development policies.
- The new HRD plan is to expand the skills of the human resource and give them more breathing space in the organizational process by empowering them. Though India has the second largest pool of human resources in the world, the human potential that can be utilized in India is not complete. India is in the state of inadequacy of skills, technological obsolescence, personal obsolescence, organizational obsolescence, conversion of agrarian labour to industrial worker and so on.
- Public related policy provides reservation to less privileged sections of society like the physically challenged, minorities, etc. They are the threshold workers generally having less than minimum expected level of knowledge and skills. Hence, the human resource development activities are urgently needed.

6.4 Research Objectives

Objectives of the study of project can be classified mainly into;

1-Primary Objectives:

- To examine HRD Climate prevailing in the organization.

2-Secondary Objectives:

- To study the need and importance of HRD Climate.
- To know the impact of HRD climate on employee engagement.
- To suggest suitable measures to improve the HRD Climate of Atul Auto Limited based on the observation of the study.

6.5-Scope of the Study

- The study throws light on need for the virtuous HRD Climate and this study facilitates management for further improvement of the same.
- This study will be useful when similar kind of research is undertaken.

6.6-Research Hypothesis

➤ **Statement-1**

- **Ho:** There is not direct relationship between performance of employees and HRD Climate.
- **Ha:** There is direct relationship between performance of employees and HRD Climate.

➤ **Statement-2**

- **Ho:** Virtuous HRD Climate does not help in increasing employee's productivity.
- **Ha:** Virtuous HRD Climate helps in increasing employee's productivity.

6.7-Research Design

- Research design is the specification of the method and procedures for acquiring the information needed to solve the problem.
- The research design followed for this research study is descriptive research design where we find a solution to an existing problem. The problem of this study is:

“A Study on the HRD Climate and its Influence on the Performance among the Employees”

➤ Sources of Data:

The two sources of data collection are namely primary and secondary.

1-Primary Data

- Primary data are fresh data collected through survey from the employees using questionnaire.

2-Secondary Data

- Secondary data are collected from books and internet.

➤ Data collection method

1-Questionnaire

- A questionnaire is a research instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents.

2-Interview

- An interview is a conversation where questions are asked and answers are given. It is a direct way of collecting information.

6.8-Sampling Design

<u>Sample Element</u>	Employees at Atul Auto Limited
<u>Sample Size</u>	45
<u>Sample Method</u>	Percentage
<u>Sample Media</u>	Questionnaire
<u>Sampling Method</u>	Simple Random Sampling

6.9-Limitations of the Project

As every coin has two sides, there are certain limitations of this study which are as follows.

- The study was limited to the policies and practices being followed at Atul Auto Limited.
- Due to shortage of time only important information is collected.
- Some of the record and information cannot be shared and it is not available because of the confidentiality. It is a big limitation.
- The accuracy depends on respondent's information.

(7)

