

**HR Climate Impact and Job Satisfaction in Select Private  
Companies: An Empirical Study**

**THESIS**

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**By**

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## DECLARATION

Certified that the thesis entitled “**HR Climate Impact and Job Satisfaction in Select Private Companies: An Empirical Study**” is the bonafide record of independent work done by me under the supervision of Dr. B. Sankaran. Certified further that the work reported herein does not form part of any other thesis or dissertation on the basis of which a degree or award was conferred earlier.

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## CERTIFICATE

I hereby certify that the dissertation entitled, “**HR Climate Impact and Job Satisfaction in Select Private Companies: An Empirical Study**” submitted to the St. Peter’s University, for the award of Degree of Doctor of Philosophy is the record of research work done by the candidate Mrs. M. Gifty Evangelin under my guidance and that the thesis has not formed previously the basis for the award of any degree, diploma, associateship, fellowship or other similar titles.

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**M. GIFTY EVANGELIN**

## **ABSTRACT**

The implementation and integration of human resources climate, employee satisfaction and job performance are critical issues for any Organization. The concept 'Human resources climate' is seen as an indication of the degree to which the employee's demands and expectations towards the organizations are met. Many initiatives in job satisfaction are instituted, but most fail to meet any or most of their objectives. An argument is presented that quality initiatives without understanding an HR climate are always prone to failure. Employees being one of the key elements in the operation of a business have to be given much importance in order for them to perform well whereby the company grows. Keeping this background in mind an empirical study on the HR climate impact and job satisfaction in select private companies has been conducted.

Kothari Industrial Corporation Limited and its sister concerns in Dr. D. C. Kothari Groups is one of the leading fertilizer manufacturing company aims at innovation. Being a competitor in one of the most competitive industry, it is vital for the company to know whether it offers an HR climate which really facilitates the employees to work in a more innovative and satisfied manner. The company is in the traditional style of business for more than five decades, it is necessary for the change in the organization on working patterns as well as in the culture in order to reduce the attrition rate. HR climate has a direct impact on the job satisfaction which directly affects the productivity of the company because of the traditional business system and resistance to change for the technology, it is important and a need for the current study.

The organizations that can successfully retain their human resources have an advantage over organizations that cannot. Regardless of individual industry, the turnover of employees makes it difficult to secure a workforce and costs companies enormous expenses to recruit, hire and train new personnel. There has been a long-standing interest in the study of the human resources climate among organizational researchers. The

outcomes such as productivity and profitability has been related to a climate of satisfaction in the workplace. Job satisfaction along with the human resources climate plays a vital role in retaining the employees by enhancing their commitment towards the organization.

The study aims to explore the human resources climate as a predictor of employee job satisfaction which plays an important role in turn affects organizational productivity. A congenial HRD climate is essential for motivating employees to perform exceptionally. The primary data was collected from 604 employees through the well structured questionnaire; based on this the analysis is carried out. The study was successfully completed and opinions of the respondents were analyzed and the results were obtained with the help of statistical tools. Inferential analysis and the Structural Equation Modeling (SEM) are the tools used for analysis.

The purpose of this study is to examine employees' perception about HR climate impact in relation to job satisfaction in Dr. D.C. Kothari Groups. The findings revealed that the tested hypotheses suggested that the correlation between HR climate and job satisfaction is statistically significant, and there is significant impact on HR climate on job satisfaction. The HR climate variables correlate strongly, positively and significantly with job satisfaction. Besides, HR climate influences the job satisfaction of employees.

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## LIST OF ABBREVIATIONS

AGM	-	Annual General Meeting
AMC	-	Automobile Manufacturing Company
ANOVA	-	Analysis of Variance
ASPA	-	American Society for Personnel Administration
BEL	-	Bharat Electronics Limited
BHEL	-	Bharat Heavy Electricals Limited
BOB	-	Bank of Baroda
CEO	-	Chief Executive Officer
CMU	-	Cement Manufacturing Units
CPC	-	Consumer Products company
HR	-	Human Resources
HRC	-	Human Resources Climate
HRD	-	Human Resources Development
HRDC	-	Human Resourced Development Climate
HRM	-	Human Resources Management
HRP	-	Human Resource Planning
ISO	-	International Organization for Standardization
IT	-	Information Technology
JKB	-	Jammu and Kashmir Bank Limited
KICL	-	Kothari Industrial Corporation Limited
KMIL	-	Kothari Madras International Limited
KSFE	-	Kerala State Financial Enterprises
L&T	-	Larson & Tubro

LIC	-	Life Insurance Corporation of India
MARS	-	Multilevel Action Research System
MEMC	-	Multinational Electronics Manufacturing Company
MNC	-	Multinational Company
NGO	-	Non Government Organizations
OCTAPACE	-	Openness, Confrontation, Trust, Autonomy, Proaction, Authenticity, Colloboration and Experimentation
OD	-	Organizational Development
OP	-	Organizational Performance
ORS	-	Organisational Role Stress
PA	-	Performance Appraisal
PAS	-	Performance Appraisal System
QWL	-	Quality Of Work Life
RINL	-	Rashtriya Ispat Nigam Limited
SAIL	-	Steel Authority of India Ltd
SBI	-	State Bank of India
SHRM	-	Society for Human Resource Management
SKIMS	-	Shri Kashmir Institute of Medical Sciences
SPSS	-	Statistical Package for the Social Sciences
SSP	-	Single Super Phosphate
T&D	-	Training and Development
TMC	-	Tyre Manufacturing Company
TQM	-	Total Quality Management
VFC	-	Venture Finance Company
VTS	-	Vocational Training System
XLRI	-	Xavier Labor Relations Institute

# CHAPTER 1

## INTRODUCTION

### 1.1 Introduction

Human resources are undoubtedly the most challenging and dynamic capital in an organization. HR climate is the best tool which helps employees to acquire the required competencies for improving work life balance that would enable them to enhance their productivity for better organizational performances.

Purang (2008) in his studies, positively linked the ten dimensions of HRD climate, such as participations, succession plannings, counselings, appraisals, trainings, organizational developments, human resources information system, career plannings, rewards & welfares and job enrichment towards enhancing organizational commitments.

Rice (1982) has investigated the relationship between job satisfaction and organizational climate and asserted that people were the heart of any enterprise because their ideas, attitudes, and efforts were key causes of success. It pointed out that for maximize performance, people needed to be satisfied at work. This was the best accomplished by understanding their ideas, capabilities, feelings, attitudes, hopes, dreams, and goals and nurturing an organizational climate which supported them.

Ongoing and implacable social, economy and technology changes have encouraged in researching the need for an HR climate in an organization to reduce the attrition and to increase the job satisfaction level. A major challenge for Dr. D.C. Kothari Groups in this era of competition seems to be 'survival and sustainability'. The constantly

changing technologies and intensive competitions have led the Dr. D.C. Kothari Groups to signify the vitality of human resources.

Today, the Dr. D.C. Kothari Groups are searching for the most competent human resources in order to recruit and retain them for the successful growth and development of their organization. Presently, the organizations and the top level management have understood the vigor of the human skills and accepted the fact that to survive, they have to retain the most fittest and finest talented employees in their midst. This concept emphasizes the need for the Dr. D.C. Kothari Groups to continuously develop its employee's competencies in a planned way and it brings into sharp focus of the importance of roles, which employees plays and occupies in their respective positions in the organization.

The researcher has undertaken the present study to analyze the HR Climate impact in Dr. D. C. Kothari Groups and also to study the relationship of HR Climate and Job satisfaction existing in it. The main purpose of the thesis is to experiment the HR Climate which is very important for all the organizations.

## **1.2 Human Resource System**

The development of human resources is essential for any organization that would be a dynamic and growth oriented. The human resources have rather unlimited potential capabilities unlike other resources. The potential of the human resources can be used only by creating a climate that can continuously identify, bring to surface, nurture and use the capabilities of people. The Human Resource Development system aims at creating such a climate and the techniques have been developed in recent years to perform the above task based on certain principles.

### **1.3 The Concept of Human Resource Development**

The Human Resource Development is the main framework for helping employees develop their personal and organizational skills, knowledge and abilities. Human Resource Development includes such as employee training and development, employee career development, key employee identification, performance management, mentoring, coaching, succession planning and organization development.

The human resource development is a process by which the employees of an organization are in a continuous and planned way to:

- To acquire or sharpen the capabilities, human resource development required to perform various functions associated with their present or expected future roles.
- The general capabilities are developed to exploit employees inner potentials for their own and growth of the organizational development.
- The organizational culture is developed in which a supervisor or subordinate relationships and teamwork are strong and contribute to the professional well being, motivation and pride of the employees.

An organization's success is determined by the skills and motivation of the employees. The greatest assets of the organization are the competent employees. The organization should provide the opportunities and the right type of climate to the individuals which can be helped to their potentials, to achieve the goals of the organization, and thereby ensuring optimization of human resources. A congenial HR climate is extremely important. Thus, an optimal level of HR climate is essential for facilitating HRD.

## **1.4 Job Satisfaction**

Job satisfaction is the contentment of the employee's feelings regarding his or her job. This feeling is mainly based on an individual's perception of satisfaction. The job satisfaction can be influenced by a person's ability to complete required tasks, the level of the communication in an organization, and the way management treats their employees. Job satisfaction has divided as affective job satisfaction and cognitive job satisfaction. Affective job satisfaction is a person's emotional feeling about the job as a whole. Cognitive job satisfaction is how satisfied employees feel concerning with some aspect of their job, such as pay, hours, or benefits.

## **1.5 Benefits**

The benefits of the employees are sometimes called as fringe benefits and indirect forms of compensation provided to employees as a part of an employment relationship. The organization compete for quality employees in today's marketplace, employers must do more than offer a fair day's pay. Employees expect the best benefits package in order to sustain. In fact, the employees have grown accustomed to generous benefits and have come to expect them in a career. An Employee benefit package can be helpful to plan for old age and unexpected events like illness or injured and as a savings for the day to day expenses too. A strong, relevant and well communicated benefits not only helps employers to hire employees at recruitment, but can also help them to retain happy and committed workers.

## **1.6 Career Development**

In current scenario, the career development has seen a shift in the way it is approached. Traditionally, it was up to an organization to ensure that its employees had

the skills to meet the company's long-term goals in the organization. However, employees advocate that they should be responsible for their own career development. This shift has changed the way that organizations handle the career development. The factor career development is viewed today as a kind of partnership with employees. It is a key component of a company's attraction and retention strategy to develop employees. Many candidates will not consider or continue an employment with an organization unless it offers a career development as a basic component of its culture.

## **1.7 Communication**

Organizational communication function is to inform, persuade and promote goodwill. The flow of communication could be either formal or informal in nature. Communications flowing through a formal channel are downward, horizontal and upward. Communications through informal channel are generally termed as a grapevine. These various modes of communication used to disseminate official information between employees and the management to exchange hearsay and rumors, or anything in between. The challenges for the organization is to channel these myriad communications so they serve to improve employee's satisfaction, build knowledge sharing throughout the organization and most importantly to enhance the organization's competitiveness.

## **1.8 Corporate Culture**

The term corporate culture refers to the attitudes, shared values, standards and beliefs that characterize employees of an organization to define its nature. In an organization, corporate culture is rooted on goals, strategies, structure, customers, investors, and the greater community. It is an essential component in any organizations, to determine the ultimate success or failure. Corporate culture determines how a company's employees and management interact in the organization and handle the outside transactions. A company's culture will be reflected in its hiring decisions, dress

code, office hours, office setup, employee benefits, turnover, treatment of customers, customer satisfaction and every other aspect of other operations.

## **1.9 Employee Relations**

Happy employees are the productive employees. The success of the organization is to know how to manage the relationship to build employee's satisfaction. The term employee relations are the effort of an organization to manage relationships between employers and employees. A good employee relations program in the organization provides fair and consistent treatment to all the employees and so they will be committed to their jobs and also loyal to the company. It prevents and resolve problems arising from situations at work and provides direction to oversight for a variety of non-union staff issues, including leaves of absence, staff performance and disciplinary issues, staff employee grievances, including complaints, formal investigation of harassment and other workplace misconduct, anticipated terminations, and unemployment compensation claims. The employee relations provide proactive assistance to both the employees and employers on the interpretation and implementation of the policies, procedures and the employee's handbook.

## **1.10 Management**

In an organization, the management is the function that coordinates the efforts of employees to accomplish goals and objectives by using available resources in the organization in efficiently and effectively. Management includes planning, organizing, staffing, directing and controlling an organization to accomplish the goal. Resourcing encompasses the financial resources, technological resources, human resources and natural resources.

### **1.11 Pay**

The main tasks of the organization are to create an equitable, effective wage and compensation system for employees. Employees are often motivated by money. The employer pays the salary with a great influence on employees performance. An Employee, doesn't view his salary as rupees, he sees the value of his employer places on him. The appreciation the employee feels can have a direct impact on his overall performance in the job.

### **1.12 Resources**

The resource allocation manages the tangible assets such as hardware to make the best use of softer assets such as the human capital. The resource allocation involves in balancing the competing needs and determining the course of action in order to maximize the effective use of limited resources and gain the best return on the investment. While practicing in the organization, the resource allocation management first establishes their desired goal, increased revenue, improved productivity or better brand recognition.

### **1.13 Rewards / Recognition**

The term Rewards / Recognition are used interchangeably and to be considered separately. Employee reward systems refer to programs set up by an organization to reward for the performance and to motivate employees on individual or in group levels. They are normally considered as separate from the salary, but may be a monetary or otherwise as a cost to the company. Employee recognition programs are combined with reward programs and they retain a different purpose altogether.

## **1.14 Stress**

The occupational stress is related to one's job in the organization. The stress stems from unexpected responsibilities and pressures that do not align with an employee's knowledge, skills, expectations, inhibiting one's ability to cope with other roles. Stress can increase when the workers do not feel supported by supervisors or colleagues, or feel as if they have little control over work pressure.

## **1.15 Teamwork**

Teamwork is the process of working collaboratively with a group of people in order to achieve a goal. The teamwork is often a crucial part in any organization and is necessary for the employees to work well together. In a team, the people will try to cooperate, using their individual skills and provide constructive feedback with them and despite the personal conflict between individuals. Teamwork in organizational is required to get tasks and projects done. A team has a leader, who guides all members to reach the company's expectations, to boost motivation of the employees and create workplace morale.

## **1.16 Training**

The training is a function of human resource management that aimed for better performance of individuals and groups in the organization. It has been known as human resource development, human capital development and the term talent development is popular in several organizations. In this scenario, many companies are moving from the traditional term training and development. The talent development encompasses a variety of components such as training, career development, career management and organizational development.

