

**HUMAN RESOURCES DEVELOPMENT CLIMATE IN NEPALESE  
PRIVATE SECTORS**

**By**

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## **RECOMMENDATION**

## **CERTIFICATION**

## **DECLARATION OF AUTHENTICITY**

I, Sanjeena Basyal, declare that this GRP is my original work and that it has fully and specifically acknowledged wherever adopted from other sources. I also understand that if at any time it is shown that I have significantly misinterpreted materials presented to SOMTU, any credits awarded to me on the basis of that material may be revoked.

.....

Signature

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## **ABBREVIATIONS**

EP	Employee Performance
GC	General Climate
HRD	Human Resources Development
HRDM	Human Resource Development Mechanisms
OCTAPACE	Openness, Collaboration, Trust, Autonomy, Pro-activeness, Authenticity, Confrontation, Experimentation
OC	OCTAPACE Culture

## **EXECUTIVE SUMMARY**

This research paper analyzed the impact of HRD climate on performance of employees working in Nepalese private organizations. HRD climate in Nepalese organizations was identified by using the scale developed by Rao and Abraham (1986) which measured HRD climate on 3 constructs of HRD climate i.e., General Climate, HRD mechanisms and OCTAPACE Culture. The scale developed by Dubinsky and Mattson (1979), modified by Singh, Verbeke and Rhoads (1996) and referred to by Yozgat, Yurtkoru, and Bilginoğlu (2013) was used to measure employee performance.

A descriptive research design has been implemented in the study. Primary data has been collected from the employees currently working in private organizations in Nepal. The study used 298 respondents based on non-probability convenience sampling method and a structured questionnaire survey with 38 statements in a five-point Likert scale. The tools such as descriptive statistics, correlation, and regression analysis using SPSS version 23 were used to analyze the data collected from the survey.

This study has examined the individual impact of each construct of HRD climate upon employees' performance and identified the most significant variable among the three constructs of HRD climate that has the greater impact on the performance of the employees. As per the findings of the study, the HRD atmosphere significantly affects the productivity of employees working for private firms in Nepal. All the three constructs of HRD climate have a significant impact upon employees' performance. As per the study, among the three constructs, the most impactful factor is HRD mechanism. The general climate and OCTAPACE culture also have positive impact upon the employees' performance.

### **Keywords**

Human Resource Development Climate, General Climate, HRD Mechanisms, OCTAPACE Culture and Employees Performance

# **CHAPTER I**

## **INTRODUCTION**

### **1.1 Background of the Study**

Dynamic employees are essential for any organization. Employees who are competent, motivated, proactive, learning and change loving and possess high desire to perform can be considered as dynamic employees (Ewis,2015). Human resources are seen to be the providers to tacit knowledge, social connections, and affective investment because they are the most significant factors in every success or failure (Mohanty, Parija & Sahu, 2012).

The capacity to bring value to the company through knowledge development, improvement, and innovation is regarded as being of utmost importance in compared to conventional commercial components which includes economic resources, manual work, and natural resources (Drucker, 1993). Since today's organizations are battling for advantage in the volatile business environment, it is of utmost importance for the organizations to evolve, enhance, and exploit their prime value adding resource i.e., human resource deliberately, consistently, strategically and innovatively. Only through the effective and efficient utilization of human resources, an organization reach new heights (Akinyemi, 2011).

Customers have a wide array of products and services to choose from in an era of intense competition. At such circumstance, it is very crucial for organizations to develop a efficient manpower base that can be retained. This becomes especially undebatable in a period where expertise, ideas, and talents can be replaced significantly and become irrelevant at an alarming speed. As a result, advancement of human resources seems to be an inescapable and critical administrative obligation (Mohanty, Parija & Sahu, 2012).

In this fiercely competitive and quickly evolving business climate, along with hiring the best talent, capturing the heads and feelings of personnel is a tremendously critically daunting task for corporations aiming for the utmost heights of accomplishment every now and then. The decline in the global employee engagement levels is an addition to the challenge (Merry, 2013).

According to Rao (1985), in an organization context, human resource development may be characterized as a method wherein the associates of an organization are constantly supported in acquiring or enhancing the competencies essential for carrying out numerous that are correlated with their present or future duties and responsibilities, increase their specific potential and capabilities, while also attempting to discover and harness their intrinsic capability for personal or perhaps administrative success; establish sustainable corporate environment whereby a superintendent interaction, camaraderie, and collaborative effort amongst functional groups are effective and make a significant contribution to individuals' dignity, ambition, and proficiency.

According to Tseng and McLean (2008), the enhancement of the overall performance of the organizations as well as its employees by delivering the appropriate strategies and "training and development" is completely dependent upon how well developed the manual capital is and this is which is instrumental in achieving the expected business' goals.

As workforce development is essential to gain a lasting competitive advantage and amplify organizational potency, the organizations must focus on implementing different human resource development strategies in order to develop their workforce (Potnuru & Sahoo, 2016).

The achievement of committed goals by an individual, organization, or society is facilitated by the climate. . Climate boosts the talents and competence of a person who really seems to have a long-term impact on their well-being, good prestige of the company and eventually the prosperity of the society and community (Chaudhary, Rangnekar & Barua, 2012).

Several research studies have shown that a favorable human resource development climate has the positive effects upon the organizations' success and builds up employees' fidelity as well as work engagement and productivity. There are several ways by which human resource development climate impacts the individual performance such as through outlining the impulses that push the individuals, limiting their leniency granted as well as their liberty bestowing sources of positive and negative reinforcement (Wani, 2013).

The current study is therefore an endeavor to discover the level of HRD climate and its worthiness. With an understanding that the HRD helps the employees in an organization to develop competencies for carrying out all the functions effectively and support the organization in doing well, the current study has identified atmospheric threshold of HRD in the Nepalese private companies and investigated impacts it has on the performance of its employees.

## **1.2 Statement of the Problem**

Modern businesses are currently experiencing a tumultuous storm of change and uncertainty which have been brought on by quickly evolving technology, fierce competition, globalization, erratic government rules, shifting demographics, customer needs, and expectations, among other factors. For the organizations to keep going with the remolding, they must be proactive, adaptive, creative, responsive and innovative (Akinyemi, 2011).

Organization's capability is instrumental to human resource capability which is an element of human resource development. In order to gain competitive advantage, an organization has to recruit and retain professional working population plus supervisors with the requisite skills, qualifications, and talents can be utilized as its resource. It is absolutely necessary for an organization to make sure that there is the existence of proper environment which can assist employees to develop their full potential (Zahra & Nielsen, 2002).

For the technological innovation and evolvement of a new product, an empowering environment is a must. Modern firms ought to be imaginative in order to secure and maintain a good reputation and capture value. Intrapreneurship, inventiveness, superior efficiency, excellent passion, additional amount of engagement, and so on are all elements that fosters only in a pleasant working atmosphere. Therefore, It is essential to create and maintain a supportive environment where each employee may reach and use their full potential.

This research revolves around it primary objective to scrutinize whether the favorable atmosphere for the development of human capital prevails throughout the Nepalese private firms and how the performance of the employees is being impacted.

Several studies have been conducted in the area of human resource development has in various industries across the globe. In Nepal, knowledge about the different human resource development practices and instruments prevalent in various organizations- private, public and government is limited as per the researcher's understanding. A review of existing literature also indicates that no systematic attempt has been made so far to study HRD practices comprehensively in Nepalese private sectors.

Concerning the above issues, the study is confined to contribute to following examinations about the study:

1. What magnitude of HRD climatic environment exist in Nepalese private companies?
2. Which of the constituent of HRD climate is being practiced highly in Nepalese private organizations?
3. Does the favorable/unfavorable HRD climate prevailing in the organizations impact the employee performance?
4. Which constituent of HRD climate has a greater impact on employee performance in Nepalese private sectors?

### **1.3 Objectives of the Study**

#### **General Objective**

The major objective of this study is to study the level of HRD climate in Nepalese private organizations and examine the impact of existing HRD climate upon the performance of their employees.

#### **Specific Objectives**

The specific objectives of the study are:

- To identify the most significant variable among the three variables that has impact on the individual's performance.
- To examine the impact of General climate on employee's performance
- To examine the impact of HRD mechanism on employee's performance
- To examine the impact of OCTAPACE culture on the performance of employees.

## **1.4 Hypothesis of the Study**

Several propositions drawn as an alternative hypothesis have been taken into consideration in this study to validate the statistical significance of the association between various constructs of the study that has been selected. On the basis of the study conducted by Otoo and Mishra (2018) and Mohanty, Parija and Sahu (2012), following hypothesis has been developed pertaining the relationship between general climate, HRD mechanisms, OCTAPACE culture and employee performance.

Hypothesis 1: There is significant impact of general climate upon employees' performance.

Hypothesis 2: There is significant impact of HRD mechanisms upon employees' performance.

Hypothesis 3: There is significant impact of OCTAPACE culture upon employees' performance.

## **1.5 Scope and Relevance**

Various researchers have concluded that HRD interventions such as practices of training, career development, performance appraisal, rewards, feedback, job rotation incessantly improve employee's capability and performance. The findings of this study would create awareness among the higher level to lower-level staffs in the Nepalese private organizations about the positive impact of HRD climate upon their performance. Human resource development practices are considered as the plans and programs that are configured and implemented with a major motive to improve the capabilities of employee, so that they can perform effectively and efficiently and meet performance presumptions. Hence, this study would add to the existing literature of past studies.

We see several issues emerging which are related to employee motivation, declining self-esteem, degenerating corporate culture, badly off employee authorization, the shortage in cohesion amongst managers and workers, and fewer endeavors towards the formulation and implementation of comparable possibilities (Parry, Stavrou-Costea & Morley, 2011). Such problems when combined with poor mechanism for



HRD create only wastage of resources and output below desired levels. This study may be helpful in suggesting a comprehensive HRD system which could help in functioning with present day demands of Nepalese business environment.

Likewise, the managers, HR professionals/practitioners of Nepalese private organizations and academicians and researchers would be benefitted from this study to to measure the level of atmosphere/environment/culture for the betterment of human resources and assess their correlation across different institution and the performance of its employees.

### **1.6 Limitations of the Study**

The current research does not seem to be absolutely free from restrictions. The major limitations of this study are as follows:

1. Relatively fewer academic works and investigations have indeed been undertaken to identify relationship between HRD climate and employee performance in Nepalese arena, the data and information are limited in this research. The literature and information are based on limited source of information.
2. The respondents may not have provided accurate information. As both online and paper-based medium was used to retrieve the data, the respondents may have completed the questionnaire in an improper way.
3. Convenience and non-random sampling techniques was used for this research with 298. Hence, obtained result might not be representative to larger population and cannot be generalized.