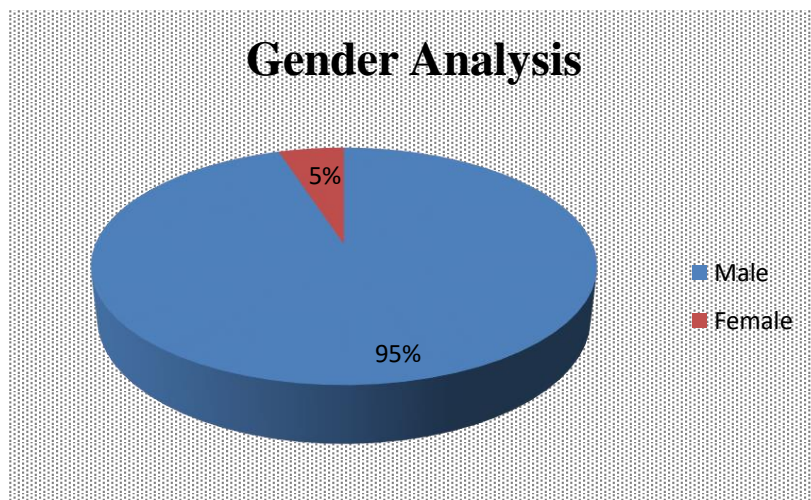
Data Analysis and Interpretation



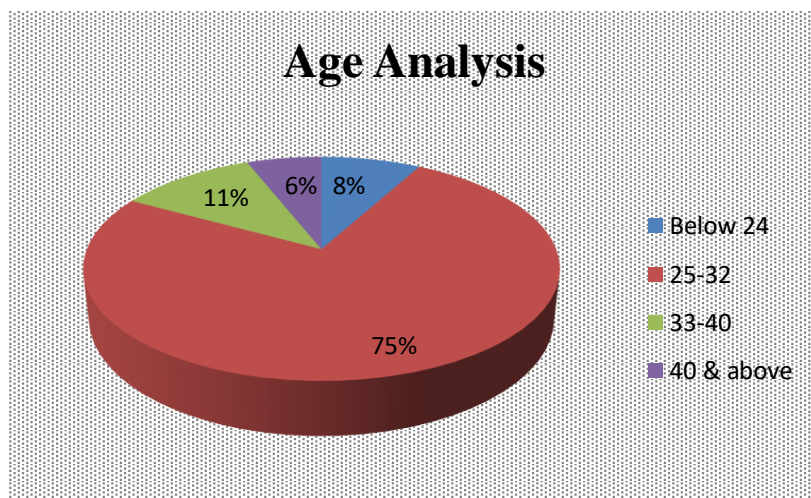
7.1 - Data Analysis and Findings

General Information

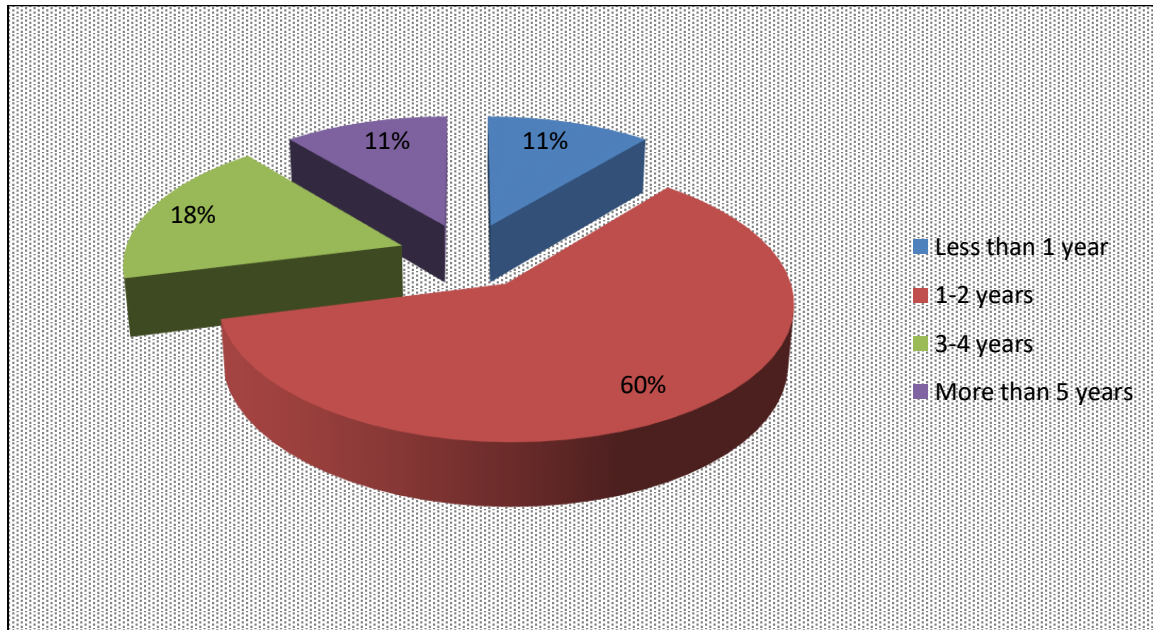
➤ **Figure 1 – Gender Analysis**



➤ **Figure 2 – Age Analysis**



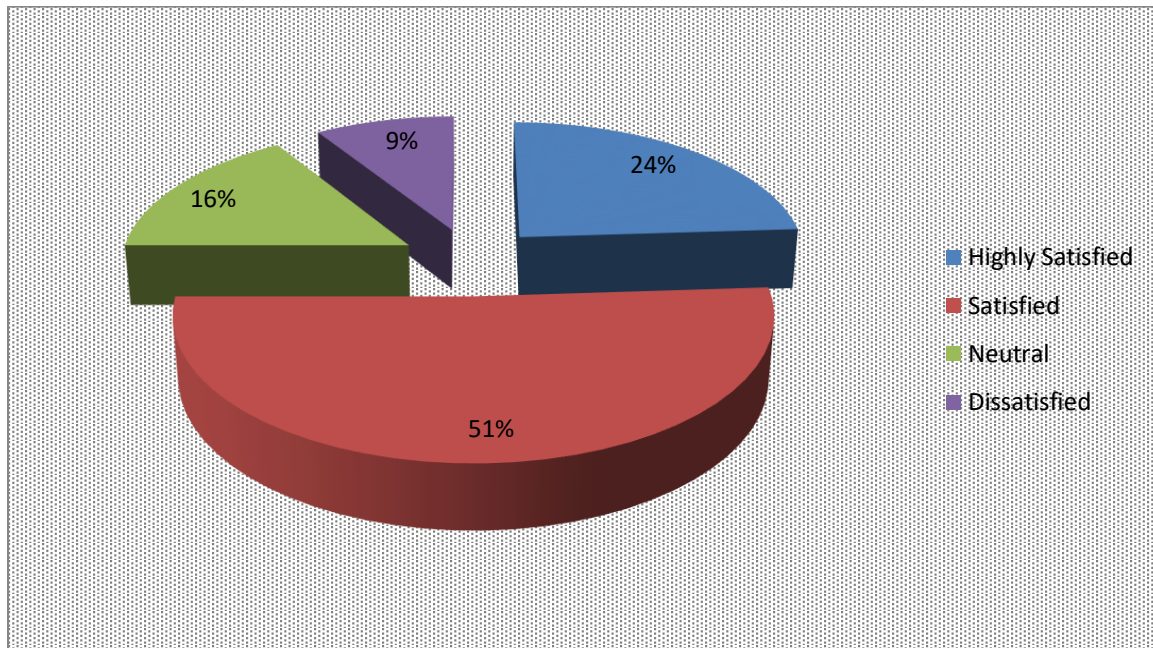
Q. How long have you been working with this organization?



❖ **Analysis**

- As per the above diagram, majority of employees (60%) are working in this organization since 1-2 years.

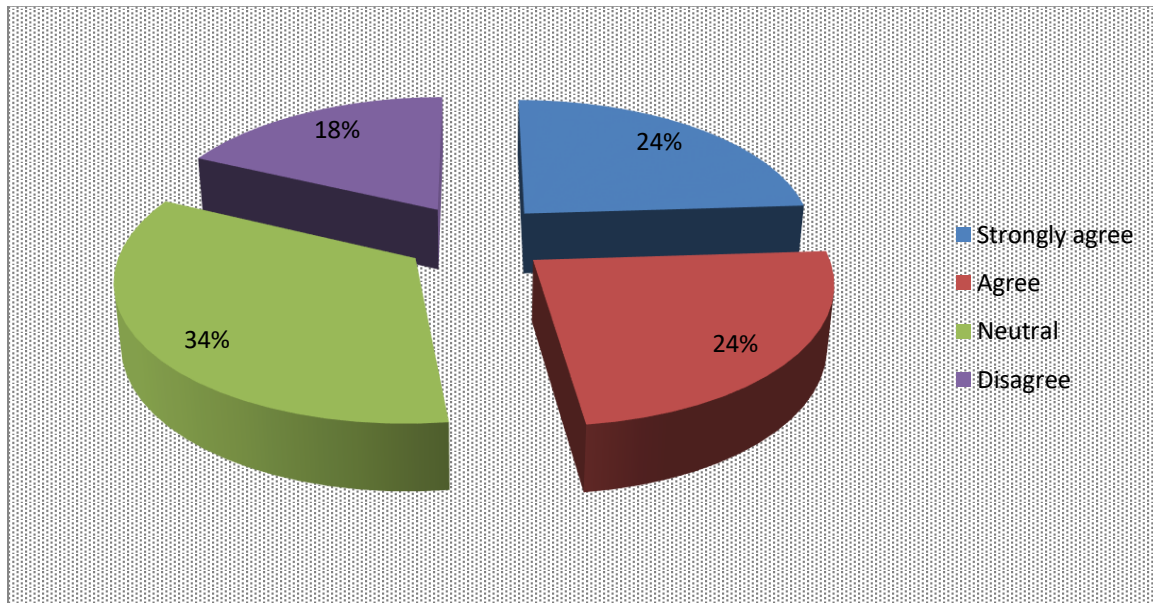
Q. What is your opinion on working environment?