## **1.17 Work /Life**

The work life balance includes a proper prioritizing between the work concepts like, career & ambition and lifestyle concepts on health, pleasure, leisure, family. Work-life balance does not mean an equal balance, but trying to schedule an equal number of hours for each of various work and personal activities are usually unrewarding and unrealistic. The trend in organizations to keep employee turnover rates down is to offer significant programs on work-life balance. It is an organizational concept that empowers the employees to split work and life successfully.

## **1.18 Importance of the Study**

HR Climate is one of the most important concepts that permeated the thinking of industrial psychologists over the past 25 years. Every organization should be aware of the climate that it has to offer its employees which will motivate them to work better. In the current scenario perceived satisfaction on the job is reflected by the needs of a sense of fulfillment and expectations for the job to be interesting, challenging and personally satisfying. Job satisfaction is also an achievement indicator in career development tasks and is associated with the psychological and individual well-being. One of the main factors which can facilitate the enhanced satisfaction of the employees is the HRD Climate that the organization offers to its employees.

Dr. D. C. Kothari Groups of being a leading competitor in one the most competitive manufacturing industry, it is vital for the company to know whether it offers a climate which really facilitates the employees to work in a more innovative and satisfied manner. Hence it is important and a need for the current study.

### **1.19 Statement of the problem**

In view of the changing business scenario, the issue by setting the problem statement as the company is in the traditional style of business for more than five decades, it is necessary for the change in the organization on working patterns as well as in the culture in order to attain better job satisfaction for the employees. A major challenge and the problem for Dr. D.C. Kothari Groups in this era of competition are to be survival and sustainability and reduction of the attrition rate. Behind the HR climate has a direct impact on the job satisfaction which, in turn, directly affect the increase or decrease of the productivity. Dr. D.C. Kothari Groups, plays a crucial role to increase profits as the productivity is reduced because of the traditional business system and resistance to change for technology, etc. This study takes a critical look at the organization with respect to the technology availability, development initiatives on technological infrastructures and management decision-making practices on investments.

### **1.20 Need for the study**

Today, the industries in India find itself facing competition in an increasingly unstable and unpredictable environment, brought by globalization and liberalization of the domestic market. Many international and private players have entered India, keeping in mind the availability of resources in this geography and the potential of the market in the region. This study is an attempt at understanding the relationship between HR climate and employee's job satisfaction in Dr. D.C. Kothari Groups.

### **1.21 Scope of the study**

This study gives a brief idea of the HR climate in the organization and job satisfaction of the employees. A great deal of understanding about the HRD concepts has evolved in our industrial undertakings, but the impact of HRD in private organization is

yet to be examined and acknowledged. This research is an attempt to study and critically review the relationship between the HR climate and job satisfaction and subsequently the impact of developmental climate on job satisfaction of the individuals in the organization.

### **1.22 Objectives of the study**

- (i) To measure the level of HR climate persisting in the organization
- (ii) To measure the level of job satisfaction of the employees persisting in the organization
- (iii) To study the relationship between HR climate and job satisfaction
- (iv) To critically review the relationship of HR climate and job satisfaction and subsequently the impact of developmental HR climate on job satisfaction of the individuals.
- (v) To suggest measures of providing a better HR climate.

### **1.23 Limitations of the study**

- (i) The study confirms to Dr. D.C. Kothari Groups and a population of 604 employees as respondents.
- (ii) Larger domain of study would certainly throw more light on the various dimensions studied
- (iii) The opinion expressed is assumed to be true.

### **1.24 Chapterization**

- (i) The thesis is organized into seven parts. The **First chapter** provides the reader with relevant background material on the topic on HRD, HR climate, the concept of the HRD and job satisfaction.

- (ii) The **Second chapter** deals with the research methodology adopted for this study.
- (iii) The **Third chapter** provides the literature review on the aspects of human resources climate and job satisfaction.
- (iv) The **Fourth chapter** explains about the profile of the company and their business operations.
- (v) The **Fifth chapter** provides the conceptual framework.
- (vi) The **Sixth chapter** shows the analysis and interpretation of the data collected.
- (vii) The **Seventh chapter** provides findings, recommendations and conclusion.

## **CHAPTER 2**

### **RESEARCH METHODOLOGY**

The research methodology is a systematic way to solve a research problem. It may be understood as a science of study how research is done in scientifically. It is necessary for the researcher to know not only the methods and techniques but also the methodology.

#### **2.1 Research Design**

As research design is the arrangement of the conditions and analysis of data in a manner that aims to combine relevance to the research purpose. The study is descriptive in nature. On the basis of the information collected, logical conclusions have been drawn.

#### **2.2 Sampling Technique**

Total population sampling is a type of purposive sampling technique that involves examining the entire population that have a particular set of characteristics of specific attributes/traits, experience, knowledge, skills, exposure to an event, etc., using the method of census study a questionnaire survey has been conducted among 604 employees of Dr. D.C. Kothari Groups. The researcher included the entire population in the study.

#### **2.3 Target Population, Design and Size**

Target population refers to the entire group of individuals or objects to which researchers are interested in generalizing the conclusions. The Target population in this study refers to the Dr. D.C. Kothari Groups employees as respondents and census method is adopted. A census study occurs if the entire population is very small or it is reasonable

to include the entire population. The survey was conducted from a population of 604 employees of different companies under the same group of “Dr. D.C Kothari Groups”. The Researcher distributed the questionnaire to Male as well as Female. The category focused on this study is employees in the all departments - HR (11), Administration (62), Chemist (30), Legal (7), Finance and Accounts (80), IT (8), Sales & Marketing (318), Commercial (9), Export (9), Logistics (8), Operations (6), Production (54) and Others (2).

#### **2.4 Sources of data collection**

The study was based on both the primary and secondary data. For the primary data well-structured questionnaire developed by the researcher was administrated and analyzed. The data were collected through direct method, personal interviews and telephonic conversations from the respondents in Dr. D.C. Kothari Groups.

Secondary data were collected through the internet and from various sources like, textbooks, reference books, journals, articles, newspapers etc.

#### **2.5 Time frame of the study**

The study was conducted for a period from April 2011 to March 2014. The data collection was updated as and when the operations and policies of the company are being changed and regularized, when there is recruitment and retrenchment in the company.

#### **2.6 Geographical Area**

The research study is done at Corporate Office of D.C. Kothari Groups in No.114, Kothari Building, Nungambakkam city, in Chennai where the Kothari Group is situated and also study done in various branches in Hyderabad, Karim Nagar, Kurnool, Puttur, Vijayawada and Vishakapatnam in Andhra Pradesh, Bangalore, Belgaum, Hassan,

Hospet and Davanagere in Karnataka state and Kottayam branch in Kerala and the branches in Coimbatore, Madurai, Salem, Tanjore, Tirunelveli, Trichy, Trichy Area Office, Vellore, Villupuram in Tamilnadu State and Factory at Ennore in Chennai.

## **2.7 Instrumentation**

The data are collected from the respondents were through a structured questionnaire. The instrument which the researcher developed is from factors in HR climate like benefits, career development, corporate culture, management, resources, rewards / recognition, teamwork, training, work / life and factors of job satisfaction are employee relations, job satisfactions, pay, stress and communication. These factors are directly related to HRD of the organization. The researcher collected on a five point scale. The questionnaire contained open and closed end question. The instrument which the researcher made is in simple and easily understandable. Each question of that instrument is related to the study.

## **2.8 Administration and Collection**

The researcher, distributed the questionnaire on her convenience to the employees directly in corporate office and factory. For other branches in the four states, i.e., AP, Karnataka, Kerala and Tamil Nadu, the researcher herself personally visited each branch and distributed the questionnaire through their operations head with the support of HR department. The researcher, restricted to distribute the questionnaire to their dealers and their customers. While initially starting with the study, the researcher analyzed the situations in each and every operation's of Dr. D.C Kothari Groups. The researcher collected the details on employees' position, work, job description, policies and procedures also the relaxation and benefits given to the employees through their HR policies, HR programs, family- friendly concepts and cultures. After analyzing, the researcher prepared the questionnaire and corrected according to their company study

requirements. Each and every variable was directly related to the employees in Dr. D.C. Kothari Groups only.

## **2.9 Construction of Questionnaire**

The key aspect of the present research questionnaire is framed on the basis of pilot study conducted in Dr. D.C. Kothari Groups. For the pilot study, 120 respondents were taken as a sample of the population of 150 through preliminary interviews and discussions. Out of 144 questions in the pilot study, 70 questions have been constructed and framed on the key aspects of the factors which are directly related to HR climate and job satisfaction.

## **2.10 Pilot Study**

The Pilot study has been conducted in Dr. D.C. Kothari Groups with a sample size of 120 respondents (80%). The questionnaire is constructed and framed in order to analyze the aspects of standard job performance, innovative job performance, HRD climate, overall analysis, attitude, work activities, use of skills and abilities, work relationships, pay and promotion potential, general working conditions, job satisfaction, employee motivation, management value, communication and management approach.

## **2.11 Tests of Hypothesis**

In order to understand and study the relationship between HR climate and job satisfaction, their dimensions and to understand how it varies amongst the respondents, collected data are analyzed by using inferential statistical tools. The hypotheses of the studies are:

- (i) ***HR Climate influences Job Satisfaction perceived by employees:***  
H<sub>0</sub>: There is no significant relationship between perceived HR Climate and Perceived Job satisfaction  
H<sub>1</sub>: There is a significant relationship between perceived HR Climate and Perceived Job satisfaction.
- (ii) ***HR Climate does have an impact on Job Satisfaction perceived by employees:***  
H<sub>0</sub>: There is no significant impact of perceived HR Climate on Perceived Job Satisfaction  
H<sub>1</sub>: There is a significant impact of perceived HR Climate on Perceived Job Satisfaction
- (iii) ***Dimensions of HR Climate and Job Satisfaction under study are related to each other:***  
H<sub>0</sub>: There is no significant relationship between the dimensions of HR Climate and Job Satisfaction  
H<sub>1</sub>: There is a significant relationship between the dimensions of HR Climate and Job Satisfaction
- (iv) ***Overall Job Satisfaction perceived by employees is influenced by all HR Climate factors under study:***  
H<sub>0</sub>: There is no significant impact of HR Climate factors on overall Job Satisfaction  
H<sub>1</sub>: There is a significant impact of HR Climate factors on overall Job Satisfaction
- (v) ***Overall Job Satisfaction perceived by employees is influenced by their gender:***

H<sub>0</sub>: There is no significant difference of job satisfaction between genders of employees

H<sub>1</sub>: There is a significant difference of job satisfaction between genders of employees

(vi) ***Employees age has influence on the job satisfaction, perceived by them:***

H<sub>0</sub>: There is no significant difference between the age of the employees and their perceived job satisfaction

H<sub>1</sub>: There is a significant difference between the age of the employees and their perceived job satisfaction

(vii) ***The monthly income of the employees does have influence on their perception of Job Satisfaction:***

H<sub>0</sub>: There is no significant difference between monthly income of the employees and the perceived job satisfaction

H<sub>1</sub>: There is a significant difference between monthly income of the employees and the perceived job satisfaction

(viii) ***Job satisfaction of the employees varies according to their educational qualification:***

H<sub>0</sub>: There is no significant difference between educational qualification of the employees and the perceived job satisfaction

H<sub>1</sub>: There is a significant difference between job level of the employees and the perceived job satisfaction

(ix) ***Job satisfaction of the employees varies according to their nature of the job/job level:***

H<sub>0</sub>: There is no significant difference between the experience of the employees and the perceived job satisfaction

H<sub>1</sub>: There is a significant difference between job level of the employees and the perceived job satisfaction

(x) ***The experience of the employees influences their perception on Job satisfaction:***

H<sub>0</sub>: There is no significant difference between the experience of the employees and the perceived job satisfaction

H<sub>1</sub>: There is a significant difference between the experience of the employees and the perceived job satisfaction

(xi) ***Job satisfaction, perceived by the employees is being impacted by their marital status:***

H<sub>0</sub>: There is no significant difference between marital status of the employees and the perceived job satisfaction

H<sub>1</sub>: There is a significant difference between marital status of the employees and the perceived job satisfaction

(xii) ***Overall Job Satisfaction perceived by employees is influenced by having children:***

H<sub>0</sub>: There is no significant difference of job satisfaction among employees having children or not

H<sub>1</sub>: There is a significant difference of job satisfaction among employees having children or not.

(xiii) ***Gender of employees influences their perception of HR climate prevailing:***

H<sub>0</sub>: There is no significant difference in perceived HR climate between gender of employees

H<sub>1</sub>: There is a significant difference in perceived HR climate between the gender of employees

(xiv) ***Employee's age does have some bearing on their perception of HR climate prevailing:***

H<sub>0</sub>: There is no significant difference between the age of the employees and their perception of HR climate.

H<sub>1</sub>: There is a significant difference between the age of the employees and their perception of HR climate.

(xv) ***Perception of HR climate depends upon employee's educational qualification***

H<sub>0</sub>: There is no significant difference between educational qualification of the employees and their perception of HR climate.

H<sub>1</sub>: There is a significant difference between educational qualification of the and their perception of HR climate

(xvi) ***Type of job that an employee is doing have some bearing on their perception of HR climate prevailing***

H<sub>0</sub>: There is no significant difference between job level of the employees and their perception of HR climate.

H<sub>1</sub>: There is a significant difference between job level of the employees and their perception of HR climate.

(xvii) ***HR climate prevailing in the organization is influenced by employee's income level.***

H<sub>0</sub>: There is no significant difference between income level of the employees and their perception of HR climate.

H<sub>1</sub>: There is a significant difference between income level of the employees and their perception of HR climate.

*(xviii) HR climate perceived by the employees is being influenced by their marital status*

H<sub>0</sub>: There is no significant difference between marital status of the employees and the perceived HR climate

H<sub>1</sub>: There is a significant difference between marital status of the employees and the perceived HR climate

*(xix) Overall employment satisfaction of employees differ with respect to their gender*

H<sub>0</sub>: There is no association between gender and overall employment satisfaction.

H<sub>1</sub>: There is an association between gender and overall employment satisfaction

*(xx) The experience of the employees influences their overall employment satisfaction*

H<sub>0</sub>: There is no association between experience and overall employment satisfaction

H<sub>1</sub>: There is an association between experience and overall employment satisfaction

*(xxi) Overall employment satisfaction change in marital status of employees*

H<sub>0</sub>: There is no association between marital status and overall employment satisfaction

H<sub>1</sub>: There is an association between marital status and overall employment satisfaction

*(xxii) Employees reference to others for employment is influenced by their gender*

H<sub>0</sub>: There is no association between gender and reference to others for employment

H<sub>1</sub>: There is an association between gender and reference to others for employment

*(xxiii) Type of job that an employee is doing, influence their decision to refer others for employment in his/her company*

H<sub>0</sub>: There is no association between job level and the reference to others for employment

H<sub>1</sub>: There is an association between job level and the reference to others for employment

*(xxiv) Income that an employee receive have an impact on their recommendation of others, for employment in his/her company*

H<sub>0</sub>: There is no association between monthly income and reference to others for employment

H<sub>1</sub>: There is an association between monthly income and reference to others for employment.