### **1.7 Structure**

This study comprises of three sections that include preliminary section, body of the report and supplementary section. The preliminary section of the report comprises of title page, certification, declaration of authenticity, acknowledgement, table of contents, list of figures, list of tables, abbreviations, and executive summary. Similarly, the body of the report consists of another five sections which includes introduction, literature review and theoretical framework, research methodology,

analysis, and results. This is followed by discussions, conclusions, and the implications. The final section consists of references and appendices.

## **Introduction**

The first chapter of the body part is the introduction of the research study. This chapter discusses the background of the study, statement of the problem, research questions and objectives, hypotheses, rationale of the study, limitations of the study and finally the structure of the study.

## **Literature Review**

The second chapter is the literature review of the related study. This chapter comprises of the literature review of related terms like HRD climate, its constituents and its impact upon the performance of employees. Furthermore, this chapter also includes research gap, theoretical framework, and operationalization of variables considered in the study.

## **Research Methods**

This is the third chapter of the study that comprises of research design, population and sample, instrumentation, sources and methods of collection of data, analyzing the collected, techniques referred to for analysis, and testing the reliability of the data.

## **Analysis and Interpretation**

The fourth chapter is the data analysis and interpretation that includes findings of the survey that are demonstrated using tables and figures. This chapter briefly describes the results of the objective set related with HRD climate and its impact upon employees' performance in Nepalese private sectors.

## **Discussion, Conclusion, and Implication**

The final chapter of the body part includes three major sections. The first section is the discussion that covers the discussions related to the research study by the researcher. The findings are given logic with facts of the study. The second part is the conclusion where the researcher compares and contrast the results and come up with a

conclusion. And finally, the implication part covers different ideas on how this particular study can be applied in the future.

The final supplementary part includes Bibliography and appendices related to study.

## **CHAPTER II**

### **RELATED LITERATURE AND THEORETICAL FRAMEWORK**

#### **2.1 Literature Review**

Literature review chapter consists of the findings of different researchers concerning the subject matter. Here past researchers' findings are reviewed in assertion to thesis, articles, books and website. Their input has helped to collect crucial knowledge which supports the current study. This chapter includes review of literature on Human Resource Development atmosphere and the constituents (i.e., general climate, HRD mechanisms and OCTAPACE culture) and employees' performance. Similarly, the impact of HRD climate on employees' performance along with research gap and theoretical framework is also presented in this chapter.

#### **2.2 Theoretical Review on HRD Climate and its Constituents**

Leonard Nadler first used the term "human resource development" (HRD) at the 1969 Miami Conference of the American Society of Training and Development (ASTD) and it was provided a definition afterwards in 1970 (Wilson, 2014). According to Wilson (2014), Nadler emphasized that as a substantial proportion of participants got and henceforth it was justified for having a legit. Human resource development was then defined by Leonard Nadler as a sequence of organized activities which were carried out over time with an intention to bring about a behavioral change (Mittal, 2013).

Other scholars are of the opinion that defining HRD under an international perspective is problematic due to varying interpretation and complex cultural systems where role of HRD is not all same (Hansen & Brooks, 1994). Furthermore, following researchers Jones and Mann (1992) among several delegates at an international conference, commented that HRD is not only confined to training.

After the close observation argumentation about HRD, Jacobs (1990) aligning with other disciplines has theoretically proclaimed HRD as both a field of professional practice and an soaring interdisciplinary body of knowledge. It has been further stated by this scholar that the interrelationship of the mentioned components align HRD with the majority of some of the other relevant disciplines, the majority of which

arose to address several critical societal or institutional need. He emphasized that when practice is established, the need for formalizing the knowledge gained through practice arises such that it becomes a logical structure and a way of doing things.

Frank (1998) looked into the theoretical foundation of HRD with an objective of understanding and correlating it with other disciplines and areas and hence, acknowledged three hypotheses on which it is based:

- a. HRD differs from the learning that takes place in children as it must be centered on concepts and studies derived from the domain of education at all levels. In HRD, learning is centered on establishing the ideal conditions for adults to learn and, as a result, modify their behavior.
- b. HRD is focused on fostering greater performance in the workplace. It is less concerned about people's personal relationships with their families or how healthy they are.
- c. HRD makes use of change theories and how they apply to the organization. Change affects everyone which may be people, communities, and entities, whereas HRD is predominantly centered on individual transformation.

Development of human capital may be conceptualized as a set of activities of improving people, teams, consortiums, and institutions' problem-solving abilities via the creation and deployment of curriculum focused strategies and techniques (Chalofsky, 1992). In the words of Watkins (1991), the discipline of study and practice at the individual, group and organizational level in the organizations which is in charge of taking care of a long-term, work-related learning capability.

The majority of the following interpretations appear to be developed from a philosophical viewpoint which has the foundation of observation, practice and experience. This can be evidenced through the further pragmatic perspective of Ralph and Stephan (1986), (as cited in Wilson, 2014), as the scholars found out from a study conducted in the fortune 500 companies, which concludes that people tend to place the mentioned concerns under the sunshade of human resource development that wins the point of more than 90 percent: training programs, team development, recruitment and selection, and mentoring programs.

In HRD process, organization aims at maximizing competence, learning and social energy of employees (Purang, 2006). Competence refers to individual's ability to perform something. There are a variety of competence that develops in interaction with concrete experience and behaviors. However, the nature of competence mainly depends on the context in which competence is being considered. Further, learning involves relatively enduring change in behavior. Changes in behavior due to growth, maturation, chemical effect, etc. do not form learning. Learning refers to the changes that occur through individual's information processing, performing, and doing. Finally, social energy consists of collective enthusiasm, energy and work output of employees (Hassan, Hashim, & Zaki Zaki Hj Ismail, 2006b). Employees in an organization seldom work as individuals, they work in groups. HRD optimizes everyone's efficiency in group and synergies people to accomplish organizational goals (Otoo & Mishra, 2018).

Individually, environment/climate is seen as concise assessment of company's operations that is explanatory instead of interpretive in its character (Joycee & Slocum, 1984). According to Putti and Singh (1988), entrepreneurial orientation is thought to be a lasting feature of a firm 's internal setting which its members experience. It influences their behavior which can be elaborated with respect to the values of a specific set of attributes of the organization. Therefore, the organizational climate as a whole includes the HRD climate.

Rao & Abraham (1986) developed the concept of HRD climate with unique testimonial to HRD context i.e., "HRD Climate." According to the scholars, organization's and the its employee's performance is more guided by HRD climate rather than HRD.

The perception of the people regarding the current/existing situation within the organization which has an impact in their both professional as well as personal life and their activities is also referred to as HRD. Basically, it indicates the employee's understanding towards their organization's developmental environment (Smith, 1988). Rao (1986) underlined the importance of climate and offered a more expansive view of HRD, arguing that HRD entails developing culture, competences, and commitment. He stated that the three mentioned factors are the prerequisites for the proper functioning of an organization.

HRD climate which is viewed as an fundamental organ of existing environment and work in particular which might consists traits for instance, value offered to workforce, information transparency, encouragement to vulnerability and improvisation, constructive comments to the personnel so that they can be conscious of their pros & cons, widespread atmosphere of trustworthiness, conviction in an individual's potential, professionals' propensity to collaborate, support, and associate with one another, sportsmanship, probability of deterring prejudices and misconceptions, as well as insightful personalized techniques and initiatives (Benjamin & David, 2012).

Every person should be aware of the HRD climate's impact on performance and how to affirm with boosts and encouragements. Those employees who performed under certain constraints should be rewarded meaning that HRD should really be acquainted with incentive as well as criticism (Singh, 2014).

HRD climate is designated with the ways, for instance, employees being treated as the most valuable resources, understanding the fact the it is the duty of every manager to work for employees' development, having faith in the employees' capability, communicating openly with them, encouraging risk taking and experimentation, making attempts to assist employees to be aware of their strengths and weaknesses, generating a favorable environment of independence, integration, & trustworthiness, supportive personnel approaches, and encouraging HRD practices (Srimannarayana, 2008).

The effectiveness of an organization can be improved by HRD climate as it leads to better end result in terms of adequate, satisfied, committed and vigorous labourforce (Routray & Mohanty, 2012).

The HRD Climate survey that was flourished by T. V. Rao and E. Abraham has approached HRD Climate under three extent of

- General climate,
- Implementation of HRD mechanisms and
- OCTAPACE culture

If the above three constituents are implemented appropriately by the top-level management in an organization, then it would have appeared very significant for the organizational dynamics, growth and effectiveness. Regardless of the company's size,

nature of ownership and control, these three instruments can lead towards change in a structured manner resulting to alignment amongst individual and a company, along a company and its commercial (Mufeed & Rafai, 2007).

### **2.2.1 General Climate**

The priority placed by the top and line managers to the human resource development is addressed by the broader atmosphere emphasizing overall magnitude at which an institution's administration has a very good motive, purposeful willingness and desire to take benevolent actions for growing its human resources (Chaudhary, Rangnekar & Barua, 2011). It involves the combination of contribution received through several related parties such as administrative personnel involved at all multiple domains, efficient staff guidelines that are encouraging and approaches also, the favorable frame of mind focused on the betterment numerous individuals in regards to their entities (Shneider and Reichers, 1983; Chandra and Coeho, 1993; Rov 2001).

### **2.2.2 Implementation of HRD mechanisms**

Organizations use certain structures, system, and techniques so that they could assists their employees to gain and strengthen their abilities and efficiency. Those structures, system and techniques are considered as HRD mechanism. Henceforth, all the subsystem which includes HRD pathways comprise employee engagement, skills training, demonstrating the ability and appraising them, career planning and development, employee recognition, work satisfaction, consciousness approaches, and so on (Mufeed & Rafai, 2007). All these mechanisms are helpful and are used to smooth the path for a positive HRD ambience in total, and in both the administrative and non-administrative sectors specifically. It also measures limits to which all HRD practices/techniques are implemented by the organization in serious manner (Rao & Abraham, 1986).

### **2.2.3 OCTAPACE Culture**

The originator of the term OCTAPACE is T.V. Rao of IIMA. The OCTAPACE is composed of openness, confrontation, trust, autonomy, proactivity, authenticity, collaboration, and experimentation. It scrutinizes how much its parameters are being appreciated and progressed inside the institution (Mufeed & Rafai, 2007).



