



Need for Octapace Culture in Tourism Sector: An Instrument for Organizational Dynamics

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ABSTRACT

Over the past three decades 'Human Resource' has impinged upon several segments of society and diverse organizations. Past research studies reveal that the congenial OCTAPACE culture is extremely important for promoting the organizational effectiveness and good Governance. In this context, the present paper is an endeavour to identify the major factors responsible for non-promoting of organizational effectiveness among the managerial and non-employees about the prevailing OCTAPACE culture and to know the preventive measures for the same with special reference to Tourism sector. This is where the Human Resource Development gets involved with this industry considered to be the third most important segment of our economy after agriculture and horticulture. No tourism can be rendered efficient so long as the basic facts remains unrecognized that it is principally human which needs to be treated humanly for achieving the basic goals of good Governance. The present paper hypothesize that if organizational OCTAPACE profile is high, it would positively contribute to organizational dynamics and effective governance.

Keywords: Good Governance, HRD, Need based Trainings, Openness, Confrontration Trust, Pro-activity
Autonomy, Authentisity, Collaboration and Experiences.

1. Introduction

The success and effectiveness of any country depends to the large extent upon the capability, competence, efficiency and developed human resources, who are the active agents, who accumulate capital, exploit natural resources, build social economic and political organizations and carry forward corporate organizational and national development. Corporate development and organizational restructuring are designed to increase the efficiency and effectiveness of personnel through significant changes in the organizational structure. Corporate development depends on the speed of the organizational behavior and organizational behavior is affected by the behavior of the individual employees and their groups and structure. Organizational restructuring in its true sense, needs to put the people into their new roles which would impose new responsibilities and relationships on them, forcing new attitudes and behaviors to emerge as organizational people. The whole concept of behavioral pattern of people within the organization forms an organizational climate. (Bhagat, 2004), organizational climate consists a system of shared actions, values and beliefs that develops within ad organisation and guides the behaviors of individuals. The two most important survival questions are of prime importance for our consideration today. They are (I) the question of external adaptation; what precisely needs to be accomplished and how it can be done? (II) the question of internal integration; how do members resolve the daily problems associated with living and

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working together? The answers to the both the questions lie in effective management of human resources and good Governance at every level. The effective management of human resource is the key strategic issue for organisation to face challenges of competition. The Human Capital has become an ongoing area of investment. As a matter of fact no organization can assemble growth, potentialities and capabilities of its manpower overnight. People with human energy and capability, such as knowledge, skills, attitude, aptitude, experience, motivation, physical and intellectual, strength, and potential for growth are not readily available. Hence every organization needs to develop its human resources over a period of time and the only choice the organization are left with it is to develop them if they cannot get them readily available from an open market (Mufeed, 2005; Russ & Preskill, 2005; Pal, 1997, Mufeed 2006 b). In this context human resource development (HRD) is the most versatile area of management where in researchers, training and development professionals, economists, and politicians, chief executives and line managers within the industrial organizations relates any management problem with overall HRD problem.

The development experiences of USA, Japan & Germany relate that capital and material resources alone do not bring about development, and ultimately it is the true development of human resources. 'Better people' not merely better technology is the surest way to a 'better society' is the most popular belief in Japan. Progressive organizations worldwide have treated their people as their most important asset and probably have therefore become what they are today. According to Mufeed and Rao (2003), today's business organizations live in an age of paradoxes fraught with uncertainties, complexities and chaos due to which survival has become very difficult and has prompted them to adopt new strategies for HRD for both managerial and non-managerial staff to combat with an ever increasing competitiveness besides maintaining a high level of efficiency and productivity in their work force. A slight carelessness in managing manpower makes them less productive first, then zero productive and then counter productive asset, by being capable of instigation others also not to work or produce. Thus, a careless handling turns the performing human resource or asset into a non-performing asset first and a "counter productive" liability latter. This sensitive and qualitative effects and its larger bearing on the quality of services in industries needs to be carefully remembered by the authorities to manage manpower in Industry at organizational as well as Governmental levels.

2. Review of Literature

The supremacy of human element and urgency of creating a learning organization through development of organizational capabilities all the times, make out a strong case for the evaluation of HRD climate in organizations. Various studies reveal that the HRD climate contributes to the organization's overall health and self-reviewing capabilities which in turn increase the capabilities of individual, dyads, team and the entire organizations. Bhardwaj, and Mishra (2002), conducted a study with a sample of 107 senior, middle and lower level managers of private sector organization which is one of India's largest multi-business companies. Thus, on the whole, the existence of good HRD climate in the organization covered under study. The managers in general showed a favorable attitude towards HRD policies and practices of the organization. They were satisfied with the developmental policies of top management as well as happy with the prevailing HRD climate in the organization. Alphonsa, (2000) surveyed HRD climate in private hospital of Hyderabad with sample of 50 supervisors from different departments participated in present study. The crux of the study highlights that the supervisors perception about the HRD climate is satisfactory and there exists reasonably, good climate with respect to top managements belief in HRD climate. On the same analogy Mufeed (2006) has conducted comprehensive in one of the study major hospitals of the Jammu and Kashmir namely Shri-Kashmir Institute of Medical Sciences (SKIMS) about perception of medical staff towards HRD climate in the said hospital. The result of the study shows the existing HRD climate in the hospitals to a large extent is significantly poor. The study also shows that HRD in organization uses various instruments like performance appraisal system, training, promotion, rewards, organizational development and counseling etc., to create a climate conducive to achieve organizational

efficiency and effectiveness. Sharma and Purang, (2000) survey of 27 middle level managers in the engineering sector, manufacturing primarily power sector equipment with a view to understand relationship between value institutionalization and HRD climate. The study highlights that there exist positive relationship between value institutionalization and HRD climate.