## **2.12 Data analysis and the tools used for analysis**

The researcher utilized the structured questionnaire and presented personally to all respondents in the selective private companies. Thus, this enhanced uniformity of response, bearing in mind the degree of variations in perception of what the human resources climate is. A structured questionnaire gave respondents a number of alternative options from which they must choose the one that most closely approximates the view of the respondents. The value of the study and the instructions were explained to the respondents. Respondents were requested to complete the questionnaires which were collected personally by the researcher from individual respondents which ensured a high

return rate and encouraged freedom of expression from the respondents. The secondary sources of data collected and analyzed. The research problems and the questionnaires are analyzed accordingly.

To verify the validity, an empirical factorial analysis was conducted, and to extract the composition factors, a principle component analysis was used for measurement variables. In order to understand whether the questions in this questionnaire all reliably measure the same latent variable underlying the questionnaire, reliability analysis is done. For reliability analysis, Cronbach's  $\alpha$  value was used.

Cross tabulation is done for the demographic profile of the population, showing the distributions in terms of job level, department, age, income, qualification, marital status and years of experience.

Descriptive statistical analysis is done to measure the level of HR climate and job satisfaction of the employees persisting in the organization

The Inferential analysis is done using Pearson's Correlation Analysis, Linear Regression Analysis, Analysis of variance (ANOVA), Differed Post-Hoc using TURKEY HSD Test, Independent-samples t-test and Chi square test to study and critically review the relationship of HR climate and job satisfaction and subsequently the impact of developmental climate on job satisfaction of the individuals and to suggest measures of providing a better HR climate for this.

The structural equation modeling (SEM) is done by a model developed by Analysis of Moment Structure (AMOS). The model is fit to ensure the impact of HR climate on Job satisfaction of employees.

## CHAPTER 3

### REVIEW OF LITERATURE

#### 3.1 Introduction

The review of related studies involves the systematic identification, location and analysis of documents containing information related to the research problem. It is an account of what has been published on a topic by accredited scholars and researchers. According to John W. Best (1963), “A familiarity with the literature in any problem area helps one to discover what is already known, what others have attempted to find out, what methods of attack have been promising or disappointing and what problems remain to be solved.”

Review of related literature gives the research worker an opportunity to acquaint himself/herself with the current knowledge and up-to-date information about what has been thought and done in the area of his/her choice.

Studies pertaining to the HR climate, job satisfaction and other related variables were reviewed in this chapter. The sources are included from the relevant scholarly research studies, journals, newspapers, seminar reports, workshops and publications. The review of related literature is arranged in five sections:

- (i) Studies related to HRD
- (ii) Studies related to HR Climate
- (iii) Studies related to Job Satisfaction
- (iv) Studies related to Organizational Commitment
- (v) Studies related to Job satisfaction and Organizational Commitment

### **3.2 Studies related to HRD**

Shaikh T.S (1978) in his Ph.D. Thesis “Personnel Policies and Administration in Urban Banks” reported that for getting good personnel to banks all vacancies should be advertised, selection committee should add with expert in it, all interviews must be formally arranged and proper induction program should be arranged for new employees. He further stated that there should be a separate human resources department, planned training programs, clarified promotion criteria known to all and the scientific performance appraisal system.

Bhatia S.K (1986) in the research article “Training In Public Enterprises: Future Directions” reported trend in the area of training in public enterprises in the context of the need to meet the challenges in the public enterprises as, Human Resources training would be the dominating concern; market changes and competition would be another trust area of an environment change, affecting future training goals; and more emphasis had to be placed on training in attitudes and behavioral changes as compared to skill to bring about a change in work culture. He recommended setting up ‘Training Institute’ for trainers at National level.

Venkataraman K (1986) in “Sensitivity Training to Improve Interrelations” focused on experience based learning of employees, in which they work together in small groups to examine the experiences, feeling and behavior. It is said to provide a low risk environment for a person to experiment with different ways of changing his behavioral pattern. The sensitivity training is an integral part of HRD used for team building and for attaining organizational goals.

Kolekar B.D (1987) in his Ph.D thesis “A Study of HRD in Selected Public Sector Undertakings in Maharashtra and Goa” suggested to impart long term training, appointing a director (T&D) as a concrete step towards HRD valid and reliable

performance evaluation system and issuing appreciation letters to outstanding employees. The researcher has considered only recruitment, selection, training and development and performance appraisal. He focuses on employee counseling, etc., and use of computer in the functioning of HRD effectively.

Kurkute A.D (1988) in his Ph.D. Thesis, “A Study of Management Practices of Dairy Cooperatives in Satara District (Maharashtra)”, reported that the general management practices along with personnel matters of the dairy co-operatives. He found poor employee participation in management, and only on the job training method was used to train the lower level employees.

Rao (1988) suggests that human resource development subsystems comprise performance appraisal, potential appraisal, career planning, training, performance coaching, organization development, employee welfare, rewards, qualities of work life and human resource information system.

Ravishankar, Mishra and Sharma Motilal (1988) in the Book “Human Resource Development in a Changing Environment” reported the views and ideas in the paper presented in ‘Indian Society for Training and Development’, at Bombay Chapter. Once the Human Resource is developed, it becomes resourceful for enhancing its effectiveness and can play a vital role in coping with change and innovations.

Rele Yatin (1988) in “Training Effectiveness” has advised that for 100% efficiency of employees, a continuous training may be provided to update the skills of employees for their present or new jobs. An effective training can be provided to employee on their job. The effectiveness of training depends on the constant efforts of adjusting training, aligning it, making field manager perceive its effectiveness and transforming the participants not only in functional skills but also in their attitude.

Krishnamurti M (1989) in the Article “Human Resource Development” has summarized the existing problems understood out of his own experience in various banking assignments and feedback received from interaction with officials in various banks which urges the ‘need for a sincere approach’ towards HRD activities.

Parthsarathi (1989) has reported the use of role analysis in the identification of training needs which helps the organization to increase its training effectiveness and the role of employees for effective performance. The Author has suggested the important steps like identification of capabilities, technical, functional capabilities, administrative and management capabilities, conceptual capabilities, behavioral capabilities, identification of the gaps in capabilities possessed, etc.

Akhilesh and Nagaraj (1990) in their Book “Human Resource Development 2000 – Indian Perspectives”, a volume of specially prepared paper on HRM profession, presented in a National Round Table Conference, organized by NIPM. It was stressed that due to competition, industries are compelled to bring in additional capital, develop new technologies, find new methods of increasing the workers’ contribution and change altogether the existing systems. But the people have to appreciate the new responsibilities, new work ethos and new plans, considering the importance of new work patterns and challenges.

Goenka (1990) stated at the AGM held on August 31<sup>st</sup>, 1990 that industrial relations in his company were harmonious and cordial. The company was able to achieve the results due to the dedicated, participative and cooperative efforts of employees. The Chairman further reported that, due to the best workforce and industrial relations, the company had achieved the desired goals. The HRD activities resulted in developing best workforce and industrial relations.

Gupta Rajan (1990) in his Ph.D Thesis published in a book form and titled as 'Implementing HRD' has given a chronological account of his experience of action research. The publication is based on the authors doctoral work, is a contribution to the conceptual insight into the process of action research / OD, as much as to the understanding of the process of implementation of HRD. The author's concept of multi-level action research system (MARS) is a significant contribution to action research and OD.

Bansal (1991) has published his Ph.D. Thesis in a book form with a title 'HRD In Public Enterprises'. He has made an in-depth study of HRD in SAIL. The study is based on field survey, personal interviews and a review of published material. The book contains conceptual study of HRD, its processes and scope, an overview of HRD in public sector undertakings in India, profile of Steel Authority of India Ltd, the components of HRD practiced in SAIL. The Author has given a detailed account of implementation of HRD tools like OD, Training & Development, Performance Appraisal, career advancement, etc.

Arahanasi U.H (1992) in his M.Phil Dissertation "A Critical Evaluation Of Performance Appraisal In Selected Industrial Organization" stated that favorable attitude of the employees towards the appraisal system should be created, the performance appraisal system should be treated as 'problem solving' system, every promotion should be made purely on performance basis, organization must bring the participative approach of employees in the performance appraisal system, training to appraiser and appraisee should be given about the performance appraisal system, proper feedback system need to be installed for the employees, and good performance should be linked with special increment, promotion and rewards.

Dharm Vir (1992) in his article "Co-operative HRD – Indian Perspective" has shared his views about co-operative education and training activities. Therefore HRD

may be considered as an important part of the co-operative value system. He has attempted to describe HRD activities in the dairy sector of the Indian cooperative movement. He adds that the National Dairy Development Board of India has achieved a great success and has got a worldwide attention.

Sharma B.D (1992) has made it clear in his Article entitled “HRD in Cooperatives: Some Important Issues,” that the approach to training has been oriented towards the management of cooperatives as government controlled/administered institutions rather than as independent business enterprises running on their own strengths and efficiency. The isolated efforts to evolve a workable system for HRD at the enterprise level are not sufficient. Hence, a well thought out and the practical HRD strategy needs to be formulated.

Singh (1992) has published his Ph.D. Thesis under the title “HRD-A Case Study of U.P. Electronics Corpo. Ltd., Lucknow.” The author has made an attempt to present his work in a comprehensive way, covering all aspects of HRD. It has been attempted in his study to grasp the intricacies of HRD with two fold faces, i.e. Training as a ‘tool for improvement of specific skills in the non-managers’ and ‘development of the managers’. The book analytically discusses the ways to convert the traditional personnel functions to the development mechanisms. It urges upon the need of HRD even before the selection of the personnel. How the conventional tool of performance appraisal can be used for developing personnel to help achieve the organizational objectives is one of the many themes of the book.

Sondhi Mantosh (1992) at the company’s sixth AGM held in Bombay on Aug 28, 1992 stated that companies all over the world recognize training and development of their human resources as the single major contributor to corporate growth, innovative dynamism and prosperity. Management development programs were conducted through workshops, seminars and cross functional task forces to encourage participation and to

foster a vibrant, dynamic, customer oriented team. The Chairman's speech reveals the need of training and development activities for HRD.

Vishwanathan (1992) in his Article "HRD in co-operatives in India" has stressed that HRD should broadly cover the development of skills in three areas, that is technical, human, and conceptual. He emphasizes on the imminent need for overhauling the policies and programs relating to HRD in cooperatives. He suggests that HRD cells in the state government and national and state level co-operative institutions should be established. They will concentrate on functions of human resource development.

Dayal Ishwar (1993) in his Book titled as "Designing HRD Systems", has clarified both the differences and the links between HRD and HRM. He has discussed the important considerations for designing an effective HRD program in an organization; the book has categorized HRD practices in Indian organizations. The author has discussed the various aspects of designing, developing and evaluating effectiveness of the program from his experiences as a teacher and a consultant in several organizations in India and abroad.

Rao (1994) has given his views in the Article 'HRD: Role of New Ministry', in which he has explained the concept of HRD at national level and the role of HRD ministry in detail. "Training" is one of the HRD mechanisms, and HRD does not mean only training. The HRD ministry has its role much beyond education and makes it a very important and critical agency in nation building.

Rao, Silveira, Srivastava and Vidyasagar Rajesh (1994) in the Book "HRD in The New Economic Environment" highlights that, due to the liberalization of the Indian Economy, many changes are taken place in the corporate sector, related to the quality products and services, cost effective and efficient, improvement in technology to upgrade work methods, work norms, technical and managerial skills, and employee motivation to

face challenges. They felt that HRD plays an important role in bringing out the desired changes.

Singh (1994) in his Article, “The Need for a focus on HRD for Workers”, has expressed that HRD for workers is quite different in content and process from HRD for the managerial staff. Similarly, the different types of programs may have to be designed for workers of different sectors. These programs are training, counseling, participation, welfare, quality of work life, quality circle, and grievance mechanism. In the article, he has taken on the basis of a survey and he observed that the organizations has given gave more importance to the training of workers. But there is no adequate facilities for worker development. He concludes that the line managers should be sensitive to the problems of workers and should undertake a lot of HRD activities for workers.

Dikshit (1995) stated that company’s notable increase in net profit (84%) during the year was only due to the efforts taken to encourage participative culture in the company. She added that, much emphasis had been given to efficiency improvement, optimization of operations, effective management of inventory and information, higher capacity utilization, strengthening customer relations, team building, self management and continuous appraisal of employees. She opined that effective adoption of HRD activities would have brought better results.

Monappa Arun and Saiyadain Mirza (1996) in the Book “Personnel Management” have thrown light on HRD activities such as recruitment, selection, interview, training and development, career planning and development, performance appraisal, compensation, employee welfare, grievance procedure, worker participation in management, communication, job enrichment and work redesign, quality circle and quality of work life. This book is intended as a textbook for personnel management. Apart from dealing with the established aspects of the subject, it discusses emerging areas such as the personnel audit and information system. The role of the personnel managers

as a researcher and his involvement in community relations such as social responsibilities, The book also covers some of the changes that are taking place on existing or traditional personnel functions.

Billimoria (1997) in his Article “HRD Strategies for Globalization” outlined the trends in the coming decades of globalization and discussed various external HRD strategies. To achieve competitiveness, a forward looking, dynamic and challenging environment, innovation hones the competitive edge. It includes new technologies and new ways of doing things. The author concluded that a prime HRD strategy should ensure a free flow of information and cultivate empathy so that employee can plan more meaningful strategies for the whole organization.

More B.D (1997) in his Ph.D. Thesis “A Study of HRD is the Changing Scenario with Special Reference to Police Department in Maharashtra” suggested HRD instruments and models for effective functioning of the police department. He expressed the need for a periodic survey of HRD climate, training of police personnel, meaningful performance appraisal system, purposeful career planning systems consisting of central career counseling and training information call, restructure the compensation system, sufficient welfare facilities, set-up regional police preparatory schools for future human resource, recruit HRD Professional and one day workshop for all policemen on a continuous basis. The researcher had suggested models for HRD activities.

Pareek Udai (1997) in his Book “Training Instruments for Human Resource Development” has given information about various HRD instruments related to personal orientation and behavior. He has given instruments for personal, interpersonal styles, their roles in organizations and non-corporate sector. He further explained satisfaction schedules, role efficacy, organizational learning, role satisfaction and isolation, trainer’s style, consulting style, life styles and aspect of motivation and personal effectiveness. The author provides various need based training instruments for HRD professionals.