According to Chaudhary, Rangnekar and Barua (2011), openness is measured by the freedom that an organization grants to its staff to openly communicate one's thoughts, behaviors, and sentiments among one another and also share their opinions. Confrontation inside the organization lets individuals speak forth the troubles and challenges in open at the same time intending towards the goal of fixing things rather than holding it within and hiding them for dread of offending others or being harmed themselves. The capacity to accept someone with their word and comprehend whatever people express is defined as trust. Giving people liberty so that they could operate unaccompanied and responsibly is what autonomy is. Employees that are proactive are more likely to take chances and make independent decisions which is simply considered as proactivity. Authenticity is the propensity for people to act in accordance with their words. Accepting interdependence, being there for each other and helping one another, and working in teams are all aspects of collaboration. Experimentation highlights the value of innovation and attempting novel solutions to issues inside the organization.

### **2.3 Theoretical Review on Employees' Performance**

Employee performance is characterized as a behavior that is related with the quantity, quality, and timeliness of result, as well as presence or attendance at work, productivity of finished work, and efficacy of completed work (Mathis and Jackson, 2009). It means the ability by the employees in an organization are able to attain goals and objectives be it personal or organizational, with the optimum utilization of resources (Miller, Deci & Ryan, 1988).

According to Gomes and Cardoso (2003), there are several indicators employee performance. For example: work quality, output volume, output knowledge, cooperative behavior, reliability, dynamism, resourcefulness, and proficiency. According to Price (2001) the employee's performance can be thought of as their effective attitude toward their work. An individual's overall perception and judgment of the workplace is driven by their performance (Roodt, Rieger, & Sempane, 2002). It is a balanced emotional state that develops from a person's assessment and relevant work experience (Islam & Siengthai, 2009).

The effectiveness of an organization relies on how well each employee performs independently (Mastrangelo et al., 2014). According to Kehoe and Wright (2013), the fundamental building blocks for employees to acquire the competencies that significantly enhance organizational effectiveness are human resource development procedures. Organizations employ HRD strategies as a pivotal tool for influencing general abilities, skills, and attitudes, which can result in improved efficiency and performance by stimulating appropriate behaviors (Clardy, 2008).

According to Saks (2006), employees ought to feel responsible to give back to the organization in terms of their engagement levels as an outcome of the positive perception as well as the top management's commitment to employee development, the presence of liberalization, close cooperation, belief, self determination, proactive behavior, integrity, confrontation, and satisfactorily and equitably implement innovative HRD mechanisms in the organization.

Every employer realizing the importance of HRD approaches and procedures must construct and put into operation human resource development techniques and mechanisms that allow employees to function more productively and fulfill performance standards owing to enhanced individual competences (Sung & Choi, 2014). This is in order with the study of Swanson and Holton (2009) as they asserted that employee development tactics/approaches enhance the individual's proficiency as well as also promote operational excellence.

### **2.3.1 General Climate and Employee Performance**

The environment has a discernible impact on employees' motivation. A positive work environment enhances productivity, loyalty, and employee retention (Permarupan, Saufi, Kasim & Balakrishnan, 2013). The scholars further stated that Organizational environment is considered to be crucial because empowered workers generate more and demonstrate more passion about the company and their customers. Employee performance and productivity are strengthened by a favorable workplace setting, which further minimizes turnover (Kareem, 2019).

### **2.3.2 HRD mechanism and Employee Performance**

As long-term work-related learning patterns, knowledge, and results are being developed by HRD at the interpersonal, community, and corporate level, organizations require a strong investment in the functions of HRD mechanisms such as learning and development, the management of performance, evaluations, succession planning and promotion, and reward administrations Marsick & Watkins, 1990). According to Ford, Baldwin, and Prasad (2017), the expenditure in HRD tools and the implementation of the outcomes to work practices lead to substantial improvements in employee productivity. Similarly, Sung and Choi (2014) contend that private investment in organizational learning and HRD mechanisms seems to have the ability to enhance efficiency and innovation.

### **2.3.3 OCTAPACE Culture and Employee Performance**

The cultures of every organization are distinct from one another. Any organization should strive to maintain an OCTAPACE culture, which is centered on the eight pillars of Openness, Confrontation, Trust, Authenticity, Pro-Action, Autonomy, Collaboration, and Experimentation. Its significance increases the probability of achieving higher levels of engagement, contentment, cooperative creation, open discussions, and fruitful collaboration amongst executives in a company (Lapalikar & Bhandari, 2017).

An organization's improved and enhanced climate, HRD mechanism, and OCTAPACE culture contribute to the improvement of employees' capacities for superior organizational advancement and growth by enabling them in gaining the required competencies to accomplish their current or forthcoming societal obligations.

## **2.4 Empirical Review**

Solkhe and Chaudary (2010) conducted an investigation in various selective public organizations and the link and influence of HRD atmosphere on quality of work life for company effectiveness was studied and assessed. The findings indicate the culture and atmosphere for proper human resource development significantly impacts employee satisfaction, which indeed leads to enhanced performance of the organization.

Kareem (2019) carried out research at seven public universities in Iraq that are among the top ten universities in the country. These universities are University of Babylon, University of Al-Qadisiyah, University of Baghdad, University of Mustansiriyah, University of Kufa, University of Kerbala, and University of Diyala. The study's objective was to examine how training and development, management effectiveness, and professional development have an impact on how employees perform in enhancing organizational efficiency. The author came up with the conclusion that there is a substantial and favorable association between HRD elements and employee behavior.

Small and medium-sized businesses in Ghana's commerce and manufacturing sectors were the subject of an empirical study by Otoo & Mishra (2018) to determine the impact of HRD practices on performance outcomes. The outcomes of this research recognize the advice that extensive research needs to be carried out to assess the association among several programs formulated for human resource enhancement and its effectiveness in the staffs' productivity centered upon core principle which indicates investing in workforce enhancement methods is an essential strategic and operational mechanism to influence people's knowledge, expertise, and mindsets, which can strengthen effectiveness and productivity. Furthermore, the study also showed that career development interventions used throughout human resource development practices seemed to have an influence on employee performance.

Reddy, Reddy and C, V. R. (2019), used a standard survey tool termed as a structured questionnaire along the standard dimensions of general climate, HRD method, & OCTAPACE Culture to undertake an empirical study in the natural world. The study included a case and considered 333 personnel from an institution that manufactures cement in the Anathapur, and Kadapa districts. The findings of this study led the researchers to suggest that HR practitioners implement systematic general climatic conditions, such as organizational policies for employee development, resources and opportunities for employee development, senior's effective participation in incoming freshman advancement, etc. to work on improving job satisfaction and productivity among employees. Likewise, it is found that human resource development practices encompasses timely promotions, affirming an employee's superior performance and providing them with the opportunity to perform employing new

approaches, and possessing a climate that is welcoming to employees and encourages them to correct themselves instead of disciplining them when they make mistakes which increases overall productivity and job satisfaction. Furthermore, it has been demonstrated that OCTAPACE culture can influence staff job satisfaction and productivity.

Mishra & Bhardwaj (2002) performed a study in a huge private sector business to investigate the characteristics of the HRD climate as experienced by three hierarchical levels of management. . A sample of 107 managers from the high, middle, and local ranks were assessed for the research. As stated by findings of the study, there are considerable distinctions all across three levels of management with respects to both the general and various elements of the HRD climate and policy.

Venkataiah (2011) conducted an empirical study on the perceived GRD practices and employee performance in the selected private engineering colleges in Hyderabad region. He assessed at how teachers interpreted employee performance in respect to three HRD practices: reward, progression, and performance evaluation. It was revealed that even though performance evaluation does not have a substantial association with employee performance, the first two HRD approaches do.

Mohanty, Parija and Sahu (2012), conducted a study in the insurance companies in Odisha among 250 managers at various levels from diverse organizational departments and functional domains, taken into consideration their combined strength and variety of responsibilities. The study was carried out with an objective to analyze the influence of HRD climate on job performance of the employee and determine the level of HRD climate among employees in selected private insurance companies. The study led to the conclusion that the private insurance sector in Odisha does indeed have a good/average HRD culture. Furthermore, the study found a strong correlation between HRD climate and job performance, and that any improvement in the HRD climate will lead in enhancements in job performance.

Chaudhary, Rangnekar and Barua (2012) conducted a study among 150 business executives from Indian manufacturing and service companies simultaneously in the commercial and government spheres. The research's goal revolved around investigating the influence of HRD atmosphere in affecting

professional extraversion and job involvement. As per the findings of the study, strengthening the HRD culture and HRD mechanisms and approaches can have a significant impact on raising the work engagement of Indian company executives. Furthermore, it emphasized how extremely important it is for work engagement that employees have favorable perceptions of the HRD climate.

Hassan, Hashim and Zaki Hj Ismail (2006b), conducted an empirical study among 239 employees (managerial and non-managerial) belonging to eight organizations (four of them ISO certified). The goal of the study was to assess how the HRD system and practices influenced the culture of developing human resources and value consciousness. It also sought to determine whether increasing HRD practices and a focus on quality and standardization of work processes are interrelated. As per the study, level of satisfaction with the advancement of human resources climate is forecasted by the training and learning system, employee training and paradigm of growth (i.e. counselling and mentoring), active experimentation, system of rewards and acknowledgment, as well as communications network all of which are connected to internal organizational changes, technology, or business policy. Furthermore, the study also indicated that organizations that has a proper system of potential performance evaluation and progression, performance direction and training, job appropriateness, and a recognition and reward system fostered excellence.

Sohal and Venkatesan, (2016) conducted a study in among 100 workers, chosen banking institutions from government as well as corporate areas. The investigation's goal was to examine lower managerial and higher managerial grade officers' opinions and perceptions on the general environment of banking institutions, OCTAPACE culture, and HRD techniques. The study concluded that junior management and middle management officers consider general climate, HRD mechanisms and OCTAPACE culture as the positive determinants of the job performance.

Singh, K. (2003) conducted an empirical study in the firms listed in the BT (Business Today) 500 Indian firms with all the corporations representing India's key regional sectors, such as automotive and vehicles and parts, concrete, steel and iron, hoteliers, pharmaceuticals, long-lasting commodities, short-lived commodities, building/installations, corporate institutions, information technology, medicament, wrapper, and electricity, and so on. The study's goal focused on establishing the

magnitude of linkage amongst effective Human resource management governance and entities' success in addition to determining the relationship between HR procedures and practices and medium corporate level outputs such as absenteeism and efficiency. The study revealed that the application of HR policies and practices might lead to improved and greater business results. Further, individual HR policies such as performance-based remuneration, information exchange, and merit-based selection and promotions are strongly linked to all criteria of quantitative business success.