❖ **Analysis**

- As per the above diagram, 51% of the employees voted their working environment as satisfactory, the rest 24% as highly satisfied, neutral opinions are 20% and only 16% of employees are dissatisfied.

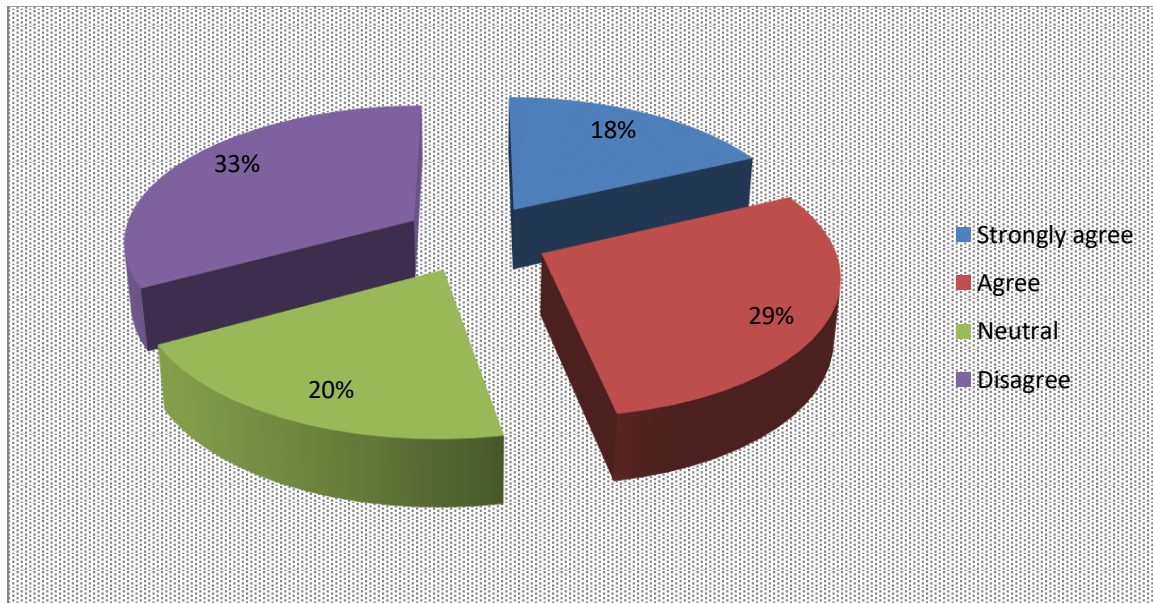
Q. The top management believes that human resources are valuable resource and that have to be treated more humanly.



❖ **Analysis**

- As per the above diagram, 34% of the employees have neutral opinions towards the top management and their way of treating them as human, other 24% strongly agreed with this statement, the rest 24% agreed and 18% are disagreed with this thought.

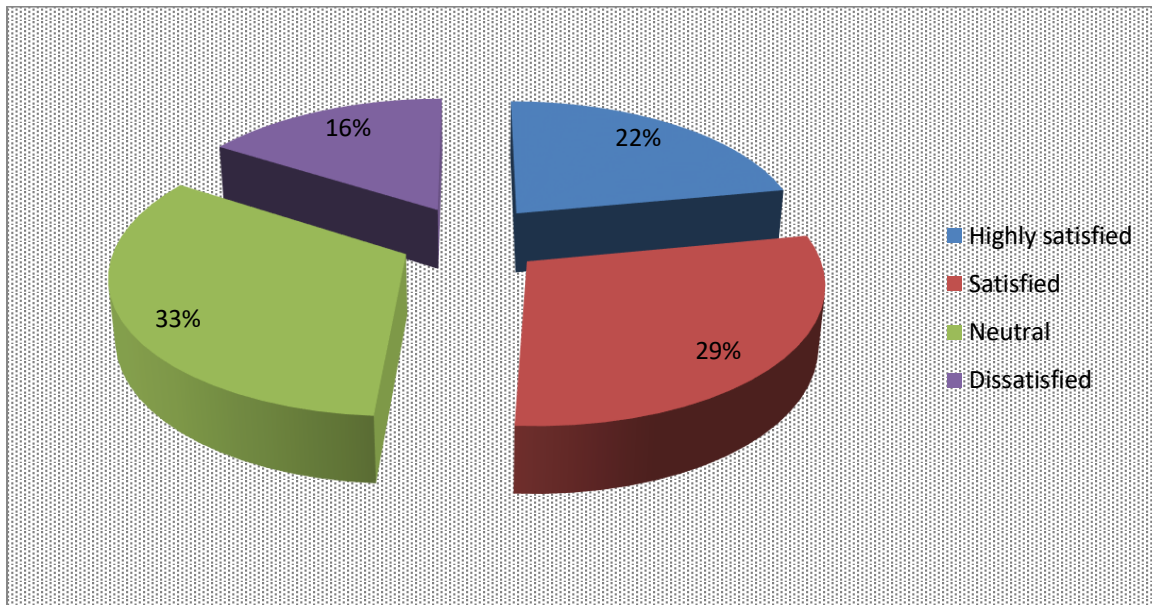
Q. The personnel policies in this organization facilitate employee development.