Gupta C.B (1998) in his Book “Human Resource Management” has explained the various HRD practices such as recruitment, selection, placement, induction, training and development, career planning, compensation, performance appraisal employee welfare, grievance procedure and future role of manager.

Nair R.N. (1998) in his Ph.D. Thesis “A study Of Effectiveness of Executive Development Programs at Urban Co-Operative Banks With Reference To Konkan Region, Maharashtra” studied existing executive training and development program of Banks and evaluated a newly developed system to confirm its utility. He advised the Banks that, training need should be properly identified, training should be time bound and restructured as per the need, the schedule of training and infrastructure should be prepared, pre and post training appraisal program should be conducted and cost benefit favorableness of a training program should be prepared.

Khan Sami A. (1999), in the article “ What HR managers need to know in the New Millennium” has stated that technological transformation including the IT revolution coupled with globalization have driven companies to deepen their values and relationship with customers. Leadership as a business mantra is being replaced with learning. A new type of organization has emerged to face these challenges. In this new set up, people management has become a significant function. Author stresses that the new situation warrants newer set of skills and competencies to be acquired by the HR managers which this paper deals in depth. The author concludes that competence and skills are not enough; it is the attitude of the HR managers that will make them successful in this dynamic environment.

Alphonsa V.K. (2000) has published his study conducted in a large private hospital in Hyderabad under the title “HRD Climate in a Private Hospital in Hyderabad An Empirical Study” This study has attempted to analyze HRD climate, as perceived by the supervisors, and suggest that top management of the hospital may further advance the

hospital policy in enhancing the physical, mental and emotional capabilities of the individuals, in order to create and maintain a productive HRD climate.

Jain Trilok Kumar (2000) in his Article “Benchmarking: Another Tool in the HRD Toolkit for Organization Development” reported the concept of benchmarking which is a comparison of an organization with its competitors organization, so as to identify areas of improvement. Implementation of benchmarking depends on appropriate methods, HRD approach, and training & development. Benchmarking uses a lot of data, facts and information in its process. The right interpretation of data and facts is essential. It is developing you, based on a study of the best practices. It is an excellent to share knowledge, even with competitors. It is essential to open up attitudes and approach towards broader learning.

Suresh Kumar Rongala (2000) in his Ph.D. Thesis “Management And Executive Training Programs And Their Impact On Productivity In Selected Industrial Units In Maharashtra” reported that improvement need to be made in training methods, organizations training courses and in training skills. He expressed the need for accurate and systematic record system of training and performance appraisal results. The researcher had covered only training, performance appraisal and career planning subsystems of HRD.

Aurora Rajinder and Vazirani Nitin (2001) in their Book entitled “Management and Human Resource Development” reported subsystem as human resource planning (HRP), job analysis, recruitment, selection with different sources and the process of selection, training methods and performance appraisal.

Chavare D.T (2001) in his Ph.D. Thesis “A Study of HRD in Vocational Education Institutions in Western Maharashtra” suggested a uniform policy for recruitment in Western Maharashtra. He suggested that, advertisement should be given in

Marathi newspapers, vocational education staff selection commission should be formed and vocational education based training should be arranged. The Researcher had discussed some aspects of HRD such as recruitment, selection, training, development, organization development, reinforcement and career planning.

Panda Abinash and Gupta (2001) in their Research paper “Understanding organization Culture: A perspective On Role for Leaders” concluded that, symbolic constructs convey meaning, evokes emotions, affects perceptions and beliefs and influence actions. Organizational structure, technology, leadership, power, communication and so on, have a symbolic component. They are intended or inferred to convey meaning and significance beyond intrinsic content. Although some symbols are institutional (logos, company posters, slogans and so on), some other are expressive (dress code, rites, rituals, stories, ceremonies and so on). Without careful monitoring, the study of symbolic can be misleading and in turn counterproductive. The careful attention towards symbols can provide a deep, rich and worthwhile understanding of organizational culture. The fundamental challenges before a leader are to lead non-rationally, understand the culture’s myths, and to live with symbols, rituals, ceremonies and stories and shape them for the company’s success.

Pattanayak Biswajeet and Niranjana Phalgu (2001) in their Article “Assessing Competency, The Scientific Way” reported that, competencies of human resource in the organization need to be assessed and developed scientifically. Competency is basically the combination of knowledge, attitude and skills, which prepare an individual for many tasks and jobs for life. The author has reported the essential features of an assessment center which are: Job analysis, multiple assessment techniques, situation exercises, behavioral responses, behavioral observations, multiple assessors, trained assessors and integration of observations.

Rao T.V, Rao Raju and Yadav Taru (2001) in their research article have attempted to highlight the current HRD practices in India in relation to various HRD systems and lastly, it attempts to examine the extent to which HRD implementation meets the criteria of the Integrated HRD systems approach and using this analysis, comments on the prerequisites for the success of other recent HRD frameworks for Asian Countries. Data from HRD audits of 12 Indian organizations indicated that HRD function is not well structured is inadequately differentiated, poorly staffed, and fails to meet the requirements of the Integrated HRD systems Approach evolved for Indian organizations.

Bhide and Sayeed (2002) have published their article in a book titled as “HRD in Asia –Trends and Challenges”, concluded that leadership style has a significant impact on creating a favorable HRD climate and higher role efficacy, which can help in motivating and inspiring subordinates in the transformational change process. Further, they have added that Nurturing –Task Leadership style was found to be a most effective leadership style to create favorable HRD climate and higher role efficacy. It is rather difficult for many managers to change their leadership styles drastically. The research shows that, depending on the high or low dependency of subordinates the leaders can vary their dominant style to a high or low level to get significantly better result for creating a more favorable HRD climate and high role efficacy.

Bhola (2002) in his Ph.D. Thesis “A Study Of Quality Of Work Life In Casting And Machine Shop Industry, In Kolhapur” suggested that employees should get the wages according to Minimum Wages Act, the sizable reserve fund should be created to invest in the variables of QWL, attempts needs to minimize the worker fatigue, the proper infrastructure standard should be laid to avoid dullness in the work environment, safety space to be kept between two machines, safety guards, goggles, shoes, sanitary, drainage, floor cleanliness, drinking water, first aid etc. should be provided to employees, training and development, job diagnosis and redesign, career planning, employee security, teamwork, suggestion box etc. be arranged and there should be social interaction, intra-

firm communication, social relevance of work and existence of unions, collective bargaining and joint management committee in the organizations.

Chauhan Daisy & Chauhan (2002) in their article titled as “Future Directions for HRD: Aligning the HR Function to Organizational Goals” have concluded that HRD is a continuous process. With the accomplishment of certain goals, there is a need to re-examine HRD needs, priorities, instruments and strategies, HRD can be considered as an end and a means towards an end. HRD can transform the organization into a human system by developing their commitment and integrating the individual employees with the organization. HRD holds the key for economic development through enabling people to become more productive and investing in human resources pays in the long run. The main challenge for organizations is therefore to create an “HRD spirit” within the organizations where the emphasis is more on approaches that are result-oriented and employee-centered, integrating the HRD Strategy with the organization.

Pattanayak Biswajeet (2002) in his Book entitled “Human Resource Management” focused on selected HRD subsystems which help to evaluate the performance of employees, provide career planning, training and development, better quality of work life and arrangement for quality circles, reward system and organizational development program.

Rao T.V and Rao Raju (2002) in the publication “HRD in Asia – Trends and Challenges” have published their article titled as “A study of Leadership Roles, Styles, Delegation and qualities of Indian CEOs”. In this article they have attempted to identify the impact of three different Leadership styles on the learning climate generated by the organization as perceived by 48 top level managers in a company. The leadership styles studied is: benevolent or paternalistic style, critical style, and developmental style. The impact of variables studies includes the extent to which they produce loyalty and dependence, resentment and counter dependence and learning, job satisfaction and

morale. The study indicated that while benevolent style creates dependence and resentment, critical style creates resentment and it is a developmental style that tends to create learning and job satisfaction. The findings are in expected directions. The implications of these findings for change in leadership styles using 360 degree feedback are discussed in this article.

Sayed Omer Bin (2002) has re-examined the Kandula's, (2001) study on HRD practices and facilitators to assess whether these construct really measured practices and facilitators claimed by the author. Using the intermediate results of HRD practices and facilitators in matrix form, an attempt was made to establish the explanatory power of HRD facilitator's practices, besides attempting to isolate such practices and facilitating variables that maximally discriminate the profit orientation of the company. The reanalysis revealed that the practices and facilitator's dimensions largely suffered from being no-specific and the dimension scores of both the measures overlapped with each other to such an extent that there is little chance to differentiate them as independent domains of HRD. It was demonstrated that due to using a non-discriminative psychometric inadequate dimensions of practices and facilitators besides using a single response per organization, the main findings turned out to be less significant. The relationship with the profit making orientation of the company also showing primarily non significant results could be attributed to above reasons.

Sharma P.S (2002) in his article "Management Excellence in Cooperatives" has pointed out that for bringing about the overall efficiency of the cooperative sector, promotion of leadership development program is essential and should be made an integral part of the HRD strategy within the overall plan of growth and development of cooperative organizations. The members of the Boards of Directors should be trained in the leadership development programs.

Gary Dessler (2003) in his book entitled “Human Resource Management” lays specific emphasis on Information Technology in HRD and its use in effectiveness of recruitment, selection and placement of an employee on the job, training, development, performance appraisal, career planning activities for employees, compensation and maintenance of employees in the organization by highlighting HR’s roles” “HR Net” along with the “Strategic Overview” and “Strategic HR”.

Ghosh Sauvik and Vijayaragavan (2003) have given an account of their study, which was undertaken in the state department of Agriculture, Haryana and two Non-Government organizations (NGOs) in the state of Haryana. The study has revealed that the existing PAS has been designed essentially the need for controlling employee’s behavior and has been framed from ‘management’ point of view rather than ‘employee’ point of view. It lacks development orientation. The development-oriented PAS is expected more likely to produce positive and less likely to produce negative outcomes than existing PAS that are used only for control and administration. This development oriented PAS is expected to improve the performance appraisal climate which will have a positive impact on overall organizational climate and job satisfaction of extension personnel. This offers greater scope to improve the human resources of agricultural extension organizations at minimum cost.

Gopala Krishna (2003) in his article “Training and Development: A New Approach at BEL” has reported about the new approach in which the identification of training needs of employees was done by training advisory committees. In the traditional methods, the employees were given training by following the beaten track like short listing training programs from a standard list of programs such as communication skills, Team Building ISO 9000, ISO 14000, TQM, Improving Quality of Life, MS-Office, etc. and prepared an annual calendar and threw the programs open to everyone in the organization and wait for nominations. Another traditional method involved in asking individuals to specify the training needs which they need in their performance appraisal

and consolidate them and make it a list of training programs. The authors state that HR managers need to move beyond the confines of these traditional methods. It is the responsibility of Line managers to determine what the organization and the individuals need to learn in order to fulfill their goods and objectives and build the kind of company which they envision. The authors say that it is the responsibility of HR managers to translate these needs into training programs. The author shares his experience in the Bangalore unit of BEL, where a new approach was attempted to give thrust of what the company needs for the future and not what the individual wants and also to satisfy ISO 9000 requirements.

Gupta (2003) has published his study entitled as “HRD and Training in a Corporate Enterprise (A case study of Bharat Electricals Ltd.)” and has revealed that executives have not been given adequate formal training. They do not find the training interesting. But workers are fairly satisfied with the training. The author further observed that the good work needs to be rewarded and hence reward system requires to be reviewed. He finds that adequate delegation of authority is necessary in the organization. The author has attempted to analyze the training and development activities of the organization and tried to know the viewpoint of executives as to the HRD program of the company.

Kandula Srinivas (2003) presented many facts of HRM in his Book “Human Resource Management in Practice with 300 Models, Techniques and Tools”. The author has developed different models through experience. He has described H.R.P., training, management development competency and career management, performance management, team building, communication, involvement and empowerment, organization development, change management and HR evaluation techniques.

Rani Geetha Priyadarshini and Venkatapathy (2003-04) have published their article titled as “Impact of HRD on Organizational effectiveness in the Banking Industry”

in which they have concluded that a) the HRD practiced in the banks have a strong influence on their performance; b) greater the association between HRD practices and organizational effectiveness, greater is the performance of the banks; c) private banks have placed low emphasis on HRD practices in their organizations, which may be due to lack of adequate orientation and resource allocation towards developing their human factor. d) Top performing banks have a higher extent of HRD practices in their organizations, which influences the effectiveness of their organizations and e) HRD practices in the organizations have impacts on the effectiveness of organizations and hence on their performance irrespective of their size and ownership. They concluded that high extent of HRD practices and better performance go hand-in-hand and vice-versa, which explicitly implies that HRD positively impacts organizational effectiveness and hence the performance of banks.

Rao C. Appa and Gupta A.P. (2003) have shared their experience under title “Training for Excellence at Rashtriya Ispat Nigam Ltd.” RINL is a public sector steel plant in Visakhapatnam, RINL has surpassed all other steel plants of the country in various performance parameters. The authors state that the strength of RINL lies in its HR. RINL has strategically planned development of this crucial resource through training and other initiatives. The article elaborates on how training has been systematically planned and implemented at RINL, how the management is involved in HRD; and how the training function is interwoven in the hierarchical web of the organization, bringing out commitment at all levels.

Salokhe Vidya (2003) in her book “Human Resource Development In Banks” strongly reported that, HR policies of each bank should be uniformly reoriented; there should be a special training program for bank employees, transparent performance appraisal system and post appraisal interview, and separate career counseling and training information call’. The bank may evolve appropriate modifications to the existing mechanisms of employee welfare and have HRD professionals appointed in the Banks.

Boris, Groysberg, Ashish Nanda and Nitin Nohria (2004) Reported in their article named “The Risky Business of Hiring Stars” that, companies hire stars when the stars’ luster fades, the group’s performance slips and the company’s valuation suffers. The drivers of star performance are resources and capabilities, systems and processes, leadership, internal network, training and teams. An executive’s performance depends on both his/her personal competencies and also on the capabilities of the organization. The authors think that, in business, the only viable strategy is to recruit good people develop them and retain as many stars as possible. It supports the present study, as recruitment is one of the sub-systems of Human Resource Development.

Gordon L. Simpson (2004) in his Article “Performance Appraisal-an Important Managerial Responsibility” quoted that the performance appraisal should be viewed as a beneficial process in HRD. It should be accepted as a normal management responsibility to review the performance of all employees and should also discuss its results with them regularly. The author feels that the key elements of an effective performance appraisal system are like clearly defined performance standards, an effective monitoring system, regular discussion of performance, and development of appropriate action plans as a consequence of the appraisal etc. help employees to ensure, accept and yield more desired benefits.