Table 2.1

Summary of Literature Review

Authors	Major Findings
Solkhe and Chaudary (2010)	HRD climate significantly impacts employee satisfaction, which indeed leads to enhanced performance of the organization.
Kareem (2019)	There is a substantial and favorable association between HRD elements and employee performance.
Otoo and Mishra (2018)	Extensive research needs to be carried out to assess the association among several programs formulated for human resource enhancement and its effectiveness in the staffs' productivity centered upon core principle which indicates investing in workforce enhancement methods is an essential strategic and operational mechanism to influence people's knowledge, expertise, and mindsets, which can strengthen effectiveness and productivity.
Reddy, Reddy and C, V. R. (2019).	General climatic settings, processes for developing human resources, and OCTAPACE culture have all been shown to have an influence on employee job satisfaction and performance.
Mishra and Bhardwaj (2002)	There are considerable distinctions all across three levels of management with respects to both the general and various elements of the HRD climate and policy.
Venkataiah (2011)	Compensation and promotion have a significant relationship with the employee performance, while the

	performance evaluation does not have any such relationship.
Mohanty, Parija and Sahu (2012)	A strong correlation between HRD climate and job performance, and that any improvement in the HRD climate will lead in enhancements in job performance.
Chaudhary, Rangnekar and Barua (2012)	Strengthening the HRD culture and HRD mechanisms and approaches can have a significant impact on raising the work engagement of Indian company executives.
Hassan, Hashim and Zaki Hj Ismail (2006b)	Level of satisfaction with the advancement of human resources climate is forecasted by the training and learning system, employee training and paradigm of growth (i.e., counselling and mentoring), active experimentation, system of rewards and acknowledgment, as well as communications network all of which are connected to internal organizational changes, technology, or business policy.
Sohal and Venkatesan, (2016)	Juvenile as well as supervisors' believe that the overall atmosphere HRD approaches, and OCTAPACE philosophy contribute towards the comprehensive and systematic operation of organization.
Singh (2003)	The application HR policies might lead to improved and greater business results. Further, individual HR policies such as performance-based remuneration, information exchange, and merit-based selection and promotions are strongly linked to all criteria of quantitative business success.

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## 2.5 Research Gap

The present-day scenario is of competition, innovation and change. This has led to changing needs of human resources and hence there is a need to rethink about HR and HRD practices and policies and redesign and reorient them in order to meet the



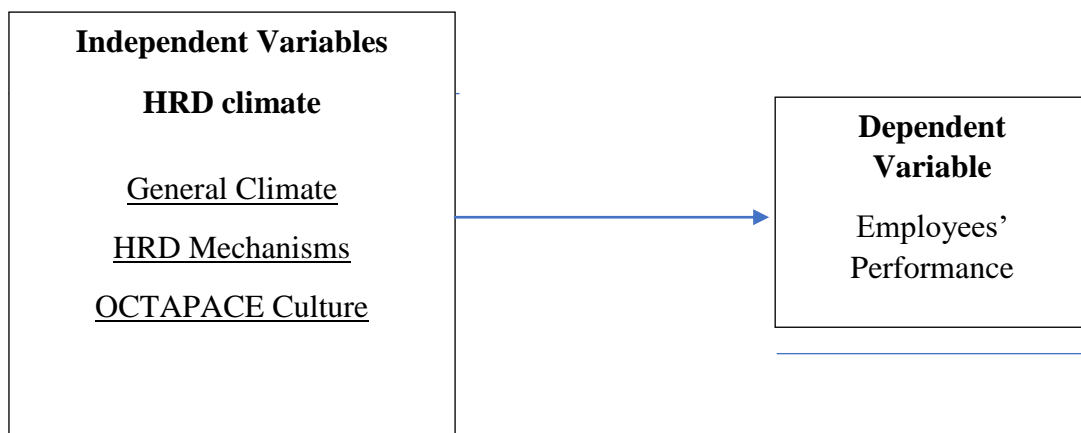
present-day demands (Krishnaveni & Ram Kumar, 2006). Organizations all over the world are becoming aware that only resources that can provide competitive edge are human resources whose abilities cannot be copied or replaced. Hence, effective HRD is becoming major determinant of organizational performance (Saxena & Tiwari, 2009).

A number of organizations are focusing on HRD practices and systems, but most of them have only succeeded in partial implementation of a HRD system. It is believed that very little effort has been made in the area of human resource development (Patel, 2005). Henceforth, the present research is designed to study in detail about HRD practices and instruments of private businesses and their relationship with outcomes. Such an analysis may be helpful in suggesting a comprehensive HRD system which could help in functioning with present day demands of highly competitive business environment.

Likewise, as per the researcher's knowledge various scholars have conducted several studies to assess the level of HRD climate in various sectors such as private and public organizations, schools & universities, insurance companies, banking and financial institutions all over the world. However, there have been only very less research to evaluate the extent of human resource development climatic condition in Nepalese private sectors and identify its impact upon the employee's performance. Hence, this research will fulfill the gap by adding literature within Nepalese context.

## 2.6 Theoretical Framework

A thorough analysis of the literature was used to provide the theoretical foundation for this study. Primary purpose of the study whirls around investigating the impact of Human Resources and its developmental atmosphere on job satisfaction in Nepalese private sectors. The theoretical framework (i.e., Figure 2.1) has been established to elaborate on and explain the relationship between independent and dependent variables. It presents the framework used for the purpose of designing and executing this research.



[Source: Mohanty, B. I. R. A. J. I. T., Parija, S., & Sahu, G. (2012) An empirical study on HRD climate and its impact on job performance in private insurance companies in Odisha. *ZENITH International Journal of Multidisciplinary Research*, 2(5), 15-28.]

*Figure 2. 1 Theoretical Framework*

Figure 2.1 exhibits the 3 constituents of HRD climate in any/every organization. The independent variable is HRD climate. For this study, the researcher has used the scale developed by Rao and Abraham (1986) and referred in Mohanty, Parija and Sahu (2012). In this study, the scale consists of 3 constituents of HRD climate which are: 1) General Climate, 2) HRD Mechanisms and 3) OCTAPACE Culture. OCTAPACE culture mounts for openness, confrontation, trust, authenticity, proactiveness, autonomy, collaboration, and experimentation. Likewise, employees' performance is the dependent variable.

## **2.7 Operational Definition of Variables**

### **Independent Variables**

#### **HRD Climate**

HRD milieu is elucidated as a subset of regulatory environment that encompasses numerous characteristics for instance, amplitude of consideration given to manual capital as well as extent where judgment is granted by upper executives throughout their worth, the relevance of development and training qualified personnel, the formation of an effective system of communication in both ways, the diffusion of a team cohesiveness, and the denial of favoritism, absence of justice, and so forth (Benjamin & David 2012; Chaudhary et al., 2012).

##### **1. General Climate**

General climate is defined as the supportive climate within the organization that includes not just top management's dedication, but also excellent human resource policies and favorable mindsets regarding professional growth (Srimannarayan, 2009).

##### **2. HRD Mechanism**

HRD mechanisms are defined as the tools and techniques/instruments such as practices of training, career progression, performance assessment and management strategies, incentives, career management and growth, review and counseling, potential development, and job rotation, etc. which increases the productivity of employees and improves their job performance (Yozgat, Yurtkoru & Bilginoğlu, 2013).

##### **3. OCTAPACE Culture**

Openness is expressing your views, ideas, feelings, and thoughts without any hesitation. It includes both receiving and giving the suggestions, feedback, and criticism. Confrontation is solving the problem rather than escaping from it. Trust is having confidence in other person and takes him at the face value. Authenticity means the person do what he feels and speak. Pro-action is taking initiative, planning, and taking preventive actions by weighing the payoffs of the alternate course of action before taking the decision. Autonomy is giving

freedom to a person to exercise his own plans. Collaboration is giving and seeking help from each other and working in mutuality. Experimenting is encouraging innovative approaches to solve problems and taking fresh looks at things to develop creativity (Jain, Singhal & Singh, 1997).

### **Dependent Variable**

#### **Employee Performance**

Sal & Raja (2016) state employees' performance as fundamental foundation which is associated with an organization that employees the knowledge intended for better effectiveness that can be analyzed through the organization performance

## **CHAPTER III**

### **RESEARCH METHODS**

Research methods are the tactics, procedures, or tools used to collect information or proof for assessment in order to gather new facts or obtain a deeper comprehension of a subject. This chapter outlines the research methods utilized throughout the research including research design, population, & sample size, details of data collection, nature and sources of data and statistical tools, method of data analysis and reliability and validity of the instrument employed to generate results.

#### **3.1 Research Design**

The study employed a descriptive study design in compliance with study's objective, which was to examine the impact of HRD climate on employee's work performance in Nepalese private entities. Likewise, the survey technique of research design has been used to collect data through a survey questionnaire. During the study period, appropriate information and data were collected, assessed, and reviewed thoroughly in order to draw a conclusion.

#### **3.2 Population and Sample**

The research study's audience comprises all participants currently engaged in any Nepalese private organizations. As the population size is very large in number and the exact number is not known the sample size is calculated by using the formula given below:

$$\text{Necessary Sample Size} = (Z\text{-score})^2 * \text{Std Dev} * (1 - \text{Std Dev}) / (\text{margin of error})^2$$

The researcher chose a 95% confidence level, 0.5 standard deviation, and a margin of error (confidence interval) of +/- 5%.

$$\begin{aligned} &= ((1.96)^2 * 0.5(0.5)) / (0.05)^2 \\ &= (3.8416 * 0.25) / 0.0025 \\ &= 0.9604 / 0.0025 \\ &= 384.16 \end{aligned}$$

Therefore, the data requirement for the research paper is 384 respondents. In this study, the researcher has managed to collect 298 respondents' data out of the total sample size respectively.

### **3.3 Sampling Technique**

The research study is constructed on non- probability convenience sampling method for time and cost effectiveness but there are chances of bias due to differences in population. It is usually impractical for the researcher to study the whole population when doing questionnaire survey as it consumes a lot of time, energy and is also costly. Participants are selected based on availability and willingness to take part in research survey.

### **3.4 Nature and Sources of Data**

The study is rooted on raw information termed as primary data. The investigation's goal got fulfilled using quantitative research method. The primary data was gathered employing a survey approach applying a structured and self-administered questionnaire. Questionnaire survey was conducted among the employees currently employed in private sectors in Nepal, who were accessible via both online and offline medium. The questionnaires were distributed, and participants were asked to fill in the questionnaire (attached in Appendix 1) through both online portal (i.e., google forms) and offline/print questionnaire medium.