❖ **Analysis**

- As per the above diagram, majority of the employees (33%), are not satisfied with the personnel policies that facilitates their development in the organization.

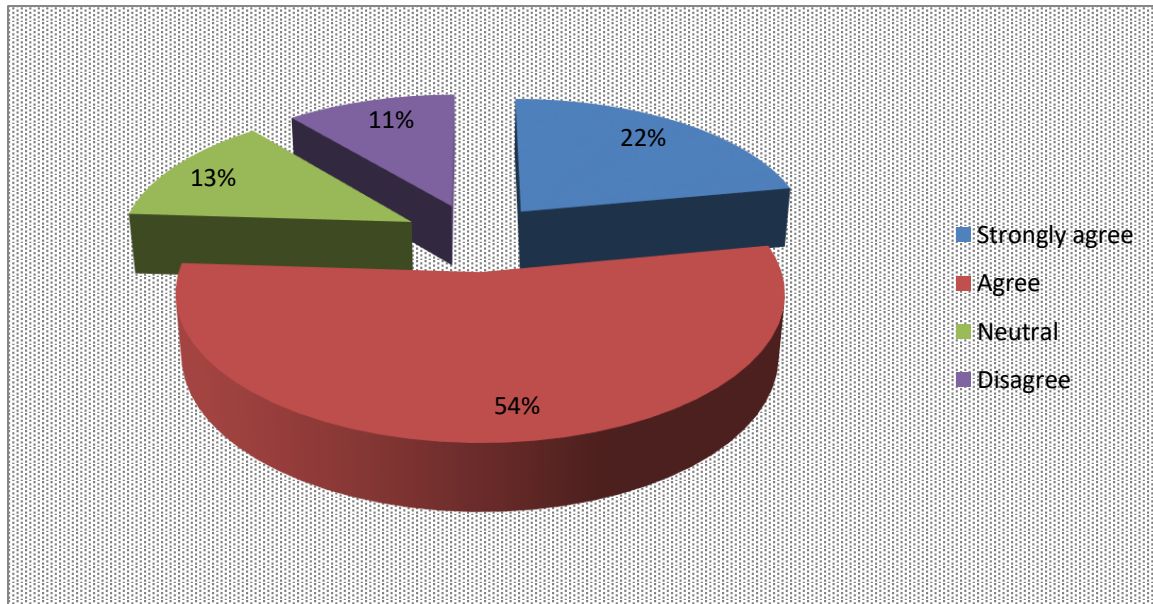
Q. Express your level of satisfaction regarding the welfare measures provided by the organization.



❖ **Analysis**

- As per the above diagram, 33% of the employees voted their satisfaction level as neutral, 29% are satisfied, 22% are highly satisfied and the rest 16% are dissatisfied with the welfare measures provided to them.

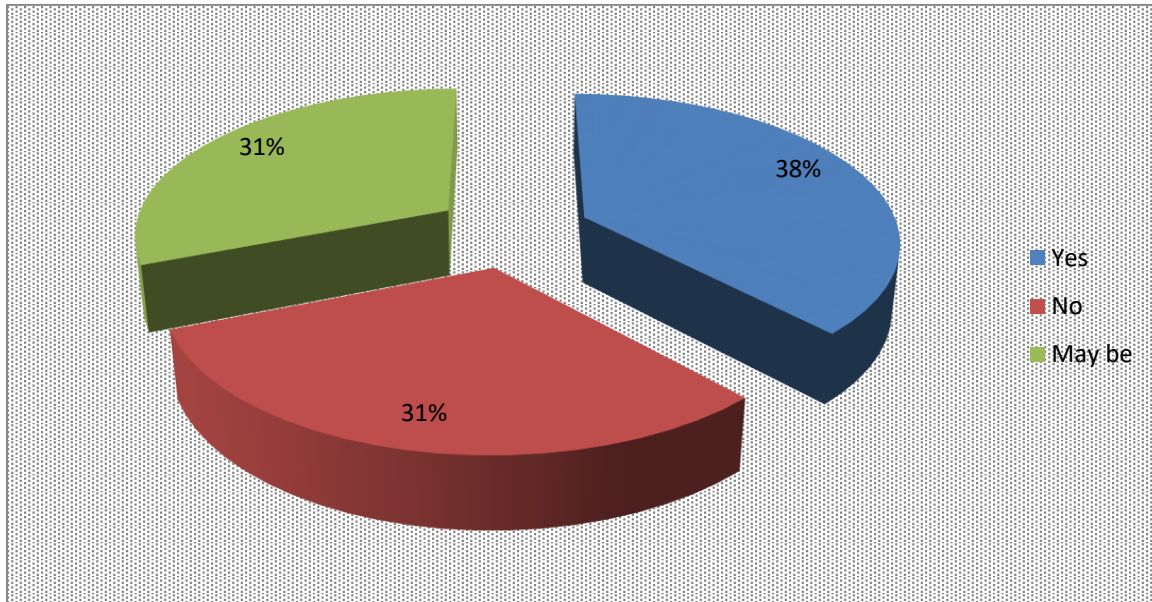
Q. The psychological climate in the organization is very conducive to any employee interested in developing themselves by acquiring knowledge / skills.



❖ **Analysis**

- As per the above diagram, majority of the employees (54%) have positive perception towards the psychological climate that helps in their development.