Rajagopalarao, Akula (2004) conducted “An Empirical Study on Employees Attitude towards Training and Job Satisfaction in Urban Co-operative Banks in Bangalore City” which reported that, management should change its outlook towards training and should provide customer oriented training. The researcher found that most of the employees were not given an orientation program at the time of placement and the employee expressed that training is necessary for efficient performance. The study indicates the need of ‘Training’ for better performance.

Ramanathan Gayatri (2004) in her article “The Culture of Change” revealed that, catalyzing change in corporate culture by managing people and talent is the new mantra in the Indian corporate. Management should develop an inclusive and a participative culture by better people management, using 360-degree feedback system to create a feeling of trust in organization and change from directive based top-down approach to a participative approach.

Sawant Swapnil (2004) in his article “Space Age” emphasized on quality of work life parameter of HRD. He reported that, every organization should create an inspiring maximize employee comfort, 6,500 Sq.ft. The Area should accommodate just 90 people with decent common facilities, conference room, meeting room, cafeteria, server room, an electric room and a reception.

Sayed Ashfaq (2004) In his article “Organizational Building A Challenge to Meet Business Goals” reported that the HR department should be omniscient, omnipresent and omnipotent, which would help in realizing the dream of building a great organization. He had given guidelines for building a great organization team as never compromise on recruitment, always look for proactive, progressive and productive attitude candidate than his qualification, always groom in house talent for higher positions than an outsider, always reciprocate and reward the performance of employees, a new employee has to be trained suit the needs of the organization, regular review of training effectiveness, collaborative efforts of superiors in team efforts to fruitful level with productive interpersonal relations, encourage and celebrate every movement of achievement, continuous training and development of employees.

Sharma Priya (2004) in her article “Shaping Corporate Culture” reported major contributions towards meeting the goals and objectives of the organization as, a visible aspect of culture includes architecture and décor, dress codes, the organizational processes, structures and rituals, symbols and celebrations. Understanding culture in an

objective manner is useful for business advantage, not understanding it can be detrimental to its development. Corporate culture depends on the company's business goals and can be developed only through trial and error. The author feels that shaping corporate culture is the need of hour, and can be inculcated among the employees of the effective HRD system.

Balyan Ram Kumar (2005) has explained the role of HRD in the new economic policy in his article, entitled as "Emerging Trends and Challenges faced by HRM". He expresses that the character of professionalism among the HRD practitioners is changing. He says that HRD manager has to study the mental make-up of workers and management and prepare them for training and changing their attitude positively towards the use of new technology.

Rao T.V, Raju, Dixit and Soumya (2005) have attempted to identify the effectiveness with which various leadership and managerial roles are performed by Indian CEOs, in chapter 10 of the book titled as "HRD Challenges and Opportunities" edited by Dr. Neelu Rohmetra. In a case study of leadership roles, styles, delegation and qualities of CEOs across 26 firms, the results suggest that the Indian CEOs perform transactional roles more effectively than the transformational roles. The effectively performed transactional roles relate to managing impressions on their seniors, and not with juniors and unions. These CEOs follow a developmental style, characterized by consultative and transformative empowerment. The Authors highlight how the development style of the Indian CEOs is oriented towards transformative empowerment of their subordinates, where the subordinates are encouraged to learn from their own experiences.

Rodrigues Lewlyn (2005) has published his study under the title "Industry-Institute Correlates of HRD Climate: Empirical Study based Implications" in which he compared the HRD climate (HRDC) in the engineering institute with that in a public

sector based on seven dimensions reflecting the nature of HRDC, and thereby, making suggestions to improve the HRDC in the institute. Through the empirical study results, suggestions are made to enhance the HRD mechanisms of the engineering institutes. Introducing a performance enhancement oriented HRD system seems to be the need of the hour with over 1250 engineering institutes in the country.

Saini Debi (2005) in his article titled as “HRD through Vocational Training: The Indian Model” has taken a broad review of India’s vocational training system. The Author stresses the need for an appropriate policy framework that responds to the requirements of organized as well as unorganized sectors. He further states that development of an autonomous, transparent and professionally managed VT system requires a strong political will; commitment to a professional than a bureaucratic approach to issues; innovative and bold thinking on the part of government; and a greater sense of direction in governments working. He says that these suggestions can make a substantial contribution in dealing with this important issue in a more holistic way. The author says that India needs to build a model envisaging a participatory approach in the VT administration, which must respond to economic and social demands. He concludes that in the formal sector, the VT policy has to be built on the structure of better industrial-technical vocational co-ordination.

Selvaraj V.M and Deivakani M. Muthu (2005) in their article entitled “Human Resource Development in Cooperative Milk Supply Society, Tirunelveli” concluded that, the management should conduct job satisfaction survey at least once in two years. This enables the management to improve job satisfaction of their employees and improve HRD climate. The authors have suggested that management must take the responsibility to, aim and equip their officers and clerks, check the salaries of the employees are periodically revised, the superiors should grant due recognition on the basis of a fair performance appraisal and job satisfaction should be an important factor related to

variables like job involvement, organization and commitment. The authors feel that HRD activities are related to employees' job-satisfaction.

Sheth Pinakin (2005) in "HRD through OCTAPACE culture", has highlighted on OCTAPACE culture, OCTAPACE implies Openness, Collaboration, Trust, Authenticity Protection, Autonomy, Confrontation and Experimentation. The Author has examined some of the changes, required in different sub-systems of HRD with special reference to the liberalized and globalized economy in the 21st century.

Srimannarayana (2005) has carried out a study to assess the extent of HRD climate prevailing in small trading units in Dubai. HRD climate consists of general HRD climate, OCTAPAC culture and HRD mechanisms. Category-wise analysis leads to the conclusion that OCTAPAC culture was more prevalent than HRD mechanisms and general HRD climate. Training and performance Appraisal appeared to be more mature practices rather than career planning, rewards and employee welfare. He concluded that average HRD climate was prevalent in the small trading units. The author suggested the units to introduce fair employee welfare programs and reward systems to improve employee satisfaction levels and subsequently to gain advantage from the satisfied workers to increase sales.

Swarajya Laxmi (2005) in her study published in book form entitled "HRD in select Public Enterprises in Andhra Pradesh" has contributed to the knowledge in and often neglected area in HRD in public enterprises, with particular reference to women. She has evaluated the efficacy of HRD processes undertaken in four select public enterprises in A.P. She identified the problems experienced in the course of implementation of HRD programs and ascertained the attitudes of employees towards these HRD programs. She found out that not much worthwhile work is done in these four organizations in developing the competencies, skills, knowledge, abilities, experience,

welfare, motivation, growth, career planning and development of women employees in these enterprises.

Farooque Jamal (2006) in the article titled as “Productivity-Oriented Development of Employees” has reported his attempt to study the current scenario of employee orientation and training programs in the manufacturing sector of the United Arab Emirates. The author determines through this study the impact of such programs, on the performance of employees as well as of the companies. The author found that the majority of employees does not necessarily need any orientation to become aware of their company, its functions, structure, policies related to them and the culture. On-the-job method of training has been a popular choice of most of the companies. The author observes that the training programs in general focus is more on technical aspects followed by teamwork, behaviour, and communication. The author notes down the opinion of the majority of his respondent employees that training and orientation are useful for both employees and the company.

Lopoyetum Samwel Kakuko (2006) in his article titled as “A Paradigm shift on HRD and Information System in Cooperatives Business Organizations” has stressed that HRD and information system in cooperative business organizations needs urgent transformation action to enable them to cope with economic liberalization and globalization. It is essential to chalk out strategies and methods and harvesting the domestic (local) manpower and providing adequate training programs to upgrade their skills, attitude, knowledge, competencies, capabilities, etc. which shall enable them compete in the new economic environment Cooperative employees must be favorable motivated to enhance their productivity and performances. It is essential to have knowledge management based cooperative business organizations in the 21st Century.

Mufeed S. A and Gurkoo F.A. (2006) have attempted, in the paper titled as “Enhancing educational Institutions effectiveness through HRD climate: An Empirical

Assessment.” to study the whole gamut of HRD climate in universities and other equivalent level academic institutions by eliciting employee perceptions on HRD climate for which the University of Kashmir, Srinagar is selected as the main focal point of study by the authors. They found that on the whole HRD climate of the sample study organization was perceived as significantly more motivational characterized by the OCTAPACE culture. This culture is to be practiced by providing infrastructure facilities. The study indicated that there is still considerable scope for improving HRD practices at the University based on study findings.

Reddy and Jagan Mohan (2006) in “HRD: Origin, Concept and Future” have dealt with origin, concept of HRD, emerging challenges and the right steps to be taken so that employees can contribute their best for achieving organizational as well as individual goals. He concludes that change is here to stay and we need to understand that all the practices that are working today may not necessarily work tomorrow. Customer’s expectations, market changes and strategic decisions will drive the management of human assets.

Sharma P.S (2006) in his article ‘Recent Trends in Cooperative Leadership Development’ has expressed that the development of a competitive cooperative leadership is co-terminus with promoting professionalism and improved HRD systems and practices at various tiers of cooperative organization. He has further stressed that there is a great need for continued development of cooperative leadership through promoting professional education and training programs so that they can direct employees & members for development of the organization.

Srimannarayana (2006) in his article “Training Trends in India” has shared his experience of his study aimed at identifying emerging trends in training and development in India. He has found that the strategic linkage of training, application of the technology in training, systematic evaluation, needs assessment and rapid changes in training

delivery and rapid changes in training delivery are the top five training trends in India. The author finds that the organizations in a private sector and services sector have been doing better with respect to almost all critical aspects of training when compared with public sector and manufacturing organizations.

Balyan Ram Kumar (2007) has shared his experience in the article titled as “Changing Patterns of HRM Practices under globalization, A Case study of MNCs in India.” The author has carried out a research study of MNCs in India from different sectors with one of the objectives of knowing and highlighting the HRM practices adopted by MNCs to deal with the competitive situation. To improve the HRD practices the author suggests the Manager should have a team approach, the HR managers approach should be proactive rather than reactive. Top management should not go for a bureaucratic style to deal with HR related activities. The author suggests improvement in the competency of HR manager relating to human behavior, legal procedures, rules and policies of the corporation to improve personal credibility, business knowledge, HR expertise and change dealing expertise. In a nutshell, the author says that the HRM practices adopted by MNCs in India are properly matched according to the needs of the present time.

Dangwal R.C and Sacher Arun (2007) have examined the influence of various factors of organizational climate on managerial effectiveness in the Pharmaceutical industry in the article entitled “Influence of Organizational Climate on Managerial Effectiveness a Study of Selected Pharmaceutical Companies”. An in depth study of Glaxo India Ltd and Novartis India Ltd. has revealed the existence of a favorable organizational climate which leads to managerial effectiveness as compared to the other two Indian multinational pharmaceutical companies – Ranbaxy Labs Ltd and Nicholas Piramals Ltd.

Ganesh Anjali (2007) has concluded that in the bank’s evaluation, training activity is important, resources deployed and inputs provided. In order to make training goal oriented, need based, cost effective and duly modified from time to time based on

training evaluation procedure, it requires support, cooperation and participation of the functionaries at the various levels of the bank including trainees. She has further stated that the quality of training depends on the expertise of trainers, training methodology, training infrastructure, training needs analysis, training evaluation procedure, supportive policies and strategic objectives. When employees lack positive attitude towards training, training endeavors may not yield better results. She has concluded on the basis of her study that employee's attitude, trainer's competence level, teaching methodology and top management support in conducting need based training programs, the training plays very vital role in organizational growth and success.

Nandan Shefali and Thakur (2007) in the article "Performance Appraisal: A Tool of HRD" after detailed analysis of the appraisal system of an organization, Scooters India Ltd., have found certain strengths and weakness of the system. They have suggested some measures for achieving the objectives of performance appraisal system. They say that many public sector organizations have tailored their appraisal systems to efficiently manage the performance of employees in the era of intense competition, but not many changes have been made in the appraisal system of SIL. The only changes made have been the introduction of self-appraisal and the greater emphasis on training as per the observations made by the authors.

Pareek Udai and Rao T.V (2007) in the interview have expressed their views in the HRD News Letter, titled as "The HRD we Dream (t). They expressed their satisfaction as to the scale and size of the HR function in India while they are also unhappy at the fall in ethical standards and the adoption of unhealthy industry practices of the industry. They also lament the absence and sense of purpose for the HR professionals and their liability for groom hardcore HR professionals to look after the human resource related aspects of the industry. They recommended the transformational leadership among the HR personnel and rededicating of the industry to the core values of

the HR community. They also exhort the educational institutions and the industry bodies like NHRDN to take a more proactive role in promoting HRD as a concept.

Rincy V. Mathew (2007) has published his paper in *Management Trends*, under the title “360 Degree Performance Appraisal - A scientific way of Assessing Employee Performance and Behavior”. He concludes that 360 degree performance appraisal when executed correctly; meet the criteria for reliability and validity. It is the best way to get accurate feedback about the individual performance of team members.

Samantaray P.C (2007) in his article titled as “Co-operative and HRD” has mentioned that much emphasis has to be given on HRD to build professional managers who can compete and survive in the market driven economy. The restructuring of HRD plans and programs should be considered from time to time in the ever-changing business environment.

Sarkar Kingshuk (2007) in his article titled as “Labour and HRD in Indian Tea Industry: Will They Come Together?” has taken a brief review of the labour and HRD in the Indian Tea Industry. Being an Assistant labour commissioner, the author has given firsthand accounts of the status of the HRD activities, and its implementation under the labour Act (PLA) 1951, which along with the factories act regulates employment, working conditions and working hours. He says that presently tea industry is one of the most unionized among the organized sector industry. Though there are welfare provisions in the PLA 1951, the implementation machinery requires some supporting facilities like transports. Tea gardens are located in remote areas, which are difficult to access in normal courses. But apart from the legal aspects, he believes in the thoughts and theories of HRD which advocate an approach where employees should treat workers as human beings.

Srimannarayana (2007) in his article titled as “HRD Climate in Dubai Organizations” has shared his observations based on the responses of executives, He carried out a study which attempted to assess HRD climate prevailing in Dubai organizations and concludes that the climate is at an average level. In comparison, it is observed that the HRD climate in banking business is higher than the other business. This is followed by the insurance and shipping business. Low level of HRD climate is observed in tourism, food and trading organizations when compared to banking, insurance and shipping organizations.

Sundararajam (2007) has conducted empirical study on “Employee’s Attitude towards Training and Development” in private sector industries and has come to certain conclusions about employee’s mindset towards training and development. He found that the training and development programs are essential in private sector industries. The employees are motivated to attend the training programs by the management for self development as well as organizational development. Training plays a vital role in each and every organization.