### **3.5 Instrumentation**

The study is based on the data collected from self-administered questionnaires. The questionnaire was distributed through both online and offline medium to collect the required data and information. The questionnaire used in the research to measure the level of HRD climate was developed by Rao and Abraham (1986). The researcher has used 3 constituents (General Climate, HRD Mechanisms and OCTAPACE culture) to identify atmospheric degree of human resource progress in Nepalese private sectors. To identify the employees' performance, the researcher has adopted the scale which was originated by Dubinsky and Mattson (1979), revised by Singh, Verbeke and Rhoads (1996) and referred by Yozgat, Yurtkoru, & Bilginoğlu, (2013).

The questionnaire was divided into three segments. The first segment inquired about just the respondents' demographic profile, such as gender, age, and designation. The second and third section consisted of questions constructed to measure the independent and dependent variables. The second section included questions related to the HRD climate in the organization (General climate, HRD mechanisms & OCTAPACE Culture) using 5-point Likert scale as 1 = “not at all true”, 2 = “rarely true”, 3 = “occasionally true”, 4 = “mostly true” and 5 = “always true. The last section included the questions related to employees’ performance using 5-point Likert scale as 1 = “poor performance”, 2 = “fair performance”, 3 = “good performance”, 4 = “very good performance” and 5 = “excellent performance”.

Pilot Test was carried out to examine the effectiveness of the statements used in the construct and also to test the validity and reliability of the research instruments used to measure the impact of HRD climate upon employee performance in Nepalese private sectors. For the pilot study, 40 questionnaires were distributed and after the collection of data from 40 respondents, the calculation of Cronbach’s alpha coefficient was completed so that the reliability of the construct could be measured. As followed by standard rule of the Cronbach’s alpha coefficient, the Cronbach alpha coefficient of all the four variables were confirmed to be greater than 0.7. Therefore, the questions used in the questionnaire were assumed to be internally consistent and hence the questionnaire was distributed to more employees working in private organization in Nepal.

### **3.6 Data Analysis Method**

The data obtained through the questionnaire were analyzed using Statistical Package for Social Science (SPSS) version 23 and Microsoft Excel. Several distributions of frequency have been employed to conduct the descriptive analysis of the responses. Further, for the inferential analysis, firstly the correlation between main variables were examined and then linear regression model has been used.

#### **Descriptive Analysis**

The descriptive statistics consists of frequency, mean, percentage age and standard deviation in order to describe the characteristics of the collected information. Frequency is used for respondent profile. Mean and standard deviation are used to assess level of HRD climate on the basis of its 3 constituents and identify its impact upon the employees’ performance.

## Correlation Analysis

Correlation analysis is used to identify and assess the association between variables. It indicates how or to what extent variables are associated with each other. The relationship between level of HRD climate and employees' performance is determined by correlation analysis.

The scale model suggested by Hussey and Hussey (1997) have been adopted to demonstrate the association allying dependent and the independent variables. The scale has been depicted below:

1. 0.9 to 0.99 – Very high (very strong) positive correlation
2. 0.70 to 0.89 – High (strong) positive correlation
3. 0.4 to 0.69 – Medium (moderate) positive correlation
4. 0 to 0.39 – Low (weak) positive correlation
5. 0 to -0.39 – Low (weak) negative correlation
6. -0.4 to -0.69 – Medium (moderate) negative correlation
7. -0.70 to -0.89 – High (strong) negative correlation
8. -0.09 to -0.99 – Very high (very strong) negative correlation

## Regression Analysis

The Multiple Regression Model is used to identify which variable is most practiced in the Nepalese private organizations and its significant impact upon the employees' performance. The SPSS version 23 was used to calculate the multiple correlation coefficients (R), coefficient of determination ( $R^2$ ), adjusted  $R^2$ , and the standard error of the estimate.

The theoretical statement may be framed as:

$$EP = (GC, HRDM, OC) \dots\dots\dots (i)$$

The equation to be estimated under the theoretical statement is as follow:

$$EP = \alpha + \beta_1(GC) + \beta_2(HRDM) + \beta_3(OC) + \varepsilon \dots\dots (ii)$$

Here, EP represents Employees' Performance, GC represents General Climate, HRDM represents Human Resource Development Mechanism and OC represents OCTAPACE culture.  $\alpha$  refers to the intercept and  $\beta$  refers to the beta value and  $\varepsilon$  denotes the error term.



The expected impact of HRD climate upon employees' performance is positive, i.e., favorable the HRD climate in the organization, excellent the employees' performance will be.

### 3.7 Reliability of the Instrument

The uniformity over time (test-retest reliability), amongst elements (internal consistency), including among scholars is known as reliability (interrater reliability). Cronbach's Alpha measures dependability, or internal consistency, and provides a straightforward approach to determine whether or not a score is reliable. In order to test the reliability of the questionnaire 40 responses were taken as a sample. The Cronbach's Alpha Test was conducted for reliability analysis of the instrument. No changes were necessary to make in the questionnaire based on Cronbach's Alpha value for descriptive for item, scale and scale if item deleted and inter-item of correlations, since the reliability statistics based on Cronbach's Alpha and Cronbach's Alpha based on standardized item value was 0.939 for the overall questionnaire (as in table 3.6), which shows high reliability of the pre-testing questionnaire.

Table 3.1

#### *Cronbach's Alpha*

Constructs	No. of items	Cronbach's's Alpha
General Climate	14	0.836
HRD Mechanism	15	0.882
OCTAPACE Culture	9	0.831
Employee Performance	6	0.841

The below standard criterion is followed:

- If the Cronbach's Alpha is 0.70 and above, it is considered good,
- If the Cronbach's Alpha is 0.80 and above, it considered is better, and
- If the Cronbach's Alpha is 0.90 and above, it is considered as best.

Therefore, the questions used in the questionnaire of this study were assumed to be most reliable and consistent as all constructs Cronbach's Alpha are above 0.80.

## CHAPTER IV

### ANALYSIS AND RESULTS

The section discusses the evaluation of information, and elucidation of the report's results. The data gathered were analyzed and presented in tabular form. It includes the demographic profile of respondents, reliability statistics, correlation and their interpretations of the quantitative data surveyed from 298 respondents (i.e., employees working in Nepalese private organizations). It further intends to answer the research statements, fulfil the objectives, and test the hypotheses. It includes the respondents' profile, constructs of HRD climate in the organizations and employee's job performance analysis in Nepalese private sectors.

#### 4.1 Demographic Profile of Respondents

Table 4.1

*Demographic profile of respondents*

	Frequency	Percent
<b>Gender</b>		
Male	153	51.3
Female	145	48.7
<b>Age</b>		
20-25	68	22.8
26-30	141	47.3
31-35	54	18.1
Above 35	35	11.7
<b>Designation</b>		
Assistant	102	34.2
Officer	90	30.2
Manager	69	23.2
Executive	37	12.4
<b>Total</b>	<b>298</b>	<b>100</b>

Table 4.1 illustrates the demographic depiction of the respondents who participated in the study and have been grouped in different demographic indicators such as gender, age and designation in the present organizations they are employed in. The study

involved altogether two hundred and ninety-eight (298) respondents who are employees' working in Nepalese private organizations. Out of the total 298 respondents, maximum number of respondents were male with 51.3 % (i.e., 153) while 48.7 % (i.e., 145) were female respondents respectively. . On the basis of age group, the bulk of respondents fall in between age group of 26-30 years. Out of the total 298 respondents, 47.3 % (i.e., 141) respondents belonged to 26-30 age group. Similarly, respondents from age group 20-25 years represents the second highest sample in the study with 22.8 % (i.e., 68) respondents followed by age group of 31-25 years with 18.1 % (i.e., 54) respondents. Likewise, age group of 35 years and above represents only 11.7 % (i.e., 35) respondent that is the least number out of the total sample size respectively.

#### **4.2 Descriptive Statistics of Variables**

Descriptive analysis provides a detailed presentation of the responses of the sample respondents to every questionnaire item with the descriptive measures as arithmetic mean, and standard deviation. The following tables represent the descriptive analysis of all 5-point Likert scale questions used for measuring the variables. The Likert scale questions that the respondents answered were based on the factors that are directly or indirectly related to the Employees' Job Performance in Nepalese private sectors.

#### 4.2.1 General Climate

Table 4.2

*Descriptive statistics of the independent variable: General Climate*

<b>Descriptive Statistics</b>		
<b>General Climate</b>	<b>Mean</b>	<b>Std. Deviation</b>
The top management of this organization goes out of its way to make sure that employees enjoy their work.	3.68	0.652
The top management believes that human resources are an extremely important resource and that they have to be treated more humanely.	3.95	0.697
Development of the subordinates is seen as an important part of their job by the managers/officers here.	3.89	0.643
The personnel policies in this organization facilitate employee development.	3.78	0.717
The top management is willing to invest a considerable part of their time and other resources to ensure the development of employees.	3.80	0.676
Senior officers/executives in this organization take active interest in their juniors and help them learn their job.	3.84	0.739
People lacking competence in doing their jobs are helped to acquire competence rather than being left unattended.	3.86	0.666
Managers in this organization believe that employee behavior can be changed, and people can be developed at any stage of their life.	3.80	0.701
People in this organization are helpful to each other.	4.14	0.703
Employees in this organization are very informal and do not hesitate to discuss their personal problems with their supervisors.	3.79	0.652
The psychological climate in this organization is very conducive to any employee interested in developing himself by acquiring new knowledge and skills.	3.82	0.646
Seniors guide their juniors and prepare them for future responsibilities/ roles they are likely to take up.	3.98	0.632
The top management of this organization makes efforts to identify and utilize the potential of the employees.	3.89	0.645
People in this organization do not have any fixed mental impressions about each other.	3.75	0.679

Table 4.2 demonstrates the impact of General Climate on employees' job performance in Nepalese private organizations and shows the mean score and standard deviation representing the variation in responses provided by the participants who responded to all the 5-points Likert scale questions respectively. Thus, the mean score of all statements is greater than 3.00 which implies that the responses are inclined to all of the statements being true. The highest mean score among the fourteen statements is for the question 'People in this organization are helpful to each other', is 4.14 and its standard deviation is 0.703, which means on an average the respondents think the statement is mostly true meaning that most of the people in the organization help each other. Whereas the affirmation 'The top management of this organization goes out of its way to make sure that employees enjoy their work' has the mean score of 3.68 and its standard deviation is 0.652, which is the lowest mean score among the fourteen statements, which means on an average the respondents feel that the statement is occasionally true meaning that the top management occasionally show concerns if the employees enjoy their work. Likewise, the statement 'Seniors guide their juniors and prepare them for future responsibilities/ roles they are likely to take up' has the second highest mean score i.e., 3.98 and its standard deviation is 0.632. This means that the respondents think the statement is occasionally true meaning that seniors in the private organization occasionally mentor their subordinates to train them to tackle forthcoming challenges. Therefore, based on its mean and standard deviation analysis of General Climate, the employees working in Nepalese private organizations think that the statements are occasionally true as their organizations only often supports their employees and motivate and push the employees for their personal and professional development.