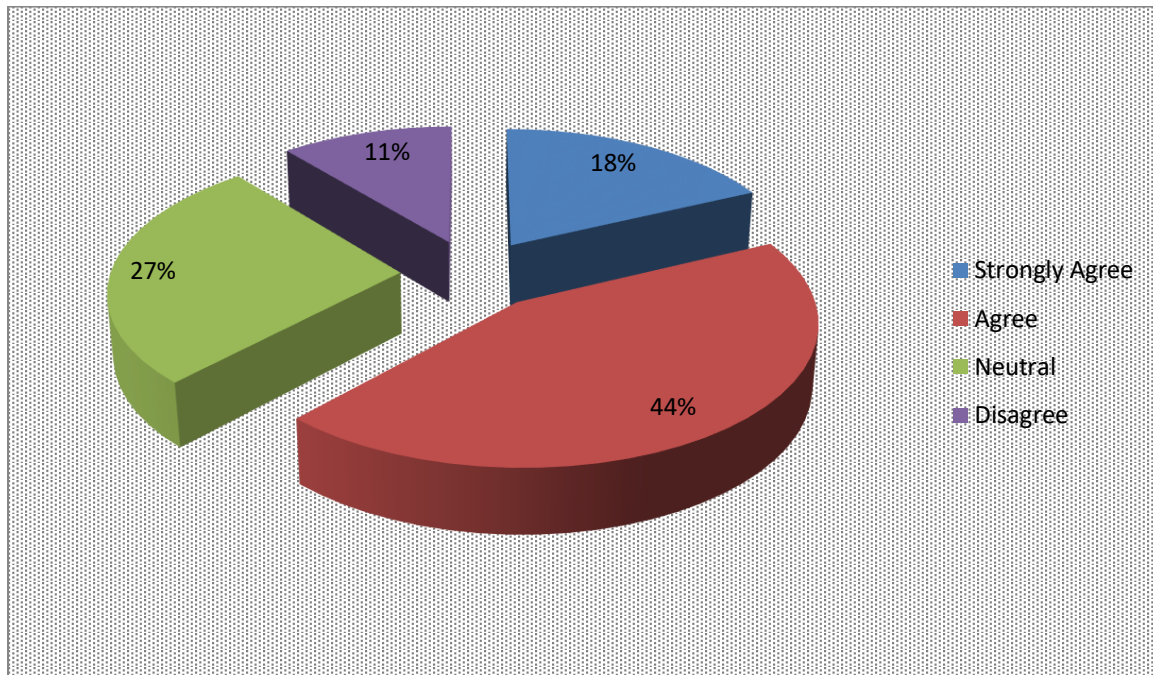
Q. Management focuses on creating the joyful working environment for their employees at workplace.



❖ **Analysis**

- As per the above diagram, 38% of employees believes that management focuses on creating joyful work environment for their employees at workplace whereas 31% does not believe in these statement.

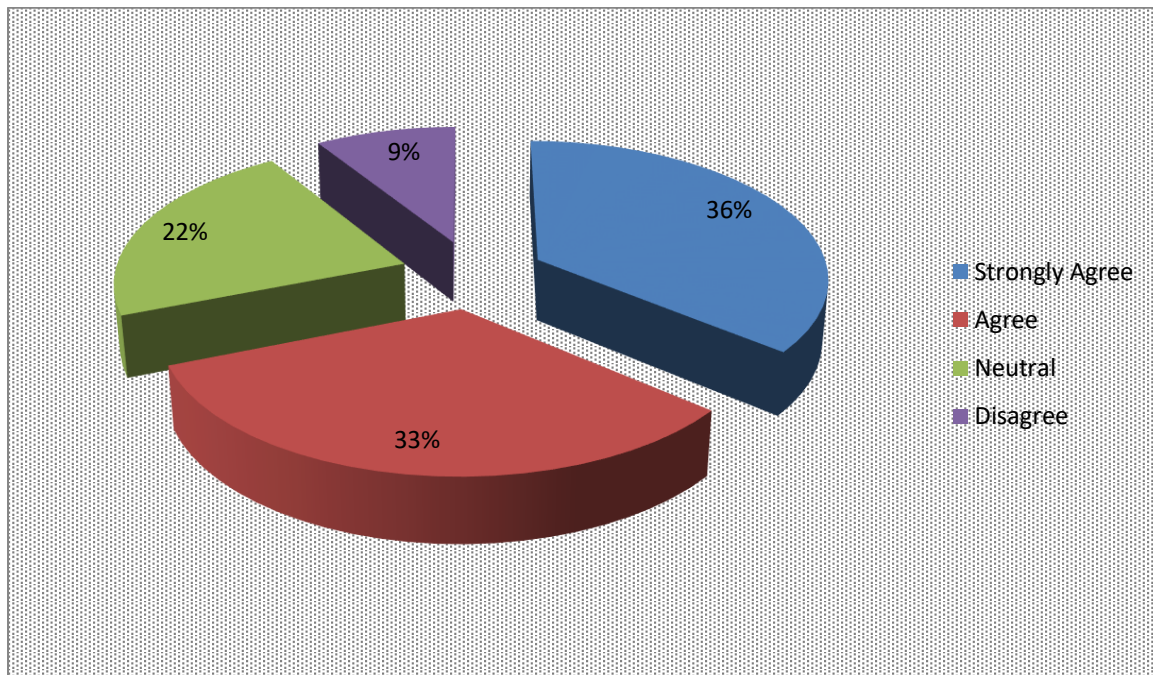
Q. People lacking competence in doing their jobs are helped to acquire competence rather than being left unattended.



❖ **Analysis**

- As per the above diagram, majority of the employees (44%) agreed that People lacking competence in doing their jobs are helped to acquire competence rather than being left unattended whereas 11% of the employees disagreed with this fact.