Nagendra Asha (2008) in the article entitled as “An Analysis of Performance Appraisal System in the Automobile Industry”, has shared her experience about the study conducted to establish the adequacy/inadequacy of the P.A. System in two companies in the automobile sector, to assess whether it is HRD oriented and to evaluate whether it is effectively implemented. The study was conducted in Tata Motors and Bajaj Auto. The result of the study showed that the managers in both the organizations felt that there existed a good performance appraisal system in their organizations. This P.A system is HRD oriented. However, its implementation was found lacking. On comparison Tata Motors scored higher than Bajaj Auto on all aspects revealing that managers in TATA Motors were more satisfied with the existing implementation of the performance appraisal system, in their organization than those in Bajaj Auto. She concludes that

performance appraisal still has a long way to go before it reaches a satisfactory acceptance level.

Pillai Prakash (2008) in his article entitled “Influence of HRD Climate on the Learning Orientation of Bank Employees” has attempted to analyze the influence of the HRD climate existing in banks on the learning orientation of the employees. The overall analysis indicates that the level of learning orientation of the employees working in the banks is highly influenced by the learning and development climate fostered by their organizations.

Purang Pooja (2008) in the article titled as “Dimensions of HRD Climate Enhancing Organizational Commitment in Indian Organizations” measures the HRD climate in terms of various dimensions like participation, succession planning, training, performance appraisal and job enrichment and its relationship between the ten dimensions of HRD climate and organizational commitment. The study propounds that the positive perception which further enhances the performance of manage.

Srimannarayana (2008) has attempted in an article “HRD Climate in India” to assess the extent of HRD climate prevailing in Indian organizations. He has collected information from 1905 employees working in 42 organizations covering manufacturing, services and IT sectors in India. He has found that the HRD climate prevailing in Indian organizations in India is only moderate. In comparison, the HRD climate in the manufacturing sector was better than in the service sector.

Samwel Kalkuko Lopoyetum (2009) stressed the imperative need for effective and efficient HRD in cooperatives. The employees and management of cooperatives to be highly productive and highly professionalized need continuous improvement in the new changing environment. The Author says that the cooperatives must identify the training needs and job requirements of employees before initiating a training program and

suggested many measures for reformation and revamping cooperative business organizations in the context of new economic environment are Improvement in governance and leadership development, providing them with appropriate autonomy, Improving workplace, productivity, efficiency and effectiveness of these cooperative business organizations. Education and training facilities, staff member's participation in management may eventually improve the performance of the cooperative business organizations.

Sundararajam (2009) in "Emerging Trends of HRD Practices in Cooperative Sector-Perspective Approach" has observed on the basis of survey of employees who are working in a few cooperative organizations located in the southwest part of Tamilnadu, that the overall HRD climate in the cooperative sector organizations appeared to be neither good nor bad. The senior employees perceived that the HRD climate should be improved in the present competitive environment. In general, the employees showed unfavorable attitude towards, HRD policies and practices. The author gives the overall conclusion of his study that the development of human is a specialized operative function of the personnel department. Lastly, he says that we cannot prepare the future for the next generation, but we can prepare the next generation for the future.

### **3.3 Studies related to HR Climate**

Lawrence (1956) states that, the importance of managing human resources is that it is considered as synonymous with personnel management. "Human relations job functions through several major activities and that human relation is the beginning and end of the management job.

Philip. J (1987) states that rewarding the employee's performance and behavior is an important part of HRD. Organizations with better learning, training and development

systems, reward and recognition, and information systems promoted human resource development climate.

Gani and Rainayee (1996) conducted a study in HRD Climate in Large Public Sector Organization in Kashmir and concluded that the climate existing in the organization for employee development was picking up and it was further observed that compared to managerial personnel, workers were less sanguine.

Krishna and Rao (1997) surveyed the organizations and HRD climate is one of the largest engineering and manufacturing enterprises in India BHEL, which show that the environment of openness follow 'good' among the middle and senior managers in the company and the value of confrontation' was perceived at a low degree also the value of experimentation is favorable.

Kumar (1997) conducted an investigation into the extent of the 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 organization, 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 pro-activity.

Rohmetra (1998) conducted a study on banking sector for determining the HRD climate and the attitudinal perceptions of 102 employees covering senior, middle and lower management levels and the clerical staff. The study shows that the environment is less open for employees and that there exists an intimate degree of trust and the components of attitudinal perception in the bank.

Armstrong, Michael (1999) says that, though there is diversity among these arguments, one can trace out some of the dimensions where there is unanimity of opinion among the experts. Performance appraisal consists of a framework of planned goals,

standards and competence requirements and plays an important role in integrating the individual's needs with the organizational needs.

Jain *et al.* (1997) conducted a study, HRD climate in Indian Industry, in two public sector organizations, i.e., BHEL and NFL and concluded that the HRD climate is mainly a function of the effectiveness variables, including individual efficiency, organizational efficiency and productivity, and the HRD variables including management policy on HRD, organization development, role analysis and training.

Krishna and Rao (1997) carried out an empirical study on organizational and HRD climate in BHEL and found that the HRD climate in the organization encouraged the middle and senior managers to experiment with new methods and try out creative methods.

Venkateswaran (1997) found that, to a large extent, a favorable HRD climate was prevalent in a public sector undertaking in India. The research has identified statistical correlations between specific elements in the organizational climate and four performance measures profitability, customer loyalty, productivity and employee retention. It is found that there are significant differences between the executives of the old and new public sector organizations on a number of Organisational Role Stress (ORS) as well as Quality of Work Life (QWL) dimensions.

Rohmetra (1998) studied HRD climate and satisfaction in State Bank of India (SBI) and The Jammu and Kashmir Bank Ltd. (JKB) and found that HRD climate was much higher in SBI than in JKB. The comparative analysis of the attitudes of employees towards the prevailing development climate revealed that employees in SBI held a much favorable attitude towards the development practices than that in JKB. Consequently, the satisfaction level of employees in SBI is higher than that in JKB.

Alphonsa (2000) surveyed, HRD climate in private hospitals of Hyderabad with a sample of 50 supervisors from different departments. The crux of the study highlights that the supervisors' perception about the HRD climate is satisfactory and there exists a reasonably good climate with respect to top management's attitude in HRD climate.

Sharma.A and Pooja Purang (2000) in their study, "Value Institutionalization and HRD Climate: A Case Study of a Navratna public sector organization", found a positive relationship between value institutionalization and HRD climate in a large public sector organization, meaning thereby that a better and more ethical environment of the organization shall lead to a better HRD climate for the organization.

Luo (2001) explains that the content of employee training has expanded in the 20th century from specific-technical training to include a wide range of personnel development training programs such as leadership, creativity and career management. One dimension is that individual employees (especially middle management) are empowered and regarded as the main source of organizational rationality rather than "adjunct of machines" or rule followers. The second dimension is that organizations incorporate diffused demand from the state and society as corporate citizens rather than simply production or service centers'. The rise of the participatory model is accompanied by the decline of the bureaucracy and community models, which emphasize training in specific technical and human relations skills rather than personnel development training. The impact of the study revealed the participatory organizational model in personal development training at these levels: ideological, organizational, and cross-national. The findings of the study explain both the historical changes and contemporary diversity in employee training.

Noble (2001) conducted a study on "Human Resource Management, Strategic: The Dual Pursuit of Employee Investment and Workforce Adaptability". The main purpose of the study was to confirm the apparent features of strategic challenge of the

dual pursuit of enhancing commitment to continuous improvement in performance in the form of the participation of employees and the flexibility and adaptability of the employees to the current market conditions. This strategic dilemma has its own consequences which can be understood through the influence of this dual pursuit, when it is examined on the basis of the firm's performance. For the firms there is a possibility of maximum performance provided the sustainable competitive advantages are ensured particularly through the effective deployment of human resources. It is possible only in case of the choice of a variety of employees' involvement and workforce adaptability policies. On the one hand, employee involvement policies and practices reinforce management's value of employees and management's commitment to empower employees to continuously improve performance. On the other hand, workforce adaptability policies and practices create uncertainty and threaten employment and compensation security of employees.

Nurmi (2001) conducted a study on "An Investigation of Evaluation of Human Resource Development: A Case Study in the Finish Pulp and Paper Industry". This unpublished dissertation focused on the evaluation of industrial Human Resource Development (HRD). It was also suggested that the relationship between HRD programs and the strategy of MetSerla Corporation would provide a very interesting research area. The supremacy of the human element and urgency of creating a learning organization through development of organizational capabilities all the time, 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 a 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.

Mishra Padmakali Ramakrishna and Bharadwaj Gopal (2002) has given an account under the title “HRD Climate: An Empirical Study among Private Sector Managers” and the study results revealed that the overall HRD climate in the organization covered under study was good. Significant differences were also observed among three levels of management with respect to different dimensions of HRD climate as well as overall HRD climate. The implications of the results of the study are discussed.

Singh.K (2003), conducted a survey of 84 Indian firms representing major domestic business sectors ranging from automobiles and auto components to, cement, engineering, iron and steel, financial services, info-tech, pharmaceuticals, paper and power, etc. The main objectives were to examine how many HR practices have been implemented by the firms and the extent of links between the individual HR practices and firm performance. Each firm was asked to indicate the percentage of employees covered under the final HR practices which consisted of the HRD practices, the result indicated that there were large variations in the HR practices adopted by the organizations included in the sample. It was also found that the combined effect of the HR performance index was significant in predicting a firm’s performance as well as employee turnover and productivity.

Rao (2004) in his article stated that reward systems have undergone a sea change since globalization. In today’s talent marketplace, one can retain one’s best people only by differentiating in their favor and by offering a mix of monetary and non-monetary rewards. The key though is not to reward high, but to reward the right people in the right way.

Arif Hassan, Junaidah Hashim and Ahmad Zaki hj Ismail (2005), Department of Business Administration, International Islamic University Malaysia, Kuala Lumpur, Malaysia, in the research paper "Human resource development practices as determinant of HRD climate and quality orientation". A total of 239 employees belonging to eight organizations (four of them ISO certified) responded to a questionnaire which measured the following variables: career system, work planning system, development system, self renewal system, and HRD system. The results indicated large inter-organizational differences in HRD practices. In general, however, employees' ratings were moderate. ISO certified companies, compared to others, obtained higher means on some HRD variables. The organizations with better learning, training and development systems, reward and recognition, and information systems promoted human resource development climate. Quality orientation was predicted by career planning, performance guidance and development, role efficacy, and reward and recognition systems.

Rodrigues (2005) opined in his article entitled "Industry-Institute correlates of HRD Climate- Empirical study based implications" that a well-trained and a well-educated human resource contributes directly to the development of a country and to improve the knowledge, abilities, aptitude and values of human beings organized HRD practices should be followed.

Mufeed (2006) on the same analogy has conducted a comprehensive study of major hospitals of Jammu and Kashmir namely Shri Kashmir Institute of Medical Sciences (SKIMS) about the perception of medical staff towards the HRD climate in the said hospital. The result of the study shows that the existing HRD climate in the hospitals to a large extent is significantly poor. The study also shows that HRD in organizations use various instruments like performance appraisal, training, promotion, rewards, organizational development, counseling, etc., to create a climate conducive to achieve organizational efficiency and effectiveness.

Ter Laura, Winfred, Gebhandt and Koelewin (2006) concluded that the personal goal facilitation through the work offers a promising source of insight into job attitudes and well being, complementing more traditional job characteristics models. The personal goal facilitation through the work refers to perception of the extent to which one's job facilitates the attainment of one's personal goals.

Famina (2009) conducted a research study of "OCTAPACE profile and Human Resource Development Climate in a South Asian public sector undertaking with special reference on Kerala State Financial Enterprises (KSFE)" focuses on ascertaining the organizational climate of Kerala State Financial Enterprises (KSFE) and to understand and analyze the various dimensions of OCTAPACE. The data were collected primarily by personal interview and questionnaire of 100 employees in KSFE. The results showed that KSFE scored high in openness, confrontation, authenticity and collaboration. The Mean Score analysis showed Proaction, Collaboration and Experimentation to be the highest. The factors which scored low were Trust and Autonomy.

Karunesh Saxena and Pankaj Tiwari (2009) conducted a study on "HRD Climate in Selected Public Sector Banks: An Empirical Study" an attempt to find out the type of HRD climate that is prevailing in public sector banks in Ahmadabad. The researcher has also tried to find out the difference in the perception of employees regarding HRD climate on the basis of age, gender, designation, qualification. They identified the interrelationship between the productivity of the employees and the organization. Among the various reasons for employee productivity; one may be the perception of the employees on how the organization is and what the organization values and believes. This may be summed up as the organization climate which deals with the perception of the employees towards the policies, procedures and practices of the organization.

Vijaya Banu (2009) in his study, "A Study on HRD Climate with Special Reference to Public Sector Cement Corporation in Tamil Nadu", concluded that to

survive and excel in the new economy, the HRD climate is of crucial importance to the Indian public sector organizations.

Ajay Solkhe, and Nirmala Chaudhary (2010) in the research study “HRD climate and organizational performance with focus on job satisfaction as a correlate: Exploratory analysis, at HMT Ltd.”, found that HRD climate helps the Employees to acquire required competencies that would enable them to execute their present or future expected roles and aids in developing their capabilities for better Organizational Performance. Though the measures of OP are many ranging from financial to behavioural ones’, the researcher has focused only on single measure i.e. Job Satisfaction because of the dearth in amount of studies exploring this relationship.

Pooja Purang (2011) in a “Comparative Analysis of HRD Climate in Public, Private and Multinational Organizations” concluded that the Employee perceptions regarding the Human Resource Development Climate are significantly better in the private sector and MNC in comparison to the Public Sector Organization.

### **3.4 Studies related to Job Satisfaction**

Centers and Cantril (1946) have conducted their studies on job satisfaction in relation to the marital status of workers and found that married workers like their jobs more than unmarried workers do. Married, older and educated executives were more satisfied than the unmarried, younger and uneducated executives

Inflow (1951) in the research study” Job satisfaction of liberal arts graduates”, stated that employees are dissatisfied in the early phase of their service and that the first two years of service have the greatest depressing influence on job satisfaction. The experience affects the relationship with autonomy and working conditions.

Talachi (1960) has observed that the lower job satisfaction should increase both labour turnover and absenteeism. He discusses the theory underlying his assumption concerning the relationship between job satisfaction absenteeism, labour turnover, and organizational size. His main findings are that with the larger size of the organisation, there is a reduction in the personnel interaction, which increases the potential for group conflict leading to low job satisfaction and higher absenteeism.

Gannon and Hendrickson (1967) conducted an exploratory study of the career orientation and job satisfaction of wives employed in retailing businesses as either clerks or office workers. The findings showed that the women were more satisfied with their jobs when job involvement was high.