#### 4.2.2 HRD Mechanisms

Table 4.3

*Descriptive statistics of the independent variable: HRD Mechanisms*

Descriptive Statistics		
HRD Mechanisms	Mean	Std. Deviation
Promotion decisions are based on merit rather than on favoritism.	3.70	0.880
There are mechanisms in this organization to reward any good work done or any contribution made by employees.	3.77	0.828
When an employee does good work, his supervisor take special care to appreciate it.	3.67	0.862
Performance appraisal reports in our organization are based on objective assessment and adequate information and not on favoritism.	3.78	0.833
Employees are encouraged to experiment with new methods and try out creative ideas.	3.79	0.826
When any employee makes a mistake, his supervisors treat it with understanding and help him/her to learn from such mistakes rather than punishing him/her or discouraging.	3.79	0.800
This organization ensures employee welfare to such an extent that the employees can save a lot of their mental energy for work purposes	3.71	0.823
Job-rotation in this organization facilitates employee development.	3.54	0.917
Weaknesses of employees are communicated to them in a non-threatening way.	3.77	0.768
When behavior feedback is given to employees, they take it seriously and use it for development.	3.69	0.801
Employees in this organization take pains to find out their strengths and weaknesses from their supervising officers or colleagues.	3.64	0.783
When employees are sponsored for training, they take it	3.78	0.770

seriously and try to learn from the programs they attend.		
Employees returning from training programs are given opportunities to try out what they have learnt.	3.78	0.858
Employees are sponsored for training programs on the basis of genuine training needs.	3.72	0.908
People trust each other in this organization.	3.82	0.731

Table 4.3 illustrates the impact of HRD Mechanism on employees' job performance in Nepalese private organizations and shows the mean score and standard deviation representing the variation in the answers which are provided by the informant to all the listed 5-points Likert scale questions respectively. Thus, the mean score of all statements is greater than 3.00 which implies that the responses are inclined towards the statements being occasionally true.

The mean score for the statement 'People trusts each other in this organization', has the highest mean score among the fifteen statements which is 3.82 and its standard deviation is 0.731. Whereas the mean score for the statement 'Job-rotation in this organization facilitates employee development', has the lowest score in mean among the fifteen statements which is 3.54 and its standard deviation is 0.917. Therefore, on the basis of its mean and standard deviation analysis of HRD Mechanisms, the employees working in Nepalese private organizations find the above statements to be occasionally true as the organization often thinks about the performance appraisal, learning and development, potential assessment, planning and development of careers, rewards & recognition, work-life balance, and so on of their employees.

### 4.2.3 OCTAPACE Culture

Table 4.4

*Descriptive Statistics of the independent variable: OCTAPACE Culture*

<b>Descriptive Statistics</b>		
<b>OCTAPACE Culture</b>	<b>Mean</b>	<b>Std. Deviation</b>
Employees are not afraid to express or discuss their feelings with their subordinates.	3.75	0.627
Employees are encouraged to take initiative and do things on their own without having to wait for instructions from supervisors.	3.76	0.713
Delegation of authority to encourage juniors to develop handling higher responsibilities is quite common in this organization.	3.82	0.696
When seniors delegate authority to juniors, the juniors use it as an opportunity for development.	3.86	0.615
Team spirit is of high order in this organization.	3.89	0.708
When problems arise, people discuss these problems openly and try to solve them rather than keep accusing each other behind the back.	3.84	0.662
Career opportunities are pointed out to juniors by senior officers in the organization.	3.81	0.630
The organization's future plans are made known to the managerial staff to help them develop their juniors and prepare them for future.	3.83	0.687
Employees are not afraid to express or discuss their feelings with their superiors.	3.84	0.629

Table 4.4 presents the impact of OCTAPACE culture on their work engagement in in Nepalese private organizations and shows the mean score and standard deviation representing the variation in replies delineated by answerer to all the 5-points Likert scale questions respectively. Thus, the mean score of all statements is greater than 3.00 which implies that the responses are inclined towards the statements being occasionally true.



The statement ‘Team spirit is of high order in this organization’ has the highest mean score of 3.89 among the nine statements and its standard deviation is 0.708. This means the employees in the private organizations occasionally show the high order of team spirit within the organization. The mean score for the assertion ‘Employees are not afraid to express or discuss their feelings with their subordinates’ is 3.75 and its standard deviation is 0.627, which is the lowest mean score among the nine statements. Therefore, on the basis of its mean and standard deviation analysis of OCTAPACE culture, the employees working in the private organizations occasionally find their employer making favorable environment for open mindedness, assertiveness, trustworthiness, integrity, proactive, liberty, cooperation, and exploration.

#### 4.2.4 Employee Performance

Table 4.5

*Descriptive Statistics of dependent variable: Employee Performance*

<b>Descriptive Statistics</b>		
<b>Employee Performance</b>	<b>Mean</b>	<b>Std. Deviation</b>
How would you rate yourself in terms of the quantity of work (e.g., sales) you achieve?	3.91	0.625
How do you rate yourself in terms of your ability to reach your goals?	4.05	0.654
How do you rate yourself in terms of your performance potential among coworkers in your company?	4.03	0.698
How do you rate yourself in terms of quality of your performance in regard to customer relations?	4.03	0.744
How do you rate yourself in terms of quality of your performance in regard to management of time, planning?	3.97	0.733
How do you rate yourself in terms of quality of your performance in regard to knowledge of your products, company, competitors' products, and customer needs?	4.12	0.734

Table 4.5 presents the descriptive analysis if employees’ performance working in Nepalese private organizations and shows the mean score and standard deviation

representing the variation in responders' responses to every one of 5-points Likert scale questions respectively. The employee performance measurement scale created by Dubinsky and Mattson (1979), reworked by Singh, Verbeke and Rhoads (1996) and taken in reference by Yozgat, Yurtkoru, & Bilginoğlu,(2013) has been used. The mean score of all statements is greater than 3.00 which implies that the employees think that they are doing good in their job.

For reaching out the set goals, the question 'How do you rate yourself in terms of quality of your performance in regard to knowledge of your products, company, competitors' products, and customer needs?' has the highest mean score of 4.12 among the six questions and standard deviation of 0.734, which means on an average the respondents think that they have the very good knowledge of the company's products, competitor's products and customer's needs and the quality of performance is also very good. Likewise, the question 'How do you rate yourself in terms of your ability to reach your goals?' has the lowest mean score of 3.91 and standard deviation of 0.625. Therefore, owing to its mean and standard deviation analysis of the quantity of work being done by the employees, the employees working in Nepalese private organizations feel that they are doing a good quantity of work (e.g. achieving good amount of target sales). Similarly, 'How do you rate yourself in terms of your ability to reach your goals?' has the second highest mean score of 4.05 among the six questions and standard deviation of 0.654, which means on an average the respondents think that they are doing very good in achieving the goals. Furthermore, the questions 'How do you rate yourself in terms of your performance potential among coworkers in your company?' and 'How do you rate yourself in terms of quality of your performance in regards to customer relations?' has the equal mean score of 4.03 and their standard deviations are 0.698 and 0.744 respectively. This means that on average the respondents think that they are performing very good compared to other co-workers in their companies and are also very good in maintaining in maintaining proper customer relationship. The question 'How do you rate yourself in terms of quality of your performance in regard to management of time, planning?' has the second lowest mean score of 3.97 and its standard deviation is 0.733. This means that on average the respondents think that they are good at time management and planning in the organization.

Table 4.6

*Summary of Descriptive Analysis of Variable*

Descriptive Statistics		
	Mean	Std. Deviation
General Climate (GC)	3.86	0.401
HRD Mechanisms (HRDM)	3.73	0.551
OCTAPACE Culture (OC)	3.82	0.441
Employee Performance (EP)	4.02	0.530

Table 4.6 sums up the summary of descriptive analysis of variables (independent and dependent variables). It shows the overall mean and standard deviation for the independent variable – HRD climate (i.e., General Climate, HRD Mechanisms and OCTAPACE Culture) and dependent variable – employee performance. The respondent's score that they received as per their feedbacks in five-point Likert scale questions and the variation in their responses are represented by standard deviation, regarding the General Climate (GC), HRD mechanisms (HRDM), OCTAPACE Culture (OC) and employee performance (EP).

Among independent variables, the mean score is highest of General Climate followed by OCTAPACE Culture and HRD Mechanisms. The mean score of dependent variable general climate is 3.86 which means that on an average most of the respondents think their Nepalese private organizations focuses on establishing and maintaining good general climate for its employees within the organizations.

### **4.3 Analysis of the Relationship Between HRD climate and Employee's performance**

In order to assess the association between dependent and independent variables, correlation analysis is practiced. It indicates how or to what extent variables are associated with each other. The relationship between HRD climate and employees' performance is determined by correlation analysis.

Table 4.7

*Correlation Analysis to show the relationship between HRD climate and employee performance*

		Employee Performance
General Climate	Pearson Correlation	0.305***
	Sig. (2-tailed)	0.000
	N	298
HRD Mechanisms	Pearson Correlation	0.592***
	Sig. (2-tailed)	0.000
	N	298
OCTAPACE Culture	Pearson Correlation	0.394***
	Sig. (2-tailed)	0.000
	N	298

\*\*\*Correlation is significant at the 0.01 level (2-tailed).

Table 4.7 represents the correlation analysis which depicts strength of association between the variables used in this study. The table elucidates the correlation between dependent variable which is performance of employees working in Nepalese private organization and independent variables i.e., general climate, HRD mechanisms, OCTAPACE culture. All three independent variables are positively correlated with employee performance. The significant value (P-value) of all the variables is 0.00, that is less than the level of significance of 0.01 which provides strong evidence that these variables are statistically significant. Also, the correlation values which are flagged with a \*\* indicates that are highly significant at 1% level of significance. Here each construct of HRD climate has different correlation values with employees' performance.