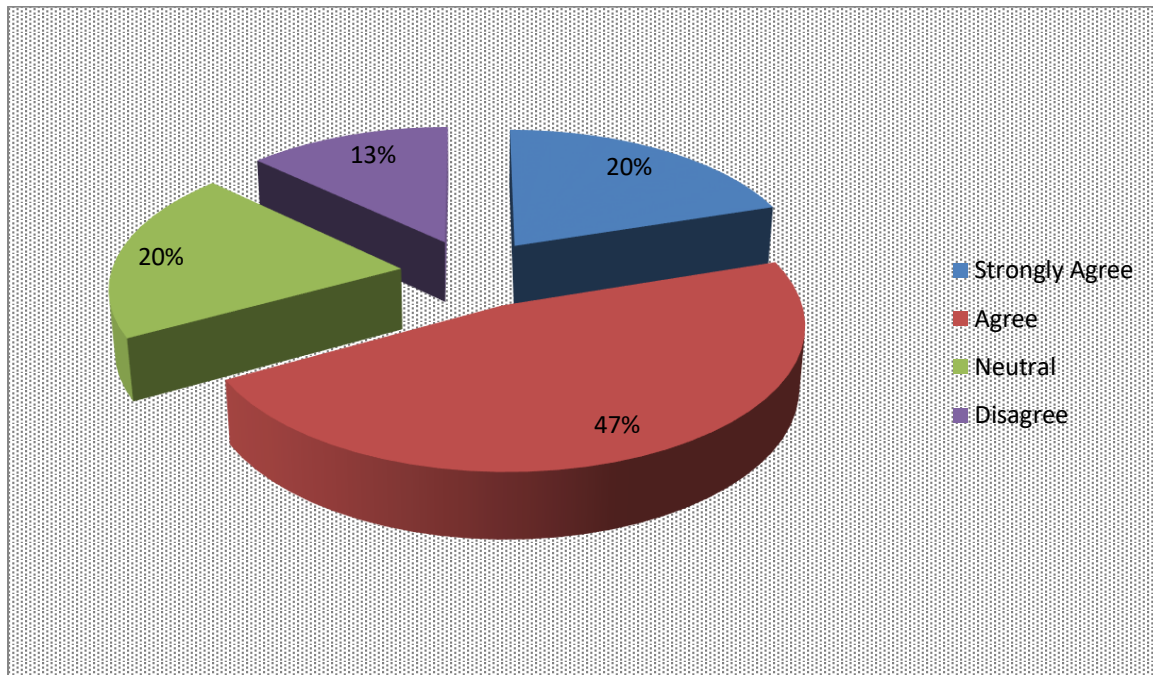
Q. There direct relationship between performance of employees and HRD Climate.



❖ **Analysis**

- As per the above diagram, 36% of the employees strongly agreed that there direct relationship between performance of employees and HRD Climate, the rest 33% agreed, 22% have neutral opinion and 9% disagreed with this fact.

Q. Virtuous HRD Climate helps in increasing employee's productivity.



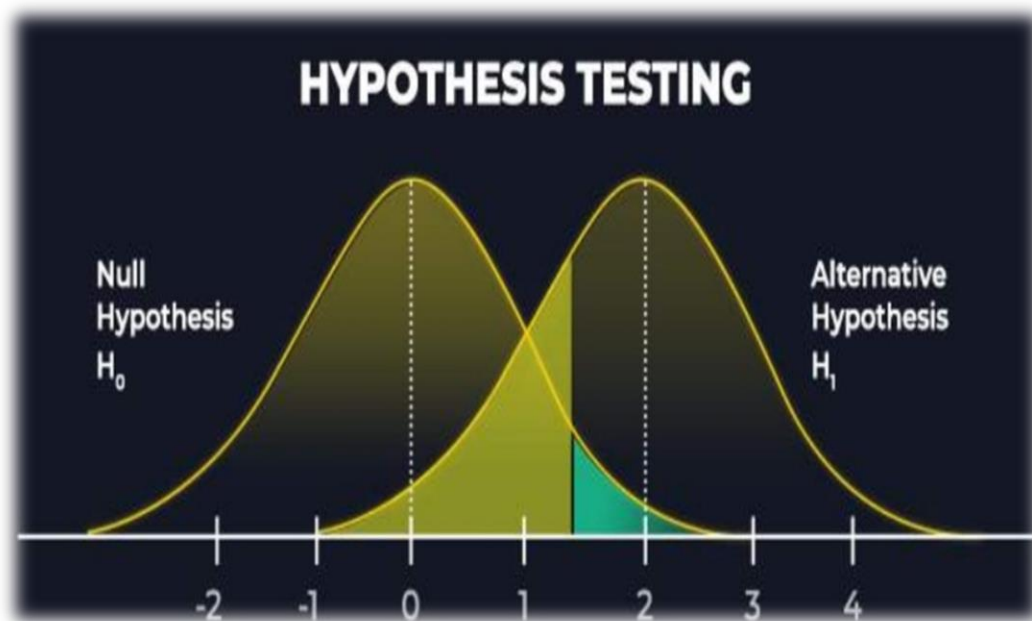
❖ **Analysis**

- As per the above diagram, majority of the employees (47%), agreed that Virtuous HRD Climate helps in increasing employee's productivity.

7.2 - Hypothesis Testing

➤ Chi-Square Test

- A chi-square test is a statistical test used to compare observed results with expected results.
- The purpose of this test is to determine if a difference between observed data and expected data is due to chance, or if it is due to relationship between the variables you are studying.



Statement-1

- **Ho:** There is not direct relationship between performance of employees and HRD Climate.
- **Ha:** There is direct relationship between performance of employees and HRD Climate.

Strongly Agree	16
Agree	15
Neutral	10
Disagree	04

Observed value	Expected Value	(O-E)	(O-E) ²	(O-E) ² /E
16	11.25	4.75	22.56	2.00
15	11.25	3.75	14.06	1.25
10	11.25	-1.25	1.56	0.13
04	11.25	-7.25	52.56	4.67
Total				8.05

$$= 8.05$$

Degree of freedom = No. of groups-1

$$=4-1$$

$$=3$$

At 5% level of significance, tabulated value = 7.81

Calculated value is greater than tabulated value, hence null hypothesis is rejected

Statement-2

- **Ho:** Virtuous HRD Climate does not help in increasing employee's productivity.
- **Ha:** Virtuous HRD Climate helps in increasing employee's productivity.

Strongly Agree	09
Agree	21
Neutral	09
Disagree	06

Observed value	Expected Value	(O-E)	(O-E) ²	(O-E) ² /E
09	11.25	-2.25	5.06	0.45
21	11.25	9.75	95.06	8.45
09	11.25	-2.25	5.06	0.45
06	11.25	-5.25	27.56	2.45
Total				11.8

$$= 11.8$$

Degree of freedom = No. of groups-1

$$=4-1$$

$$=3$$

At 5% level of significance, tabulated value = 7.81

Calculated value is greater than tabulated value, hence null hypothesis is rejected

(8)

Findings



8-Findings

- The various HRD mechanisms in Atul Auto Limited are average, accounting for low degree of satisfaction among the employees.
- The perception of the employees towards working environment is average.
- The personnel policy in the organization does not facilitate employee development.
- Majority of the employees are afraid about expressing or discussing their feeling with superiors.
- The perception of the employees towards the welfare measures provided by the organization is average.
- According to majority of the employees work culture is supportive in the organization.
- Management focuses on creating the joyful working environment for their employees at workplace.
- Promotion decisions many times are based on favoritism.
- The top management is willing to invest a considerable amount of time to ensure the development of employees.
- There is direct relationship between performance of employees and HRD Climate.
- Virtuous HRD Climate helps in increasing employee's productivity.