HRD climate can be grouped into three broad categories as discussed earlier, viz. 1. General climate, 2. OCTAPACE culture and 3. HRD mechanisms. These elements can prove important instruments for organizational dynamics, growth and effectiveness, if implemented effectively by the top management of organization irrespective of their size, nature of ownership and control. Change brought in a systematic manner by using General Climate along with OCTAPACE Culture & introduction of HRD mechanisms would result in a strategic fit between: a, employee and the organizations and b) Organization & its business environment. The brief description of above HRD elements will be discussed hereunder. In order to promote a real HRD climate in any organization, it is imperative to have the prevalence of general supportive climate not only by dint of the support and commitment of the top management, line management but immensely good supportive personnel policies and positive attitudes are equally important towards such development. The general climate therefore, is a combination of a support from all the concerned quarters viz from the management people working in different levels, good supportive personnel policies and practices as well as the positive attitudes towards the development of the people vis-à-vis their organization. (Shneider and Reichers, 1983; Chandra, and Coelho, 1993, Rov 2001).

All the structures, systems and techniques that an organization uses to help its employees acquire and strengthen their capabilities are viewed under HRD mechanisms. These mechanisms or systems or techniques etc., can be used to facilitate favourable HRD climate in the organization in general and managerial and non-managerial in particular. The HRD function itself has been initiated in most of organizations in the last few years only. Some of them are yet to make their presence felt. It also reveals that no organization has yet introduced all the HRD mechanisms. Various authors have focused on various issues on HRD mechanisms, some who have emphasized on PAS & T&D, and there are some, whose main focus was on potential appraisal, job enrichment, and job enlargement.

Octapace Culture: The essence of the HRD climate can be well gauged from the amount of importance that is given to the development of OCTAPACE culture in the organization. The term has been coined by Professor T.V. Rao of IIMA. The OCTAPACE items characterized by the occurrence of openness, confrontation, trust, authenticity, pro-activity, autonomy, collaboration and experimentation are valued and promoted in the organizations. The literature available on HRD climate is an evidence of the fact that a very meager amount of research has so far been carried out especially on the critical dimensions of HRD climate. Empirical studies conducted by (Kumar and Patnaik, 2002; Rohmetra, 1998; Kumar, 1997; Mishra, Dhar and Dhar, 1999; Bhardwaj, 2002; Alphonsa, 2000; Rao and Abraham, 1999) indicate that the culture of OCTAPACE values is imbibed in the culture of the many organizations to a good or moderate degree. These values help in fostering a climate of continuous development of human resources. Eight OCTAPACE values to develop the profile of an organisational culture as discussed as under;

Openness: Krishna & Rao, (1977) surveyed the organizational and HRD climate of one of the largest engineering and manufacturing enterprises in India BHEL which shows that environment of openness follow good among middle and senior managers in the company Mangaraj, (1999) in her study of the HRD system in RSP found that employee's opportunities to express their view points are quite successful. Rohmetra, (1998) conducted study on banking sector of J & K space for determining the HRD climate and the attitudinal perceptions of 102 employees covering senior, middle and lower managerial levels and the clerical staff. The study shows that the environment is less open for employees. Sr Alphonsa, (2000) surveyed HRD climate in private hospital of Hyderabad with sample of 50 supervisor from different departments participated in present study. The crux of the study highlights, good level of openness.

Confrontation: Some studies indicate that the value of confrontation has been prompted in some organizations at a good degree. Bhardwaj and Mishra, (2002) conducted a study with a sample of 107 senior, middle level managers of private sector organization which is one of India's largest multi business companies. The existence of good climate for the confrontations observed among managerial personnel of the organization. Kumar and Patnaik, (2002) have conducted a study on 135 postgraduate teachers (112 male and 23 female) of JNV six from all parts of the country to find the relationship between HRD climate, job satisfactory, attitude towards work, and role efficiency. The value of confrontation responded good among teachers. Sr. Alphonsa, (2002) surveyed HRD climate in private hospital of Hyderabad with sample of 50 supervisors from different department participated in present study. The study highlight that the supervisors perception about the HRD climate is satisfactory and there exists reasonably, good value of confrontation. Mufeed (2006) has conducted study in one of the leading hospital namely Shri- Kashmir Institute of Medical Sciences (SKIMS) about perception of medical staff towards HRD climate. The result indicate that there exists a reasonably good climate for value of confrontation.