The study result showed moderate to high positive correlations between independent and dependent variables. The correlation value between general climate and employee performance is 0.305, which indicates that there is low positive relationship between them. The p-value is 0.000, being lesser than 0.05, and signifies there being a remarkable positive influence of general climate on employees' performance in Nepalese private sectors.

The correlation value between HRD mechanisms and employee performance is 0.592, this demonstrates a moderate positive connection amongst HRD mechanisms & employee performance. The p-value is 0.000, being lesser than 0.05, justifies and indicates a noteworthy positive influence of HRD mechanisms on employees' performance in Nepalese private sectors. The correlation is highest between HRD mechanisms and employee performance. Similarly, the correlation is lowest between general climate and employee performance.

Similarly, the OCTAPACE culture has a low positive correlation with employee performance with the correlation value of 0.394. The p-value is at 0.000 lesser than 0.05 and signifies an outstanding positive influence of OCTAPACE culture on employees' performance in Nepalese private sectors.

Table 4.8

*Regression Analysis to analyze the impact of HRD climate on employees' performance in Nepalese private organizations*

Model	Variables	Unstandardized Coefficient	T	R	F
		B	Sig.	Square	Sig.
1	(Constant)	2.466	8.691	0.093	30.247
			(0.000)		(0.000)
	GC	0.403	5.516		
			(0.000)		
2	(Constant)	1.897	11.142	0.35	159.408
			(0.000)		(0.000)
	HRDM	0.569	12.626		
			(0.000)		
3	(Constant)	2.211	8.942	0.155	54.438
			(0.000)		(0.000)
	OC	0.473	7.378		
			(0.000)		

Significant at 0.01 levels (2-tailed)

Table 4.8 shows the outcomes of the regression coefficient test with independent variables [i.e., General Climate (GC), HRD Mechanisms (HRDM) and OCTAPACE Culture (OC)] and dependent variable [ i.e., Employees' Performance (EP)] respectively.

It presents the results of the test of regression coefficient with General Climate (GC) as an independent variable and dependent variable as the Employees' Performance (EP).  $R^2$  value of 9.3% suggests that 9.3% of variation in employees' performance is delineated by the independent variable i.e., general climate.

There is positive relationship between independent variable – general climate and dependent variable – employee performance. The p-value is less than the level of significance at 0.05 (i.e.,  $0.000 < 0.05$ ). Therefore, it can be figured that general climate is a noteworthy predictor of employees' performance.

Similarly, Table 4.8 shows the results of the test of regression coefficient with HRD Mechanism (HRDM) as an independent variable and Employees' Performance (EP) as the dependent variable. The  $R^2$  value of 35% indicates that 35% of the variation in employees' performance has been exemplified through independent variable i.e., HRD mechanisms.

There is positive relationship between independent variable – HRD Mechanisms and dependent variable – Employees' Performance. The p-value is less than the level of significance at 0.05 (i.e.,  $0.000 < 0.05$ ). Henceforth, it's possible to infer that OCTAPACE Culture is a strong predictor of employee productivity.

Likewise, Table 4.12 shows the results of the test of regression coefficient with OCTAPACE Culture (OC) as an independent variable and employees' performance as the dependent variable. The  $R^2$  value of 15.5% indicates that 15.5% of the variation in employees' performance is explained by the independent variable i.e., OCTAPACE Culture.

There is positive relationship between independent variable – OCTAPACE Culture and dependent variable – employees' performance. The p-value is less than the level of significance at 0.05 (i.e.,  $0.000 < 0.05$ ). As a result, it is possible to infer that OCTAPACE Culture is a strong predictor of employee productivity.

With this analysis it can be concluded that HRD climate in Nepalese private sectors (constructs: GC, HRDM and OC) has the substantial influence on the productivity of personnel engaged in Nepalese private enterprises. Thus, the hypothesis, H1, H2 and H3 are accepted.

#### 4.4 Hypothesis Testing

The results of hypothesis as tested using regression model are presented below:

Table 4.9

##### *Hypothesis Results*

Hypothesis	Result
H1: There is significant impact of general climate on employee performance.	Supported
H2: There is significant impact of HRD mechanisms on employee performance.	Supported
H3: There is significant impact of OCTAPACE culture on employee performance.	Supported

#### 4.5 Major Findings

Based on the overall data presentation and conduction of statistical analysis, the present researcher has come up with key findings. Following are some key findings from the present research:

1. Out of 298 respondents, male employees are more in number than female employees. Most of the employees belonged to age group 26-30.
2. Regarding the designation, majority of the respondents belonged to assistant level in their organizations.
3. Among independent variables, the mean score is highest of general climate, followed by OCTAPACE culture and HRD mechanisms. On an average most of the respondents think that their work performance is good in their organizations.

4. There exists significant positive relationship between HRD climate - general climate and employees' performance at work ( $\beta = 0.403$ , p-value  $< 0.05$ ).
5. There exists significant positive relationship between HRD climate - HRD mechanisms and employees' performance at work ( $\beta = 0.569$ , p-value  $< 0.05$ ).
6. There is significant positive relationship between HRD climate – OCTAPACE culture and employees' performance at work ( $\beta = 0.473$ , p-value  $< 0.05$ ).
7. Among the three constructs of HRD climate, HRD mechanism has the highest significant impact upon the employees' performance at work.
8. In the contemporary (unpredictable) work environment as a result of COVID and new normal of everything becoming virtual, the need of establishing appropriate human resource development climate has become more crucial with the motive of understanding employee's needs, wants and expectations leading to the overall employee's and organizational productivity.



## **CHAPTER V**

### **DISCUSSION, CONCLUSION & IMPLICATION**

In this final chapter of this report, the present researcher has developed four distinctive sections that conclude the report with discussion, conclusion, implications and sufficient gap for further research. The first section presents the discussion of the study that is followed by conclusions and implication of the study. Finally, the suggestion for the further research is presented.

#### **5.1 Discussion**

The key objective of this research has been to look at the impact of HRD culture & climate on individual's productivity in Nepalese private entities. Three constructs of HRD climate as per the scale developed by Rao and Abraham (1986); general climate, HRD mechanisms and OCTAPACE culture were evaluated in this study to examine the level of HRD climate prevailing in Nepalese private organizations. Furthermore, the study also sought to identify the most important variable amongst some of the three that affect the employee performance, as well as the perceived individual influence on overall atmosphere, human resource enhancement procedures, and OCTAPACE mind set on individual's productivity.

As stated by the research, there is a favorable association between HRD climate and employee performance in Nepalese private firms. Previous research has identified a positive relationship between HRD climate and employee performance (Kareem, 2019). Therefore, this study assumes that favorable HRD climate in the organizations improves the performance of employees by increasing their efficiency. The reasoning is consistent with the results of previous research. Therefore, atmosphere of developing human resources is one of the most contentious concerns in engineering and management due to the well-organized human resource. Hence, the factors i.e., general climate, mechanism, and approachability, Antagonism, integrity, truthfulness, vigilant, cohesive, and improvisation are all definite influential factors of employee job performance (Sembiring, & Ferine, 2018).

As per the findings of the study, the general climatic condition, HRD techniques, and OCTAPACE ethos all have a favorable effect on organizational performance. As a

result, the study's findings are congruent with those of the findings of Solkhe and Chaudary (2010); Kareem (2019); Otoo & Mishra (2018); Reddy, Reddy, and C; V. R. (2019); Mishra and Bhardwaj (2002); Venkataiah (2011); Mohanty, Parija and Sahu (2012); Chaudhary, Rangnekar and Barua (2012); Hassan, Hashim and Zaki Hj Ismail (2006b); Sohal and Venkatesan (2016) and Singh (2003) . The study also concluded that there exists a good general climate in Nepalese private organizations.

Srimannarayana (2007) undertook a study and discovered that enterprises where highly educated people are employed have a 'excellent' HRD atmosphere. The HRD climate's assets is derived from the organizations' conviction that the human element is fundamental and demands devotion for progress, team cohesion, generosity, and offering training to upgrade skills and knowledge. Likewise, Ojha's study (1996) analyzed the Human Resource Management in Skill Development Institutions of Nepal. He found that all the training institutions under study seemed to send their employees for pre-service or in-service training or both. For training the employees were sent either in or outside the country. The employees' response towards training was that training facilities were not sufficient and satisfactory.

In the present research similar methodologies were applied and various factors measured by above mentioned scholars were included in the 5-point scale and the result was that the prevailing HRD climate in the Nepalese private sector is fair with scope for further improvement in all three constructs.

The observation that the HRD mechanisms facet of HRD climate achieved the lowest mean score suggests a deficiency in performance management, lesser training and development programs for employees, less appreciation for their work, no potential appraisal, no proper career planning and development and reward management in the Nepalese private enterprises that were taken while conducting the study. Nonetheless, this contradicts the outcomes of an HRD Climate research undertaken on 18 Indian manufacturing organizations, which discovered that the HRD process had a modest mean score (3.49) with the highest score of OCTAPACE culture (3.51) followed by general HRD Climate (3.48).

In the present study the HRD Climate had a positive correlation with employee performance. This might be because occupational resources function as a source of

intrinsic motivators, culminating in the fulfilment of an individual's basic requirements such as individuality, proficiency, and sense of belonging (Deci & Ryan, 1985; Ryan & Frederick, 1997; Van den Broeck, Vansteenkiste, De Witte, & Lens, 2008). Favorable HRD context would promote employee knowledge, advancement, and success. A workplace culture in which top management provides sufficient assistance and dedication to employee's professional growth, and also where multiple HRD frameworks such as performance evaluation, potential promotions and appraisal, career advancement, welfare measures, and so forth are equitably and satisfactorily incorporated, will boost an employee's willingness to concentrate time and effort and competences to accomplish career objectives (Meijman & Mulder, 1998).

The results of the study advocates that humans, or social capital, furnish organizations with a strategic edge and value creation in addition to monetary and technological resources. No organization can flourish unless it retains and recruits the appropriate individuals in the right roles with the relevant training and qualifications. It emphasizes the importance of individuals being vital assets for the company as well as the necessity to foster its resource by giving the greatest possible attention and consideration so that they can be retained forever and squeeze the most out of one another whilst also offering the finest to them.

## **5.2 Conclusion**

The purpose of this study was to investigate the association between HRD climate and performance of employees in Nepalese private enterprises. This study has also examined the individual impact of each construct of HRD climate upon employees' performance and identified the most significant variable among the three constructs of HRD climate that has the substantial and visible effects upon employee performance.