(9)

Suggestions



Suggestions

9-Suggestions

➤ After an extensive and exclusive research, it becomes obvious to make the points of the deficiency of the system understudy and to point out the possible steps as remedies to the flaws of the system. These suggested steps are denoted as “Recommendations”. Regarding the study under process, following strategies are recommended to help employees to increase their productivity.

✓ **Bridge the communication gap**

- The management should take necessary action to bridge the communication gap with employees and try to develop the trust among the employees. Clear communication process will help to establish the HRD Climate. The employees should be encouraged to express their feelings without any fear.

✓ **Upgrading HR policies and practices**

- Necessary changes should be introduced in HR policies and practices. HR policies of the organization should be such that which encourages the employees to contribute their best.

✓ **Maintaining equality**

- Management should discourage the stereotypes and favoritism. They should treat with all employees on equitable basis.

✓ **Continuous Training & Development**

- There is a need for a continuous programme of training for every individual to work as a member of an effective team and activate the potential to achieve the corporation's goal.

✓ **Providing adequate welfare facilities**

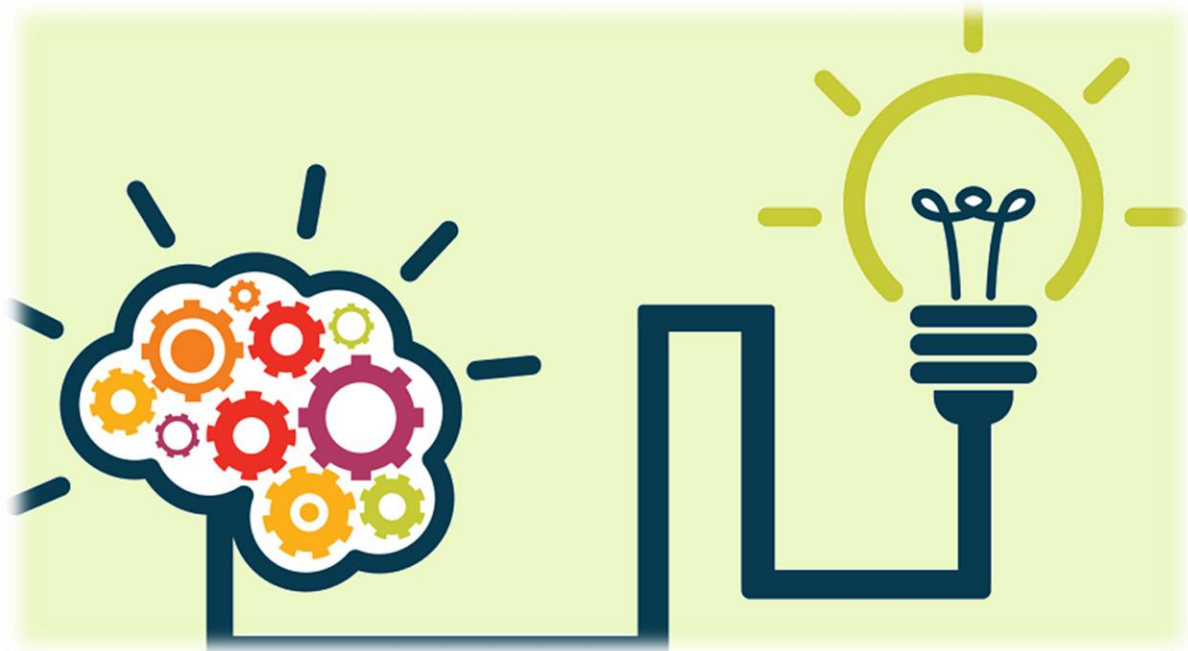
- The facilities provided to the employees should be compared with that of other private Organization and facilities similar to it or more to be provided quickly.

✓ **Boost non monetary rewards**

- It should be noticed that the following non monetary rewards also be given at all classes to upgrade their standard of living.
 1. Holiday pay
 2. Bonus
 3. Pension benefits
 4. Overtime pay
 5. Proper training and promotion also to be given to the staff in order to they will be satisfied their job.

(10)

Learning from the Project



10-Learning from the project

- During my internship I gained practical knowledge on how the human resource division of an organization operates and coordinates its activities to ensure smooth functioning of organization at all levels by ensuring right numbers of people are available at right time to do the right job. Not only that I have also gained insight into the working culture of the organization and observed how Atul Auto Limited handles its employees with value and empowerment to ensure they are motivated to give their best to the organization.
- Importance of virtuous HRD Climate.
- Unlike other resources, human resource have rather unlimited potential capabilities. The potential can be used only by creating a climate that can continuously identify, bring to surface, nurture and use the capabilities of people.
- Team work and problem solving skills.
- Managerial relations
- Labor relations

(11)