Blum and Naylor (1968) in their book on industrial psychology found that job satisfaction is the result of various factors related to attitude like wages, supervisor, conditions of work, steadiness of employment, advancement opportunities, health, age, temperament and level of aspiration. They have indicated that the level of job satisfaction and commitment to work are the results of various attitudes an employee holds towards his job, towards factors related to his job and towards life in general.

Starcevich (1972) has identified certain job related factors such as feelings of achievement, use of best abilities, challenging assignments, growth on the job and recognition and ranked them among the most important factors for both job satisfaction and job dissatisfaction regardless of the respondents' occupational level.

Orpen and Pinshaw (1975) involved a sample of 100 insurance clerks. An individual's hierarchy of needs influences with the relationship between job factors and job satisfaction. The findings indicated that the correlation between job context or job content factors and overall job satisfaction were not significant.

Prakasam (1976) has found that the occupational level has some influence over the satisfiers and dissatisfiers of employees. In higher level occupations, motivator factors act as satisfied, but in lower level occupations both motivators and hygienic factors seem to act as satisfiers and dissatisfiers.

Seybolt (1976) explored the relationship between three characteristics of the work environment (pay, job variety and task complexity) and job satisfaction and the moderating effect of level of education of these relationships. The results showed that individuals with a grade school education in jobs with low variety were significantly more satisfied with their work than those with high school or college education in low variety jobs.

Pathak (1977) has found that the most important job characteristics sought by the high job satisfied group belonging to both the higher and the lower hierarchies and the low job satisfied group belonging to the lower hierarchy is the opportunity for advancement.

Lakshminarayan and Prabhakaran (1994) States those textile workers with less job satisfaction have more job stress and who have more job satisfaction have less job stress. Job satisfaction and job stress are inversely related, i.e., the more job satisfied individual will have less job stress. They suggested that employee counseling should aim at coping strategies to reduce job stress.

Rahman (1994) in his study of job satisfaction of supervisors in the garment industry suggests that open communication, job security, supervisory status, recognition for good work and overtime are considered more important for job satisfaction than job status, working environment and autonomy in work.

Thomas and Ganster (1995) examined the effects of two contextual elements, family support policies and family supportive supervisors' on work family conflict and individual level strain variables. They found direct and indirect support for the effect of family supportive supervisors on job satisfaction. Their findings indicate work-family conflict and control partially mediated the relationship between the contextual elements and job satisfaction.

Dayanandan (1997) in his study of Human Resource Management in co-operative banks found that the satisfaction with Co employees was favorable among both the senior and junior level employees. He also states that increased satisfaction was noticeable among the senior level employees with regard to the environment and working conditions of banks in comparison with junior level employees.

McDuff (2001) assumed that female clergy have lower satisfaction than do male clergy due to lower pay and respect and more family stress. A gender paradox is found within work satisfaction and clergy, however, and female clergy are generally as satisfied or more satisfied than are their male counterparts despite perceiving the system as unjust, receiving less pay, having fewer opportunities for advancement, and having smaller churches with smaller budgets.

Thomas (2001) in his study found that job satisfaction level is much higher in managers of non credit cooperatives. They also found that the majority of managers in cooperatives are unsatisfied with the present salary structure. To determine factors which are important in deciding job satisfaction of managers in the cooperative sector, the job security, the opportunity to use knowledge and skill, the opportunity to participate in decision making connected with the job, variety in a job and challenge in the job are important.

Bruck (2002) examined whether there would be a different relationship across the job satisfaction facets. These tests revealed no significant differences across facets in any of the conflict measures. These results provide important implications for practitioners who are implementing organizational interventions designed to combat work family conflict.

Ilies and Judge (2003) attempted to identify personality traits that might mediate the relationship between genetics and job satisfaction. They found that personality traits only partially mediated this relationship and suggested that perhaps other heritable traits, such as intelligence, may better explain this relationship.

Jha and Pathak (2003) in their study of the nature of differences in the levels of job satisfaction among executives of four public and private sector organizations of Eastern and Northern part of India found the differences in different aspects of job satisfaction, viz., the job itself, pay and security were felt by the executives. These aspects were found to be significantly higher in the case of private sector organizations as compared to public sector organizations.

Chakraborty (2004) in a case study on job satisfaction among teachers in educational institutions of Katwa Municipality in the district of Burdwan, in West Bengal found that teachers' job satisfaction not only depends on the nature of the job but also on institutional scenario, facilities, salaries and standard of the students.

Huang and Evert (2004) state that job level is positively related to job satisfaction in individualistic countries but not in collectivist countries. Moreover, the positive relationship between job level and job satisfaction holds only for jobs with much opportunity to use one's skills and abilities especially in individualistic countries. A job level, even negatively related to job satisfaction in jobs with little opportunity to use one's skills and abilities in collectivist countries.

Rao (2004) in his article stated that reward systems have undergone a sea change since globalization. In today's talent marketplace, one can retain one's best people only by differentiating in their favor and by offering a mix of monetary and non-monetary rewards. The key though is not to reward high, but to reward the right people in the right way.

Robbins (2004) observed that persons with high level of job satisfaction hold positive attitudes about their jobs while persons who are dissatisfied hold negative attitudes about their jobs. He has also indicated in earlier studies that employee satisfaction increases when the immediate supervisor is understanding, friendly, offers praise for good performance, listens to employees' opinions and shows a personal interest in them and employees prefer work that is mentally challenging in that it provides them with opportunities to use their skills and abilities and offers a variety of tasks, freedom and feedback on how well they are doing.

Saari and Judge (2004) conducted a study on employee attitude and job satisfaction and they identifies the major gaps between HR practice and the scientific research in the area of employee attitudes in general and the most focal employee attitude in job satisfaction, they found that job dissatisfaction appears to be related to other withdrawal behaviors, including lateness, unionization, grievances, drug abuse and decided to retire.

Sharma and Kumari (2004) found that public sector employees are in opposition in terms of their job satisfaction than the employees of private sector organizations. Top management employees are more satisfied than the middle and lower level employees. It was also revealed that the public sector employees are more dissatisfied with their working conditions and incentives than the employees of the private sector.

Dormann, Doris Dieter and Michael (2006) indicate a high stability of core self-evaluation. The stable job satisfaction factor was regressed on core self-evaluation variables using different models of core self evaluation. It is concluded that current conceptualization of core self-evaluation as a super ordinate concept underlying its four dimensions is possible but overly broad in the job satisfaction research.

Philip and Raju (2006) in a case study among doctors and nurses of a multi-specialty private hospital, it was found that doctors are highly satisfied with their jobs but nurses are just satisfied. However source wise analysis of job satisfaction of nurses revealed that they are not satisfied in salary, which is one of the two most important sources out of the six considered in the study.

Sharma and Jyothi (2006) state that level of job satisfaction derived by Government school teachers is modest. The maximum satisfaction is derived from the dimension of principals' behavior and the minimum from pay and rewards, indicating high dissatisfaction with the pay and rewards packages provided to them. The private school teachers are more satisfied than Government school teachers despite the poor package due to the congenial atmosphere in the private schools.

Ter Laura, Winfred, Gebhandt and Koelewin (2006) concluded that the personal goal facilitation through work offers a promising source of insight into job attitudes and well being, complementing more traditional job characteristics models. The personal goal facilitation through work refers to perception of the extent to which one's job facilitates the attainment of one's personal goals.

Anseel and Lievens (2007) examined (i) the relationship between the feedback environment and job satisfaction and (ii) the mediating role of leader-member exchange in a Belgian context. The findings highlight the usefulness of diagnosing and assessing

the feedback environment for a better understanding of feedback processes and for enhancing feedback interventions in organizations.

Doolittle (2007) discusses coping strategies and finds that planning, acceptance and positive reframing relate to increased personal accomplishment while self-blame, disengagement, distraction and denial relate to increased emotional exhaustion. A higher spirituality score, however, is also correlated with higher emotional exhaustion and personal accomplishment, suggesting that clergy satisfaction is complicated and that emotional exhaustion may not mean dissatisfaction. He also finds evidence to support the need for clergy to maintain healthy boundaries.

Ivy Philip (2007) has made a study of the HRM practices in the public sector and private sector hospitals in Kerala. She identified the extent of satisfaction of employees in hospitals and remarked that organizations with more satisfied employees find to be more effective than organizations with less satisfied employees.

Neelkandan and Rajendran (2007) conducted a study which aimed to find out the level of job satisfaction of employees in a public sector organization. The results revealed that employees differed in job satisfaction on the basis of marital status and years of service. The married employees possessed higher job satisfaction than the unmarried employees and the employees with a service of 16 years and above had higher job satisfaction than the employees with less than 5 years of service, 11-15 years of service and 6 - 10 years of service.

Clark and Tamara (2008) have revealed that there was a strong correlation between opportunities for promotions and job satisfaction. The results indicate that external needs, opportunities for promotions, and pay contribute to job satisfaction and reduction of turnover among employees within insurance organizations. The problem with job satisfaction and turnover is a concern within the insurance industry.

Edwards, Bell and Arthur (2008) indicate that the relationship between overall job satisfaction and task and contextual performance were the same. There was a stronger relationship between satisfaction with supervision and contextual performance compared to task performance. This also states the importance of considering different facts with job satisfaction and job performance relationship, as well as the importance of matching predictors and criteria in terms of their levels of specificity.

Judge, Heller and Klingir (2008) indicated that the traits from all three taxonomies generally were significantly related to job satisfaction, even when the traits and job satisfaction were measured with independent sources. However, when all three typologies were examined concurrently the core self evaluation typology was the only typology that was significantly related to job satisfaction.

Sizer (2008) examined the effect of mentoring relationship on job satisfaction and examined faculty members' perceptions of the effectiveness of the mentoring relationship. The findings suggest that faculty members with mentors have higher levels of job satisfaction than faculty members without mentors.

Slugoski (2008) stated that overall organizational commitment had the greatest effect on intent to stay, followed by job satisfaction, job alternatives and job embeddedness added to the employee retention equation, explaining a small but significant amount of intent to stay variance.

Kim Soon Hee (2009) in his study on IT employees, job satisfaction in the public sector indicated that job clarity, effective communication with management, a participatory management approach, organizational support, career development, opportunity for advancement and family friendly policies are all significant variables affecting job satisfaction of IT employees.

Leung and Olivia (2009) indicated a negative correlation with job satisfaction across societies. The results showed that social cynicism correlated negatively with job satisfaction measurement concurrently, as was predictive of job satisfaction measured subsequently.

Vijaya Krishnan (2009) states that the likelihood of individuals seeking redress for alleged injustices through external mechanisms could reduce if it's perceived that there are genuine internal attempts at the level of their individual manager to address personal concerns. Every action taken by the HRM will be held irresponsible if they do not comply with the ethical standards. As it is important for employees to adhere to ethics, it is equally important for the HRM to build the standards for ethics.

Austin and Charlin (2010) have investigated and presented the findings of twenty working professionals to determine how workplace friendships influence career advancement and job satisfaction. The data suggested that vital friendship is important, friendship matters in the workplace and vital friends influence job satisfaction and career advancement.

Chopra and Khan (2010) state that job satisfaction is a complex and multifaceted concept, which can mean different things to different people. The Link between job satisfaction and performance may prove to be a spurious relationship; instead, both satisfaction and performance are the result of personality. Hence the behavioral aspect of HRM has to be kept in mind by the organizational decision makers.

Jain (2010) analyzed the impact of liberalization on HRM practices in public sector banks over a period of almost two decades. Variables were measured and conclusions were drawn striking a blend between micro level changes and their consequent impact on banking operations. Majority of the respondents agreed that the

primary reasons for improved productivity post liberalization were use of IT, Infrastructure, competition in the market place and outsourcing back office functions

Kaur (2010) aimed at finding the level of job satisfaction of college teachers of Punjab with respect to area, gender and type of institution. The study revealed that rural college teachers were more satisfied when compared to urban college teachers, because of their low expectations. Furthermore, the Government owned college teachers were more satisfied than Government aided and self-financed college teachers. She also states that higher socioeconomic status and the level of life satisfaction is to encourage the college teacher for the higher level of job satisfaction.

Pillai (2010) indicated the willingness of IT employees to exert high levels of discretionary effort put in extra hours to solve a problem, make suggestions for improving processes and generally seek to play a key role in an organization has plummeted to its lowest levels. The technical workers are under the pressure to keep up and want to be in jobs where they can learn and grow.

Wu and Wang (2010) suggest the importance of taking personality variables into consideration during the process of evaluating job satisfaction. Job satisfaction should not only be related to extrinsic factors, but also associated with individual differences of disposition tendency. Nurses with positive evaluation and expectation towards self and others tend to report higher job satisfaction.

### **3.5 Studies related to Organizational Commitment**

Gupta, Sharma and Rahman (1971) made a study on scientists and their commitment to the organization's goals with the main operative variables as recognition, professional freedom and researcher supervisor relationship. The study revealed that scientists with less experience, those with high recognition are highly committed, the

freedom of scientists to select the field of research work does not seem to influence the commitment, whereas an increment in the harmony of researcher-supervisor relationships show an increment in the degree of commitment

Hrebiniak and Alutto (1972) in their studies have shown that there is a strong positive relationship between organizational commitment and experience or seniority. They viewed organizational commitment as cost based and defined it as a structural phenomenon which occurs as a result of individual-organizational transactions and alterations inside bets or investments over time and later studies, they considered commitment as the unwillingness to leave the organization for increments in pay, status or professional freedom or for greater collegial friendship

Fottler (1977) has reported that the failure of commitment at the top leads to a failure of commitment in staff management of the personnel department and the operating departments. He suggests an alternative approach to the traditional organization.

Marsh and Mannari (1977) have observed in their study that the Japanese workers have higher levels of organizational commitment than Americans. They found that the committed employee considers it morally right to stay in the company, regardless of how much status enhancement or satisfaction the firm gives him over the years.

Salancik (1977) explained the behavioral approach to commitment wherein evident demonstration of organization commitment is shown representing sunk costs in the organization where individuals forego alternative courses of action and chose to link themselves to the organization. Behavioral commitment relates to the process by which individuals become locked into an organization and how they deal with the problem.

Wiener (1982) described commitment as the totality of internalized normative pressures to act in a way that meets organizational interests. Distinguishing between normative and instrumental processes as behavioral determinants a model of work attitudes serves as a framework within which commitment is conceptualized. Organizational identification and generalized values of loyalty and duty are viewed as immediate determinants. This organization's commitment can be influenced by both personal dispositions and organizational interventions. He also identified three qualitatively different types of loyalty like 'blind loyalty', 'moral obligation', and 'balanced commitment'.

Oliver (1984) in his study of organizational commitment in six workers' cooperatives in Scotland has observed that the founder members of the cooperatives showed significantly higher organizational commitment and also identification involvement and loyalty than other members.