According to the discovery of the current research, all constructs that forms HRD climate are positively correlated with work performance, and these factors have a significant impact on the employees' work efficiency. Therefore, there is positive relationship and impact between HRD climate and employees' performance at Nepalese private organizations. Likewise, the study has identified that among the three constructs i.e., general climate, HRD mechanisms and OCTAPACE culture,

HRD mechanisms have huge impact upon the performance of employees in Nepalese private sectors.

HRD climate is a key success factor in any organization because it affects the overall performance directly or indirectly. If HRD climate is good, then it suggests maximum commitment and devotion of employees for betterment of the institutions (Sahakiants, 2014). As per various research and studies, it is found that it is not just the monetary based benefits that drives the employees/ manpower today. However, other factors such as opportunities at work, on the other hand, stimulate and strengthen their workplace participation, dedication, and passion to do better every day. As a result, any constructive adjustment in the HRD climate will lead to better organizational outcomes.

Furthermore, the study also revealed that during the pandemic, most of the organizations started working online. This can also be seen post pandemic. At such circumstances, the employers are not able to get in direct touch with their employees directly. The organizations understood the importance of creating and maintaining a proper HRD climate as it helps the top managers to recognize the need and expectations of the employees which eventually enhances the employee's productivity as well as organizational efficiency.

### **5.3 Implication and Future Research**

#### **5.3.1 Implications**

##### **1. For Managers or HR practitioners**

The managers, HR professionals/practitioners, team leaders and executives working in Nepalese Private organizations would be benefitted from this study to measure their employees' work performance and identify the impact HRD climate has upon the employees' performance. Modern workplace is certainly typified by stress, technological changes, organizational complexities and uncertainties. Occupational strain may impair employees' performance and have a detrimental effect on the company. The climate of work imposes on employees a need to be flexible and adaptive. Therefore, it is very important for all the managers or HR practitioners of private organizations to address the

current uncertain workplace scenario and focus on not only professional as well as personal development of employees so that it will directly or indirectly impact their work performance positively.

HR can enable the employees to become flexible and adaptive individuals by promoting a culture of confidence and learning from failures. In the lieu of technology innovations spreading its roots actively in HR domain, it has become imperative for HR professionals to leverage the same to attract and retain the talent, as well as build skills that make talent future ready.

The true role of HR has emerged even more from the recent crisis situation of COVID-19. Improving employee experience by keeping them engaged, productive, happy, passionate, and connected in these unprecedented times has challenged HR teams like never before. Evolving hiring patterns and talent requirements, resource reallocations, and the unexpected need for significant levels of remote collaboration and communication have highlighted the need for flexible and resilient people practices, processes, and technologies. HR is now more of a strategic unit that offers business value in terms of growth capabilities, efficiency gains, and cost savings — all of which are important factors for an agile organization. In order to make the employees perform better at work, focusing on improving each and every construct of HRD climate is highly important. The managers and HR practitioners can refer to the techniques to measure the HRD climate in their organizations and focus on improving it to motivate the employees perform better everyday and achieve the organization's goals and objectives.

## **2. For Academics and Researchers**

The academics and the students of Human Resource Management will also get an insight from this study. This research would be base article for similar studies in HRD climate and employee performance; therefore, the researchers also would be benefited.

Moreover, HRD climate can be measured on the basis of factors developed by various researchers on the course of different time interval. As the study has used the scale developed by Rao and Abraham (1986) to identify the level of

HRD climate. This scale is suitable to conduct study in every organization be it private or public, manufacturing or service oriented, big or small-scale enterprises. Hence, the model adopted in this study can be beneficial for the researchers.

### **5.3.2 Suggestions for Future Research**

This section includes the various suggestions that have been made to readers regarding the necessity of additional research that can be conducted by the researcher for additional findings. The present researcher has encountered numerous problems during the research administration and admits there are several grounds that are yet to be explored. Some suggestion includes:

- The foundation of the study was based on the HRD climate scale factors developed by Rao and Abraham (1986) and its impact on the employees' work performance. So, the future researcher can focus on other many HRD climate factors developed by various other researchers. HRD climate is a broad concept. The level of HRD climate and its impact is measured based on various ideas, concepts and theories. Therefore, future researchers can utilize different theories of HRD climate and ideas on their research.
- More sample size must be administered as it will increase the accuracy level of the study.
- As very little number of research studies have been carried out to study the association amongst human resource development atmosphere and work performance of the employees as well as to examine the influence of HRD climate on employees' performance at work in Nepalese private sectors, the future researcher or workplace managers, HR professionals can take an interest to study in this field.

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## **APPENDIX**

### **QUESTIONNAIRE**

**Dear Respondent,**

Namaste! I am Sanjeena Basyal, a post graduate student pursuing Master of Business administration (MBA) program, at School of Management, Tribhuvan University (SOMTU).

As a part of Graduate Research Project, I am undergoing a survey on **“HRD Climate in Nepalese Private Sectors.”**

Human Resource Development climate is basically a perception of employees towards the policies, procedures, practices and conditions that exist in their working environment. This research aims to highlight the current scenario of HRD practices in Nepalese private organizations and its impact upon the job performance of employees.

For this, I would like to request you to contribute 5-7 minutes of your valuable time on responding to the questions attached in the subsequent sections.

I assure you that the information provided will be treated in highly confidential manner and will be used for academic purpose only.

Sincerely,

Sanjeena Basyal

MBA Student

School of Management Tribhuvan University

Email: sanjeena.basyal@gmail.com

## Section A: Personal Information

*Please choose best alternative and place the corresponding number in the box placed right side as far as possible.*

Q 1. Please specify your gender:

Male.....1  
Female .....2  
Others.....3

☐

Q 2. Please indicate your age.

20-25 .....1  
26-30.....2  
31-35.....3  
Above 35.....4

☐

Q 3. Your designation in the present organization

Assistant.....1  
Officer.....2  
Manager.....3  
Executive.....4

☐

## Section B

A number of statements are given below describing the HRD climate of an organization. Please give your assessment of the HRD climate in your organization by rating your organization on each statement using the 5-point scale as per your personal feeling and experience. A rating score of '5' indicates that the statement is 'always true', '4' indicates that the statement is 'mostly true', '3' indicates that the statement is 'occasionally true', '2' indicates that the statement is 'rarely true' and '1' indicates that the statement is 'not at all true'. Please check out (✓) the box next to the number that best matches your opinion.

SN	Dimensions	Ratings				
5	General Climate	5	4	3	2	1
5.1	The top management of this organization goes out of its way to make sure that employees enjoy their work.					
5.2	The top management believes that human resources are an extremely important resource and that they have to be treated more humanely.					
5.3	Development of the subordinates is seen as an important part of their job by the managers/officers here.					
5.4	The personnel policies in this organization facilitate employee development.					
5.5	The top management is willing to invest a considerable part of their time and other resources to ensure the development of employees.					
5.6	Senior officers/executives in this organization take active interest in their juniors and help them learn their job.					
5.7	People lacking competence in doing their jobs are helped to acquire competence rather than being left unattended.					
5.8	Managers in this organization believe that employee behavior can be changed, and people can be developed at any stage of their life.					
5.9	People in this organization are helpful to each other.					



5.10	Employees in this organization are very informal and do not hesitate to discuss their personal problems with their supervisors.					
5.11	The psychological climate in this organization is very conducive to any employee interested in developing himself by acquiring new knowledge and skills.					
5.12	Seniors guide their juniors and prepare them for future responsibilities/ roles they are likely to take up.					
5.13	The top management of this organization makes efforts to identify and utilize the potential of the employees.					
5.14	People in this organization do not have any fixed mental impressions about each other.					
<b>6</b>	<b>HRD Mechanism</b>					
6.1	Promotion decisions are based on merit rather than on favoritism.					
6.2	There are mechanisms in this organization to reward any good work done or any contribution made by employees.					
6.3	When an employee does good work, his supervisor take special care to appreciate it.					
6.4	Performance appraisal reports in our organization are based on objective assessment and adequate information and not on favoritism.					
6.5	Employees are encouraged to experiment with new methods and try out creative ideas.					
6.6	When any employee makes a mistake, his supervisors treat it with understanding and help him/her to learn from such mistakes rather than punishing him/her or discouraging him.					
6.7	This organization ensures employee welfare to such an extent that the employees can save a lot of their mental energy for work purposes.					

6.8	Job-rotation in this organization facilitates employee development.					
6.9	Weaknesses of employees are communicated to them in a non-threatening way.					
6.10	When behavior feedback is given to employees, they take it seriously and use it for development.					
6.11	Employees in this organization take pains to find out their strengths and weaknesses from their supervising officers or colleagues.					
6.12	When employees are sponsored for training, they take it seriously and try to learn from the programs they attend.					
6.13	Employees returning from training programs are given opportunities to try out what they have learnt.					
6.14	Employees are sponsored for training programs on the basis of genuine training needs.					
6.15	People trust each other in this organization.					
<b>7</b>	<b>OCTAPACE Culture</b>					
7.1	Employees are not afraid to express or discuss their feelings with their subordinates.					
7.2	Employees are encouraged to take initiative and do things on their own without having to wait for instructions from supervisors.					
7.3	Delegation of authority to encourage juniors to develop handling higher responsibilities is quite common in this organization.					
7.4	When seniors delegate authority to juniors, the juniors use it as an opportunity for development.					
7.5	Team spirit is of high order in this organization.					
7.6	When problems arise, people discuss these problems openly and try to solve them rather than keep accusing each other behind the back.					
7.7	Career opportunities are pointed out to juniors by senior officers in the organization.					

7.8	The organization's future plans are made known to the managerial staff to help them develop their juniors and prepare them for future.					
7.9	Employees are not afraid to express or discuss their feelings with their superiors.					

### Section C

Please consider a rating score of '5' for 'excellent performance', '4' for 'very good' performance, '3' for "good performance, '2' for 'fair performance' and '1' for 'poor performance' for the following statement on the basis of your personal feeling and experience regarding the impact HRD climate has on your work performance. Please check out (✓) the box next to the number that best matches your opinion.

8	Employee's job performance	5	4	3	2	1
8.1	How would you rate yourself in terms of the quantity of work (e.g., sales) you achieve?					
8.2	How do you rate yourself in terms of your ability to reach your goals? your goals?					
8.3	How do you rate yourself in terms of your performance potential among coworkers in your company?					
8.4	How do you rate yourself in terms of quality of your performance in regard to customer relations?					
8.5	How do you rate yourself in terms of quality of your performance in regard to management of time, planning? ability, and management of expenses?					
8.6	How do you rate yourself in terms of quality of your performance in regard to knowledge of your products, company, competitors' products, and customer needs?					