Trust: Patel, (1999) has conducted a comparative study of 20 branches of DCCBs, using 105 employees from 10 high performing branches and 10 low performing branches were selected, found that trust recorded above average. Rohmetra, (1990) conducted study on banking sector of J & K for determining the HRD climate and the attitudinal perceptions of 102 employees covering senior, middle and lower managerial levels and the clerical staff. The study shows that there exists an intimate degree of trust and components of attitudinal perception enjoyed in the bank. Sharma and Purang, (2000) Survey of 27 middle level managers in the engineering sector, manufacturing primarily power sector equipment with a view to understand relationship between value institutionalization and HRD climate. The study shows there exists a good degree of trust among middle level managers in organization.

Authenticity: Mufeed (2005) in his empirical study of the HRD climate in Hospitals found that the value of authenticity had been well developed and signified Cohesion and trust in employees their personal relationship. Mishra and Dhar (1999) have conducted a study on 200 middle level managers of manufacturing (Pharmaceutical) and service (Banking) companies which shows that the value of authenticity was recorded average.

Proactivity: Mufeed & Gurkoo (2007) have conducted comparative study in Universities of Jammu & Kashmir with sample of 521 employees about perception of teaching & non- teaching staff towards HRD climate in universities found the value of pro-activity as unfavorable. Mishra, Dhar and Dhar, (1999) have conducted a study on 200 middle level managers of manufacturing (Pharmaceutical) and service (Banking) companies indicate good value of pro-activity in the banks. Kumar, (1997) an investigation into the extent of presence of HRD culture/climate/values in a post training selling and contribution of training towards the HRD/culture climate/values in a public sector organizations, using 150 executives. The conclusion of the study shows that the training has the potential to contribute to all the values of HRD climate especially the value of proactivity.

Autonomy: Krishna and Rao, (1997) surveyed the organizational and HRD climate of one of the largest engineering and manufacturing enterprise in India BHEL which shows that the value of autonomy responded poorly by employees. Rainayee, (2000) in his empirical study found that value of autonomy is missing factor in the banks. Rao, Raju and Yadav, (2001) surveyed HRD practices in 12 Indian organizations covering financial services, consumer products, electronics, cement, tyers and automobiles which shows that employees perceived as favourable the value of autonomy.

Collaboration: Priyadarshini and Venkatapathy, (2004) have conducted a comparative study on 20 leading banking Industries in India. Hence, from a total of 324 responses, 200 complete responses were collected

from 20 banks. The study highlight that employees have a strong feeling of belongingness and there is sense of equality with common facilities provided to the employees Mishra (2002) in their empirical study found that the HRD climate among private sector managers on the states of collaboration in their organization was perceived above average Sarathi and Rao, (1988) in their HRD experiences in BHEL found that collaboration exists good among the employees in organization under collaboration the superior and subordinate working together

Experimentation: Alphonsa, (2000) in his empirical study indicate that the employees do not encourage when they suggest new things or new ideas. Krishna and Rao, (1997) found that value of experimentation was responded favourable among middle and senior managers. Mufeed (2006) has conducted study in hospital as stated earlier found the value of experimentation has been discouraged. They never encourage potential employees by sharing of their new ideas and suggestions. Keeping in view the paramount importance of managing people at work places effectively, the present study focused on the need for promoting favourable OCTAPACE culture in organizations irrespective of their size and nature of control. Despite the fact that the field has been quite fertile for researchers, not many comprehensive studies have been conducted to examine the need for implementation OCTAPACE value system among the employees across the hierarchies in the Indian industries in general and Tourism sector in particular. In order to fill the research reported gap, the present study has been undertaken in the Tourism sector in J &K State, where hardly any such research work has even been attempted so far keeping in view of the present identified research objectives

3. Research Objectives

Keeping in view the aforementioned discussion, the following objectives has been laid down;

- to study how well the prevalent human resource development climate for managerial and non-managerial personnel are taken care of in the sample study organizations viz., (i) J&K Tourism Development Corporation (JKTDC) & (ii) J&K Tourism Department (JKTD),
- to critically evaluate the perceptions held by managers as well as non-managerial staff with regard to OCTOPACE Culture in sample study organizations,
- to identify the major factors responsible for non-promoting of organizational effectiveness in sample study organizations, and
- To provide broad guidelines, and suggestions suitable for promoting the organizational effectiveness.

4. Research Hypothesis

In consonance with the above objectives, the following hypothesis are formulated:

H₁. on the basis of past literature citations, it is hypothesized that the employees implementation and promotion of OCTOPACE Profile would positively contribute & organizational dynamics a effective governance.

Sample Selection Procedures: The total sample for the study in case of department constitutes 190 and 160 in corporation. These employees were divided into two main groups of managerial and non-managerial personnel. The entire data (both primary and secondary) collected on various aspects of the present study for determining the satisfaction level of managers and non-managers with the existing HRD climate was analyzed hierarchy wise as well as HRD element wise and variable wise, statistically by applying by various statistical tools. The 5 point likert type technique was administered to assess as to how effectively the individual components of the existing HRD climate are operating.