Conclusion

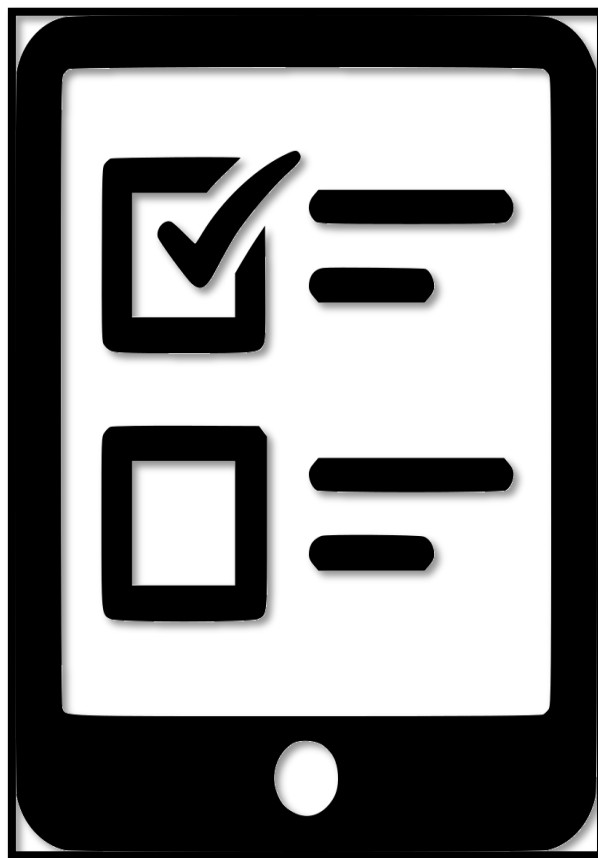


11-Conclusion

- The study calls for greater emphasize to be laid on application of HRD intervention and improving organizational synergy.
- The study reveals that the HRD Climate is satisfactory. The organization is recognizing the importance of satisfying the employees and retaining them. Further improvements can be made so that all members are highly satisfied with the organizational climate.
- The suggestions and recommendations when implemented will still more benefit the organization.
- Through the study it is understood that the effectiveness of good HRD Climate totally reflects on employee's attitudinal reaction. A good, confined, easy to process mechanism can easily win over an employee.

(12)

Annexure



Questionnaire

Dear Respondent,

We are student of MBA (Sem-4) from Shree H.N. Shukla College of management studies, Rajkot. As per our academic curriculum, we are conducting a Research project on “A Study on the HRD Climate and its Influence on the Performance among the Employees” at Atul Auto Limited. In this context, we request you to furnish us the below asked details. The Data provided by you will be kept secret and used for academic purpose only.

Name - _____

Gender

- Male
- Female
- Other

Age

- Below 24
- 25-32
- 33-40
- 40 and above

How long have you been working in these organization?

- Less than 1 year
- 1 to 2 years
- 3 to 4 years
- More than 5 years

What is your opinion on working environment?

- Highly satisfied
- Satisfied
- Neutral
- Dissatisfied

The top management believes that human resources are valuable resource and that have to be treated more humanly.

- Strongly agree
- Agree
- Neutral
- Disagree

The personnel policies in this organization facilitate employee development.

- Strongly agree
- Agree
- Neutral
- Disagree

I am afraid about expressing or discussing my feeling with superiors.

- Strongly agree
- Agree
- Neutral
- Disagree

Express your level of satisfaction regarding the welfare measures provided by the organization.

- Highly satisfied
- Satisfied
- Neutral
- Dissatisfied

Is work culture supportive in your organization?

- Yes
- No
- May be

The psychological climate in the organization is very conducive to any employee interested in developing themselves by acquiring knowledge / skills.

- Strongly agree
- Agree
- Neutral
- Disagree

Management focuses on creating the joyful working environment for their employees at workplace.

- Yes
- No
- May be

Weakness of employees are communicated to them in non-threatening way.

- Strongly agree
- Agree
- Neutral
- Disagree

People lacking competence in doing their jobs are helped to acquire competence rather than being left unattended.

- Strongly agree
- Agree
- Neutral
- Disagree

Promotion decisions are based on the suitability of mechanisms promotee, rather than on favoritism.

- Strongly agree
- Agree
- Neutral
- Disagree

The top management is willing to invest a considerable part of their time and resources to ensure the development of employees.

- Yes
- No
- May be

There direct relationship between performance of employees and HRD Climate.

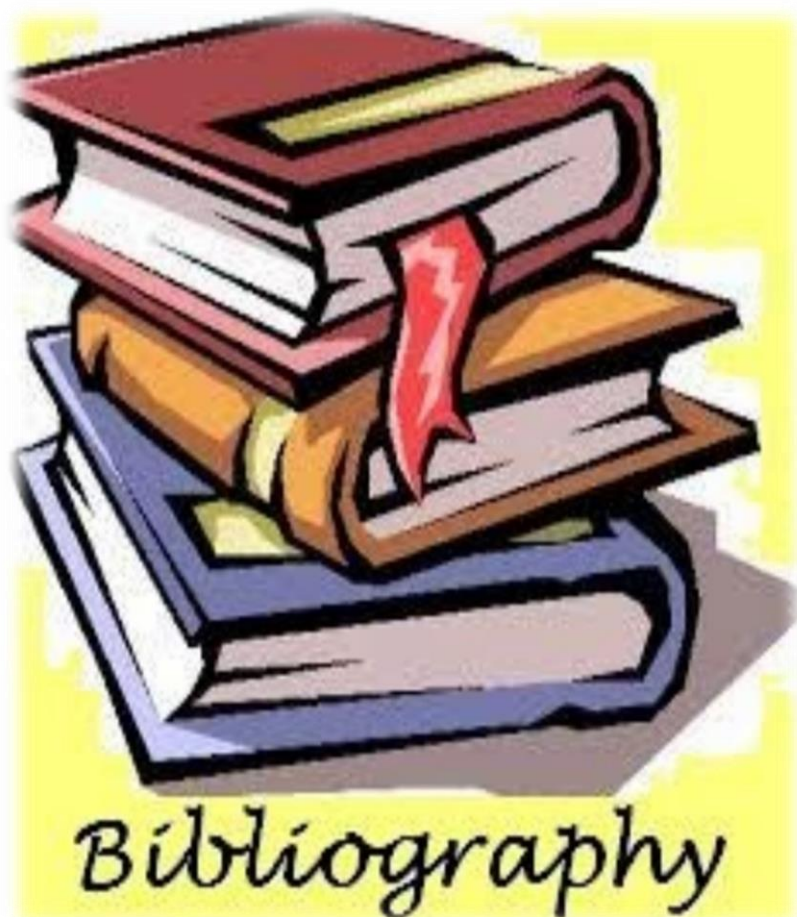
- Strongly agree
- Agree
- Neutral
- Disagree

Virtuous HRD Climate helps in increasing employee's productivity.

- Strongly agree
- Agree
- Neutral
- Disagree

(13)

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