5. Research Evidences

Comparative Perception of managerial and non-managerial personnel towards overall HRD climate in the sample study organizations. Table 1 presents the overall study results regarding the perceptions of managerial and non-managerial personnel towards the overall HRD climate in JKTD and JKTDC. The table under reference depicts that the overall satisfaction/perception of managerial staff fall in the satisfactory range of scale. The overall mean values, of managerial group are >60 as revealed from table 1. The table also reveals that the overall mean values of non-managerial staff fall in dissatisfactory range of scale and recorded the overall percentage score >35 in JKTD. The table 1 depicts that the overall mean value of managerial personnel has been recorded at 3.50 (62.50%) which is marginally higher than the non-managerial personnel which has recorded at 2.49 (37.25%) against various dimensions of HRD climate. The table also shows that managerial staff recorded highest mean values and scored >70% against the statements 3 and 36 viz, “development of subordinate is seen as an important managerial job”, recorded mean score at 3.83 and “departments future plans are made known to managerial staff to help them to develop their juniors and prepare them for future responsibilities” recorded mean score at 3.81 respectively. On the other hand non-managerial staff express negative view against the statements, 3 and 36 and received lowest mean score of >25. The table also reflect that the lowest mean value of managerial staff recorded against the statement 32 scored >50 viz, “when seniors in JKTD delegate authority to juniors use it an opportunity for development”. The rest of the statements scored by managers show reasonably a good response. When we look the table 1, the interesting observation come to light, that non-managerial staff express positive view against the statement 32 and received the highest mean value at 3.58 (64.50%), besides the statements 22, 23 and 24 which scored >60. However the rest of the statements scored by non-managers have shown extremely poor response, which is indicative of the fact that there has a tremendous scope for improvement in case of non-managerial personnel staff is concerned.

The perception of managerial group of JKTDC Limited also falls in the satisfactory range of scale as compared to non-managerial staff. The table amply that the overall mean value of managerial group recorded at 3.27(56.75) which is marginally higher than non-managerial personnel which has been recorded at 2.32(33%) as revealed from below table towards overall HRD climate in JKTDC. The highest mean value recorded against the statement 36 and scored >60 viz., “Corporation future plans are made known to managerial staff to help and develop their juniors and prepare them for future responsibilities” received mean score at 3.52(63%) at the managerial personnel. The table also shows that the perception of managerial staff towards majority of statements scored >50 but except the few statements which scored >60 the worth mentioning are “Line managements commitment” against statement 3, “self development” against statement 22 and “superior subordinate relationship” against statement 35 which has been recorded mean score at 3.49>3.46 and 3.40 respectively in the sample study organization. The lowest mean value scored by managerial personnel against the statement 14 viz. “promotion decisions in JKTDC are based on the suitability of the promotee rather than on favouritism” recorded mean score at 3.11(52.75). The table under reference convey that the highest mean value scored by non-managers against the statement 24, viz. “when employees in corporation are sponsored for training programme they take it seriously and to learn from the programme they attend” record mean score at 3.65 (66.25). The lowest mean value recorded at 1.50 (12.50) against the statement 12 viz. “seniors guide their juniors and prepare them for future responsibilities that they are likely to take up” at non-managerial personnel. Similarly the overall mean score or its percentage linked across all the HRD climate variables indicate that the employees both managerial and non-managerial in JKTDC are less satisfied comparatively as staff of JKTD.

Thus it is clear from table 1 that contradictory statements among managerial and non-managerial staff in both the organizations are observed: Managers claim that non-managers are not serious to take authority for self development and managers especially top level claim that promotion policy existing in tourism sector especially in corporation are based on suitability of promotee rather than favoritism. Managerial personnel also claim that they always help their subordinates and presume development of subordinate as an important job in both the organizations. On the other side interesting observation come to light that non-

managerial blame managers especially the top management that the delegation of authority to juniors is rare in tourism sector and whenever seniors delegate authority to juniors they take it opportunity for self development as well as for organizational development. Non-managerial staff also blame to managerial staff that there has an impression that managers ensures employee development as they fail to realize that managers especially senior officers does not provide any kind of help, consequently senior officers do not actively involve themselves in developing their subordinates and not treated them humanly. However, as compared to managerial staff non-managers are highly dissatisfied with existing HRD climate in both the organizations. The situation in case of JKTD is comparatively better than JKTDC Ltd which is clearly reflective from the overall mean values and their respective percentage ranging between 3.50 (62.50) to 3.27(56.75) in case of managerial personnel and 2.49(37.25) 3 to 2.32(33%) in case non-managerial personnel. The overall mean score of the JKTD has been marginally higher than the JKTDC. As a whole, while looking the above analysis, which compels us to conclude that the overall satisfaction of managers is satisfactory towards HRD climate as compared to non-managerial staff in both the organizations.

Differences of perceptions of managerial personnel towards OCTAPACE culture in JKTD and JKTDC Ltd.

In order to assess the perceptual differences of both the parties with respect to OCTAPACE culture, the view of the managers group fall in satisfactory range of scale in both the organizations as depicted from the table 2. The overall mean score range between 3.49 to 3.24 in JKTD and JKTDC respectively towards OCTAPACE culture which indicates satisfactory results. The table under reference showed that the highest score >60 recorded against the variable experimentation in department and score >55 recorded against the variable confrontation in corporation. The lowest mean value recorded at 3.30 against the variable “autonomy” in JKTD and 3.18 in JKTDC against the variable “authenticity”. The rest of the variables are show satisfactory results which has been seen from above order of mean scores at 3.56>3.55>3.54>3.47>3.45 and 3.43 in JKTD against the variables like collaboration, authenticity, proactivity, openness, confrontation and trust respectively. In case of JKTDC mean scores recorded at 3.27>3.26>3.25>3.22 and 3.20 against the variables autonomy, openness, proactivity, collaboration, experimentation and trust respectively.

The above survey results are evident of the fact that there exists a great deal of perceptual differences between managerial staff in JKTD and JKTDC “on seven variables of OCTAPACE culture which if not addressed properly could assume critical factor for overall development of the HRD culture in the organizations. The mean differences among managerial personnel are statistically significant at 5% level of significance in certain case like $Z=2.00>1.96$ in case of variable “openness” and “proactivity”, $Z=2.09>1.96$ in case of trust, $Z=2.46>1.96$ in case of authenticity, and $Z=2.09>1.96$ in case of experimentation. The other variables like confrontation and collaboration are also statistically significant at 10% level of significance i.e. $Z=1.87>1.96$ and $Z=1.82>1.96$ respectively. However remaining one variable viz. “autonomy” are statistically insignificant and exists less perceptual difference i.e. $Z=0.66<1.96$ at 0.5% level of significance. The overall results from Z value indicating that the critical value of Z at 10% is 1.645. Since the overall calculated value of Z is greater than critical value i.e. $|Z|=1.79>1.645$ under such circumstances we reject the null hypothesis (H_0) that there is no difference between JKTD and JKTDC managerial staff towards OCTAPACE culture, and we accept our main hypothesis (H_1) at 10% level of significance and conclude that department is superior to corporation.

Differences of perceptions of non-managerial personnel towards OCTAPACE culture in JKTD and JKTDC Ltd

The result of the same has been presented in table 3. The mean scores of non-managerial personnel are very much comparable. The results from above data indicate that both the groups possibly possess greater emphasizes on variable “collaboration” and recorded percentage scores >50 in JKTD and >45 in JKTDC. It is obvious from table 3 that Autonomy trust and confrontation variables are dominant over openness,

authenticity proactivity, and experimentation variables in JKTD. In JKTDC autonomy”, confrontation, “trust” and experimentation variable are dominant over authenticity, proactivity and openness variables. The overall percentage score recorded >40 in department and >35 in corporation towards effectiveness of OCTAPACE culture in sample study organizations. It can be seen from above variable of OCTAPACE culture that HRD system fulfils less attention for development of overall organization culture of non-managerial employees as desired by them.

The table under reference shows a marked difference between non-managerial staff in JKTD and JKTDC. Non-managerial employees in JKTD show favourable perception as compared to JKTDC. The mean differences between non-managerial staff are statistically significant at 10% level of significance with respect to variable like openness i.e. $Z=1.77>1.645$, trust i.e. $Z=1.71>1.645$, collaboration i.e. $z=1.70>1.645$ and experimentation $Z=1.93>1.645$ respectively. The rest of variables are also statistically significant at 5% level of significance these variable are confrontation i.e. $Z=2.00>1.96$ and authenticity i.e. $Z=2.15>1.96$ in sample study organizations. Only two variables which show insignificant difference between two organization among non-managerial staff like proactivity $Z=1.00<1.96$ and autonomy $Z=0.08<1.96$, and the difference is insignificant at 5% level of significance. The overall result of OCTAPACE culture indicating that the critical value of Z at 5% level of significance is 1.96 since the overall calculated value of Z is greater than critical value i.e. $Z=2.10>1.96$ and on the basis of above results we reject H_0 that both the organization perform equally, under such circumstances we accept our H_1 that OCTAPACE culture exists in government sector and missing factor in public sector.

Table 1: Perception of managerial and non-managerial staff towards the overall HRD Climate in sample study organizations

SN	Statement	JKTD N=190		JKTDC N=160	
		Managers N=60	Non-Managers N=130	Managers N=55	Non-Managers N=105
		M.S, SD & %age	M.S, SD & %age	M.S, SD & %age	M.S, SD & %age
1.	The top management in tourism sector goes out of its way to make sure that employees enjoy their work.	3.63 (0.55) *65.75	2.50 (1.27) 37.50	3.33 (1.00) *58.25	2.20 (1.20) *30.00
2.	The top management in this organization believes that human resources are an extremely important resource and that they have to be treated more humanly.	3.64 (0.95) *66.00	2.70 (0.80) 42.50	3.31 (0.99) *57.75	2.45 (1.00) *36.25
3.	Department of the subordinates is seen as an important part of their job by the managers/officers in tourism sector.	3.83 (1.18) *70.75	2.60 (1.22) 40.00	3.49 (0.95) *62.25	2.39 (1.30) *34.75
4.	The personnel policies in this organization facilitate employee development.	3.59 (0.60) *64.75	2.40 (1.08) 35.00	3.30 (0.90) *57.50	2.05 (1.22) *26.25
5.	The top management in tourism sector is willing to invest a considerable part of their time and other resources to ensure the development of employees.	3.49 (0.93) *62.25	2.52 (1.10) 38.00	3.17 (0.72) *54.25	1.62 (1.18) *15.50
6.	Senior officers/ executives in this organization take active interest in their juniors and help them to learn their job.	3.60 (1.15) *65.00	1.80 (1.18) 20.00	3.26 (0.98) *56.50	1.64 (1.46) *16.00
7.	People in the tourism sector lacking confidence in doing their job are helped to acquire competence rather than being left	6.57 (1.02) *64.25	2.30 (1.16) *32.50	3.29 (1.15) *57.25	2.08 (1.03) *27.00

	unattended.				
8.	Managers in this organization believe that employee's behavior can be changed and people can be developed at any stage of their left unattended.	3.70 (1.00) *67.50	2.42 (1.02) *35.50	3.39 (1.10) *59.75	2.18 (1.19) *29.50
9.	People in this organization are helpful to each other.	3.52 (0.99) *63.00	3.00 (1.26) *50.00	3.21 (1.12) *55.25	2.70 (1.17) *42.50
10.	The psychological climate of the tourism sector is very conducive for any employee interested in developing himself by acquiring new knowledge and skills.	3.51 (1.01) *62.75	2.35 (0.99) *33.75	3.20 (1.05) *55.00	2.10 (1.08) *27.50
11.	Seniors guide their juniors and prepare them for future responsibilities/ roles that they are likely to take up.	3.46 (0.60) *61.50	2.44 (1.05) *36.00	3.25 (0.72) *56.25	2.28 (1.36) *32.00
12.	The top management in the tourism sector makes efforts to identify and utilize the potential of the employees.	3.47 (0.74) *61.75	1.68 (1.13) *17.00	3.61 (0.92) *54.00	1.50 (1.39) *12.50
13.	Promotion decisions in this organization are based on the suitability of the promotee rather than on favoritism.	3.66 (1.14) *66.50	2.10 (1.31) *27.50	3.15 (1.30) *53.75	2.30 (1.21) *32.50
14.	There are mechanisms in this organisation to reward any good work done or any contribution made by employees.	3.50 (1.10) *62.50	2.00 (1.23) *25.00	3.11 (1.02) *52.75	2.10 (1.32) *27.50
15.	When an employee in the tourism sector does good work his supervising officers take special care to appreciate it.	3.56 (1.15) *64.00	2.55 (1.14) *38.75	3.14 (1.25) *53.50	2.22 (1.28) *30.50
16.	Performance Appraisal reports in this organization are based on objective assessment and adequate information and not on favoritism.	3.61 (0.98) *65.25	2.03 (1.07) *25.75	3.32 (0.94) *58.00	1.88 (1.42) *22.00
17.	People in tourism sector do not have any fixed mental impressions about each other.	3.65 (1.12) *66.25	2.58 (1.34) *39.50	3.39 (0.93) *59.75	2.24 (1.25) *31.00
18.	Employees in this organization are encouraged to experiment with new methods and try out creative ideas.	3.55 (1.15) *63.75	2.46 (1.04) *36.50	3.18 (0.56) *54.50	2.18 (1.40) *29.50
19.	When an employee in tourism sector makes a mistake, his supervisors treat him with understanding and help him to learn from such mistake Rather than punish him or discourage him.	3.58 (0.90) *64.50	2.72 (1.15) *43.00	3.22 (1.08) *55.50	2.46 (1.37) *36.50
20.	The psychological climate of the tourism sector is very conducive for any employee interested in developing himself by acquiring new knowledge and skills.	3.67 (0.70) *66.75	2.52 (1.09) *38.00	3.35 (1.09) *58.75	2.21 (1.23) *30.25
21.	Weaknesses of employees in this organization are communicated to them in a non-threatening way.	3.48 (0.82) *62.00	2.54 (1.01) *38.50	3.19 (0.96) *54.75	2.25 (1.14) *31.25
22.	When behavior feedback is given to employees in tourism sector they take it seriously and use it for development.	3.68 (0.48) *67.00	3.60 (0.95) *65.00	3.46 (0.57) *61.50	3.54 (0.64) *63.50

Adopting E-governance

23.	Employees in this organization take pains to find out their strengths and weaknesses form their officers and colleagues.	3.40 (1.40) *60.00	3.62 (0.84) *65.50	3.38 (1.32) *59.50	3.40 (0.76) *60.00
24.	When employees in tourism are sponsored for training, they take it seriously and try to learn from the programmes they attend.	3.37 (1.33) *59.25	3.70 (0.68) *67.50	3.34 (1.24) *58.50	3.65 (0.83) *66.50
25.	Employees in this organisation when returning from training programmes are given opportunities to try out what they have learnt.	3.43 (0.43) *60.75	1.99 (1.44) *24.75	3.23 (0.49) *55.75	1.80 (1.26) *20.00
26.	Employees are sponsored for training programmes on the basis of genuine training needs in tourism sector.	3.42 (0.53) *60.50	1.70 (1.33) *17.50	3.19 (0.64) *54.75	1.60 (1.35) *15.00
27.	People trust each other in this organization.	3.43 (0.63) *60.75	2.74 (1.27) *43.50	3.20 (0.70) *55.00	2.50 (1.16) *37.50
28.	Employees in tourism sector are not afraid to discuss or express their feelings with their superiors.	3.33 (0.85) *58.25	2.48 (0.77) *37.00	3.30 (0.89) *57.50	2.20 (1.27) *30.00
29.	Employees in tourism sector are not afraid to discuss or express their feelings with their subordinates.	3.57 (0.40) *64.25	2.76 (1.45) *44.00	3.39 (0.80) *59.75	2.74 (1.20) *43.50
30.	Employees in tourism sector are encouraged to take initiative and do things on their own without having to wait for instruction.	3.62 (0.92) *65.50	2.64 (1.40) *41.00	3.32 (0.82) *58.00	2.64 (1.00) *41.00
31.	Delegation of authority to encourage juniors to develop and handling higher responsibilities is quite common in this organization.	3.60 (0.73) *65.00	2.02 (1.16) *25.50	3.35 (0.79) *58.75	2.01 (1.29) *25.25
32.	When seniors in tourism sector delegate authority to juniors use it as an opportunity for Development.	3.10 (0.86) *52.50	3.58 (0.73) *64.50	3.20 (0.96) *55.00	3.60 (0.67) *65.00
33.	Team spirit is of high order in this organization.	3.61 (0.03) *65.25	3.10 (1.02) *52.50	3.36 (1.14) *59.08	3.00 (1.11) *50.00
34.	When problems arise in tourism sector people discuss these problems openly and try to solve them rather than keep accusing each other behind their backs.	3.45 (0.55) *61.25	2.80 (1.14) *45.00	3.30 (0.60) *57.50	2.54 (1.21) *38.50
35.	Career opportunities are pointed out by juniors to senior officers in this organization.	3.72 (0.80) *68.00	1.90 (1.34) *22.50	3.40 (1.04) *60.00	1.52 (1.38) *13.00
36.	The tourism sector's future plans are made known to the managerial staff to help them to develop their juniors and prepare them for future.	3.81 (1.30) *70.25	1.85 (1.12) *21.25	3.52 (1.28) *63.00	1.72 (1.27) *18.00
37.	Job rotation in tourism sector facilitates employee development.	3.65 (1.05) *66.25	2.04 (1.06) *26.00	3.33 (0.77) *58.25	2.10 (1.41) *27.50
38.	Any suggestions/ observations that go towards improving the HRD climate in your organisation.	3.67 (0.80) *66.75	2.21 (1.10) *30.25	3.28 (0.94) *57.00	2.00 (1.43) *25.00

Notes: Scoring scale: always almost true = (5), mostly true = (4), Sometimes true = (3) rarely true = (2), and not at all true = (1).

M.S – Mean score
 SD = standard deviation
 Figures within parenth () in SD.
 Figure within * indicate %age to MS

Table 2: Perceptual differences of managerial staff of JKTD and managerial staff of JKTDC Ltd towards OCTAPACE Culture

S. No	Variables	JKTD managers N= 60		JKTDC Ltd managers N= 55		MS (Diff)	Z Value	Level of significance
		MS	SD	MS	SD			
1.	Openness	3.47	0.72	3.27	0.86	0.20	2.00	0.05
2.	Confrontation	3.45	0.55	3.30	0.60	0.15	1.87	0.10
3.	Trust	3.43	0.63	3.20	0.70	0.23	2.09	0.05
4.	Authenticity	3.55	1.15	3.18	0.56	0.37	2.46	0.05
5.	Pro-activity	3.54	0.80	3.26	0.88	0.28	2.00	0.05
6.	Autonomy	3.35	0.60	3.27	0.87	0.08	0.66	0.05
7.	Collaboration	3.56	1.01	3.25	1.13	0.31	1.82	0.10
8.	Experimentation	3.58	0.90	3.22	1.08	0.36	2.11	0.05
9.	Overall result	3.49	0.79	3.24	0.84	0.25	1.79	0.10

$z=1.79 > 1.645$ (0.10), H_1 is accepted at 10% level of significance as, scoring scale same as table 1

Table 3: Perceptual difference of non managerial staff towards OCTAPACE Culture in JKTD and JKTDC Ltd

S.N	Variables	JKTD non-manager sN= 130		JKTDC Ltd non-manager sN= 105		MS (diff)	Z Value	Level of significance
		MS	SD	MS	SD			
	Openness	2.59	1.07	2.36	1.18	0.23	1.77	0.10
	Confrontation	2.80	1.14	2.54	1.21	0.26	2.00	0.05
	Trust	2.74	1.27	2.50	1.16	0.24	1.71	0.10
	Authenticity	2.46	1.04	2.18	1.40	0.28	2.15	0.05
1.	Proactivity	2.60	1.20	2.46	1.24	0.14	1.00	(0.05)
2.	Autonomy	2.80	0.94	2.81	0.98	-0.01	0.08	(0.05)
3.	Collaboration	3.05	1.13	2.83	1.14	0.22	1.70	0.10
4.	Experimentation	2.73	1.15	2.46	1.37	0.27	1.93	0.10
5.	Overall result	2.72	1.00	2.51	1.21	0.21	2.10	0.05

$Z=2.10 > 1.96$ (0.05), H_1 is accepted at 5% level of significance, scoring scale same as table

6. Suggestions and Policy Implications for HRD Climate Practices

The main implication of this research for HRD climate suggest that there is lot of scope for further improvement in both the sample study organisations which improve the work life by overcoming monotony and make present HRD Climate into fully play and also acceptable and pleatable for both management and

staff. However, in order to achieve this, the need of proper HRD is felt to create a climate which will improve the work life by ensuring better communication and creation of familiar sort of work conditions where creativity of all the levels of managers as well as non-managers come into full play. The top management should provide adequate opportunities for the development and optimization of their employees and also involve their non-managers in making the important decisions like workers participation in management, personnel policies and other important issues. This will improve communication relation ship between managerial and non-managerial staff and automatically increase productivity and lead to greater effectiveness. Thereafter, top managers are key actors they should managed their human resource with utmost care to inspire, motivate encourage and impel them to contribute their maximum for the achievement of organisational as well as individual objectives which generate favorable HRD climate and overall HRD practices in sample study organizations, especially in JKTDC.

Attitudinal changes need to be injected to create a culture of making every individual care for his self development. This would be possible when top management of the tourism sector would facilitate and promote OCTAPACE culture in the tourism sector in all levels. The top management has to promote and imbibe culture among the employees to feel free to discuss their ideas, activities and feelings about the area of their operations related to their job description. The management should encourage their subordinates to confront problems bravely without searching escape routes. Middle and lower level management should also be encouraged to promote the culture of facing problems openly among their subordinates down the hierarchy. It has to ensured throughout hierarchy as a continuous process till the people at the lowest level feel at liberty in bringing out their problems at the force front. It will correct the systematic and process disorders and the system effective trustworthiness amongst the employees is sin quo non for any effective system. promotion of trust in general amongst the employees makes people responsible and acts as a psychological impetus for better performance. For inculcating the value of trust top managers should expressly convey that they consider their subordinates in particular and all employees in general as the most reliable resource. This will promote sense of belongingness in employees. This value cannot merely be preached without being practiced management has to exhibit a very high level of authenticity implying that what it says it means and what it means it says. Accepting people at their face value and trusting their words and approach in true sprit promotes authenticity. Top management should make it a point that they practically do what they say and say only what they went to do. The culture of proactivity resolving issues also be promoted. Management should in involve people to anticipate the problems and arrangements for their resolutions well in advance so that necessary systemic and process changes are made without compromising on quality and quantity. It implies that top management should also be ready to delegate and empower people below in hierarchy. Maximum possible autonomy should be provided so that problems are solved at their source at the gross root level. Management should also promote the sense of cooperation and collaboration amongst non-managerial staff so that routine issues are resolved effectively without repetition or confusion.

The management of said organizations should therefore, show the serious inclinations to provide the remedy for the aforesaid factors involved for discontent among the employee towards the HRD climate practices and should be striving much to implement the HRD climate as per the organizational objectives based on developmental approach, so as to make the HRD climate more acceptable, more workable and result oriented. Author believe the effectiveness of HRD climate practices of any organisation irrespective of its size, nature of ownership and control depends upon overall climate and culture of an organization. Thus conducive HRD climate requires a culture of openness, collaboration, trust, pro activity, commitment and participation. In short researchers have also enormous reasons to believe that if existing HRD climate as prevalent in the present organizational settings would be utilized in the sense it is meant and rightly perceived and implemented in the light of conclusions and policy implications, would certainly yield very good results in the area of human resource, which will give the employees the sense of belongingness and

imbibe in the feeling, “they care for us se should care for them” which is the ultimate crux and philosophy of HRD climate.

To conclude, no sensible restructuring strategy can afford to undermine the importance of human resources. Also, people support gained through effective HRD policies practices and elements of HRD climate is the only answer to ensure organizational dynamics, restructuring and managerial excellence, deliver results & meet the challenges of uncertain future successfully. Moreover, to make the HRD system practices more acceptable and result oriented, the Government should fully assist the tourism industry for promoting needs based training and development by providing financial support and technical expertise. Next is the professionalism within the organisation responsible for supervising this activity from the government side. In the present scientific and advanced setup different sectors in tourism require specialized knowledge and expertise.

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