O'Reilly and Chatman (1986) focused on the underlying dimensions of psychological attachment which could be predicated on compliance, identification and internalization. Although the term commitment is broadly used to refer to antecedents and consequences as well as the process of becoming attached and the state of attachment itself, it is the psychological attachment that seems to be the construct of common interest.

Glisson and Durick (1988) have observed that in human service organizations, larger worker groups rate themselves as less committed, whereas work groups that provide both residential and walk in service are more committed than those providing more limited services.

Randall, Fedor and Longenecker (1990) have observed that employee's commitment to the organization is expressed through their behavior indicating a concern

for quality, a sacrifice orientation, a willingness to share knowledge and through their presence in the workplace.

Sagar (1990) states the importance of sales people's commitment to the organization to enhancing retention. Based upon the study findings, several strategies are described that managers can use to increase retention of sales people. The managers need a better grasp of how to retain sales people.

Meyer and Allen (1991) found that organization's commitment has been viewed by researchers as reflecting an affective orientation toward the organization, recognition of costs associated with leaving the organization and a moral obligation to remain with the organization. In order to acknowledge these differences, they gave different labels addressing them as affective, continuance and normative natures of commitment. Affective commitment refers to the employee's emotional attachment to, identification with and involvement in the organization. Continuance commitment refers to an awareness of the costs associated with the organization and normative commitment is stated to reflect a feeling of obligation to continue employment. The study also suggested that affective, continuance and normative commitments should be considered as components rather than types of commitment as the employee's relationship with an organization could reflect varying degrees of all the three.

Raju (1991) in his research study regarding teacher's commitment to the teaching profession has indicated that the more committed teachers express their high intrinsic motivation, inner direction, the religiosity external expectations, and self accountability and desire to utilize the skills.

Sharma and Singh (1991) in a comparative study of one public sector and other private sector organization in Western India to find the factors involving affective commitment of Indian managers, observed that situational factors such as job

characteristics and various dimensions of organizational climate have a decisive role to play in influencing OC in conjunction with certain personal attributes.

Brockner, Tyler and Schneider (1992) have suggested that employees who had relatively high levels of commitment beforehand may if shown a sharp decline in commitment if their experience with the institution is negatively discrepant from their prior beliefs.

Florkowski and Schuster (1992) have shown that profit sharing support can strengthen the workforce and it is an important determinant of organizational commitment. Employees are subject to a range of all types of circumstances and situations, and benefits and pay are major considerations when accepting or changing positions.

Besser (1993) in his research study “ The commitment of Japanese workers and U.S workers: A re-assessment of the literature”, stated that on comparing the commitment to work of American and Japanese workers has concluded that Japanese workers are more committed to their employing organizations than the American workers.

Rodgers, Hunter and Rogers (1993) have observed in their study “Influence of top management commitment on management program success”, that effective program installation depends on the level of top management commitment. The stronger the commitment of the management, the greater the potential for program success.

Anantharaman and Jagadeesh (1994) have stated that the unionized employees perceive the organizational climate less favorably than non unionized employees. There is no difference between these groups in their extent of job involvement. The various

dimensions of organizational climate seem to be not to one another suggesting their independent nature.

Sayed (1994) in his research study “ Organisational commitment and conflicts; studies in healthy organizational process”, have observed among the managers of large multinational firms has found that the level of management has a consistently positive relationship with overall commitment, followed by length of service.

Yoon Baker and Ko (1994) in their study “ Interpersonal attachment and organizational commitment” have indicated that interpersonal attachment among employees in immediate work units substantially increases the employees’ commitment to their work organization. He examined three models such as turnover intentions, actual turnover, and absenteeism.

Zeffane (1994) suggests that variations in management styles have a significant effect on employee commitment. The organization commitment to be influenced by participative decision-making and consideration flexibility, emphasis on rules and regulations, hierarchy and role specialization as well as by various aspects of organizational politics and leadership power.

Wallace (1995) has reported that corporatist organizations strive to maximize employees’ commitment to the organization by enhancing employee integration, upward mobility, participation in decision making and the legitimacy of the authority system and firms will also need to develop new incentives in order to encourage the commitment with the organization.

Wilson (1995) in his research study has found that older employees and women employees are more committed to their organization than younger employees and men employees. Married employees are more committed than unmarried employees. He also

states that the level of education increases the organizational commitment of employees. Salary and family incomes are positively related to organizational commitment.

Sharma (1997) indicated that situational factors contribute more to organizational commitment than a person related factors. 200 skilled workers of a private sector manufacturing organization were interviewed with the help of a structured interview schedule. He found that both situational and personal factors contribute to workers' commitment to the organization. Between the two, situational factors contribute more to commitment than do person-related factors

Biswas (1998) examined the effects of six lifestyle stressors - performance, threat, boredom, frustration, bereavement and physical, on organizational commitment, job involvement and perceived organizational effectiveness and found that performance, threat, and frustration stressors are significant predict of organizational commitment, whereas none of the stressors predicts job involvement. The analysis revealed that organizational effectiveness has a high positive correlation with organizational commitment and job involvement and organizational effectiveness is negatively related to the amount of frustration and threat.

Camp (2001) examined the effect of two types of subjective measurement of the work environment, job satisfaction and organizational commitment, which are thought to be related to turnover. The study examined the two separate aspects of organizational commitment, commitment to the overall organization and commitment to the specific institution. Both measures of organizational commitment exert about equal influence on turnover with commitment.

Subrahmaniam (2002) in their study investigated the role of decentralized structure of managers need for achievement as antecedents of participative budgeting, and the impact of the concurrent relationship of all three preceding variables on

organizational commitment. Direct and positive relationships were found between the two antecedent variables: decentralized structure and manager's need for achievement and participative budgeting. Participative budgeting in turn was found to have a direct and positive relationship with organizational commitment. The results of the study have implication for the design of effective management control processes and for HRM of hospitality organizations.

Berg, Kalleberg and Appelbaum (2003) examined whether a high commitment environment would positively impact work, family balance in part through its effect on organizational commitment. In their study, a high commitment environment was defined as one that provides intrinsically rewarding jobs, has supportive supervisors and high performance work practices. They found affective commitment did partially mediate the relationship between high commitment ,organizational practices and work family balance.

Eaton (2003) examined the effects of the formality of the policy and perceptions of usability on organizational commitment. In her study, when employees perceived that flexibility policies were not truly available to them, they reported lower organizational commitment. Similarly, she found that the support for the effect of perceived control over the schedule on organizational commitment.

Rose (2003) in his comparative study on the effect of pension schemes on employee's commitment between firms offering pension schemes and those not offering pension schemes found higher commitment from workers at companies that offered pension schemes than with those workers at firms that did not.

Wasti (2003) investigated whether cultural values of individualism and collectivism measured at the individual level influence the salience of different antecedents of organizational commitment. The findings indicated that satisfaction with

work and promotion are the primary determinants of effective and normative commitment to employees who endorse individualist values. For employees with collectivist values, satisfaction with supervisors was found to be an important commitment antecedent over and above satisfaction with work and promotion.

Wright (2003) states that in order to be effective in the rapidly changing market organizations are required to be flexible and adaptable, for which their human resource management is desired to be commitment oriented rather than control oriented. A commitment oriented HRM focuses on developing employees who can be trusted to their discretion to carry out their jobs in ways that are consistent with organizational goals. Committed employees are more likely to expend their discretionary efforts towards achieving organizational ends and show less counterproductive behavior than those less committed and also engage in better quality in role behaviors.

Jyothi (2004) quoted a study on the relation between human resource practices and employee commitment in hotels in the United Kingdom and stated that objective recruitment and selection strategies, structured training and development are strongly associated with highly committed employees.

Vashistha and Mishra (2004) evaluated the relative contribution of social support and occupational stress to organizational commitment. The results revealed that social support and occupational stress significantly predicted the degree of organizational commitment. Among social support, appraisal support and belonging support, appraisal support explained the variance in organizational commitment to a large extent. Belonging support and low status were found to be the other variables which explained the variance in organizational commitment to some extent.

Anil Kumar (2005) in his study found that when an executive stays with an organization based on a perceived cost of living, career development prospects and

rewards play an important role in determining his continued commitment. The executive stays with the organization because he or she thinks that it will cost more to leave at present and take up a job elsewhere. As a result, the employability factor becomes an important determinant of the executives' continuance commitment. Further, he states that as executives feel a sense of being trapped into the organization due to the high cost of living, they would stick on to the same and would be less likely to live.

Lok, Westwood and Crawford (2005) investigated the relationship between perception of organizational subculture and their significance for organizational commitment. The results indicated that perceived subculture has a strong relationship with commitment. They further identified the relative strength of specific types of leadership style and specific types of subculture with commitment.

Rubin and Brody (2005) state that insecurity, time pressure, and technologies increase employee's accessibility in their workplace. Accompanying these changes are changing the social contract between employees and their employers. Organisational theories suggest that these employment characteristics will undermine the attachment component of organizational commitment that remain an important feature of contemporary workplaces.

Davis, Pawlowski and Houston (2006) examined generational differences in the work commitments of Baby Boomer (born between 1946 & 1962) and Gen. X (born between 1963 & 1981) IT professionals. The results suggest that the work commitments of these generations of IT professionals are more homogeneous than different. The work commitments examined include work involvement, job involvement, work group attachment, organizational commitment and professional commitment.

Smeenk, Eisinga Teelken and Doewaard (2006) in their study on the effects of HRM practices and antecedents on organizational commitment among university

employees observed that in the separatist faculty decentralization, compensation, training/development, positional tenure and career mobility have significant effects. Age, Organizational tenure, level of autonomy, working hours, social involvement and personal importance significantly affects the employees' organizational commitment in the hegemonist faculty. Participation, social interactions and job level are factors that are important in both faculties.

Allen and Robert (2008) investigated a proximal institutional predictor or organizational commitment to college students. The study examined the relationship of student satisfaction with faculty, student self-evaluation of academic performance, class level, class attendance time, gender and age upon affective, normative and continuance commitment. The intent of the study was to look at student commitment variables in light of potential business strategy implication for recruitment and retention of students.

Felfe, Schmook, Schgns and Bernd (2008) indicate that commitment in the form of employment explains variance of organizational outcomes over and above organizational commitment. Generally, commitment to the term of employment reflects an important attitude to the work situation besides commitment to the organization or occupation. The results are discussed in the right labor market trends.

Wade and Anthony (2008) have explored the relationship between the attitudes and perceptions of minority professionals as related to fair treatment between themselves and white counterparts, and whether those perceptions influenced minority professionals to remain committed to organizations. They suggest that while the majority of respondents feel that they are treated as equitably as their white counterparts, approximately one third indicated that they were either unsatisfied or neutral on this subject. An overwhelming majority of respondents are committed to their organization, even though they may not always receive fair treatment, and many are unable to leave at this time, regardless of treatment. The private sector employees indicated that they may

be more willing to change jobs during the course of their careers as opposed to those in the public sector.

Nicholson (2009) indicated that supervisory leadership practice usage and agent's affective and normative commitment are positively related and agents affective, normative and continuance commitment are negatively related to turnover intention. Job and organizational tenure are not significantly related to organizational commitment.

Aswathy and Gupta (2010) in their study on organizational commitment of Indian managers in multinational companies found that the employee's commitment towards the organization is based mainly on their perceptions about the four organizational practices: organizational structure, management style, HR practices and non-work practices. They concluded that the employees' level and nature of commitment towards the organization is subject to the employer's employee-friendly and caring practices. That is, if an organization offers HRM systems aimed at employer-employee mutual benefit, employee's commitment levels do improve.

Crook (2010) states that the key problems of African Public Services are under staffing and lack of organizational commitment. It is argued that the best way forward is to identify and work with the competent managers to be found in islands of effectiveness, encouraging and spreading more effective kinds of incentives and developing more positive organizational cultures. Pressure from the public for better performance is only likely to work if the need to respond is incorporated into organizational incentive structures.

Hashim (2010) states that the employee's commitment is influenced by many factors including the management styles within the organization. He examined the management of human resources from the Islamic perspective and its effects on organizational commitment among the selected employees in Islamic organizations in

Malaysia. The results show that the Islamic approach in HRM was highly and significantly correlated to organizational commitment.

Leenu and Lakhwinder (2011) found that all HR practices lead to organizational commitment. For instance, compensation, career development and supervisory support have been found to correlate significantly with some forms of commitment, but did not emerge as significant predictors of any form of commitment. The study indicates that the redundancy of the normative commitment construct is a cause of concern for many while studying separate dimensions of commitment and needs further investigation

### **3.6 Studies related to Job Satisfaction and Organizational Commitment**

Khojasteh (1993) revealed that pay and security were greater motivators for private than for public sectors, professional development opportunities and salary packages are of great importance that create job satisfaction factors top most factors in producing job satisfaction include financial resources, faculty workload, and technology impact.

Buffardi and Erdwins (1997) examined the impact that employer sensitivity to childcare needs and child care satisfaction had on both job satisfaction and organizational commitment of employed women. The results clearly suggested that employer sensitivity to child care needs was strongly related to affective commitment and job satisfaction. Further, it appears that caregiver attentiveness may also be a significant predictor of both job attitudes.

Driscoll and Randall (1999) have indicated that perceived organizational support was significantly linked with job involvement and continuance commitment, although its relationship with continuance commitment was negative. Satisfaction with intrinsic and

extrinsic rewards was also a salient predictor of job involvement and affective commitment, but not continuance commitment.

Giffeth, Et al. (2000) reported that job satisfaction is negatively related to turnover intention. Organizational commitment predicts turnover, better than job satisfaction. This finding suggests that job satisfaction may be a more distal influence upon turnover intention than organizational commitment.

Behson (2002) sought to determine whether the specificity of the supportive measures influenced the outcomes. This study examined whether general measures of organizational supports and more focal supports measures differently predicted important organizational outcomes. The results suggest that the more specific measures of supports did account for variance in work family specific outcomes. However, the specific measure did not account for variability in job satisfaction and affective commitment beyond the more general measure of organizational supports.

Behson (2002) reported that the ability to make informal work accommodations for family moderated the relationship between family to work conflict and work stress, which predicted job satisfaction and organizational commitment. In addition, control over schedule predicted informal work accommodation.

Siu Ling Oi (2002) examined occupational stresses and well being for blue and white collar occupations with Chinese and Hong Kong. The study demonstrates that occupational stress plays a significant role in determining job satisfaction and physical well being. These results of the study show that organizational commitment and well being are positively related.

Springer (2002) investigated the potential mediating role of job satisfaction between job stressors namely role overload on quantitative, role overload on qualitative

and lack of career development as a source of stress on the one hand and various facets of organizational commitment namely affective, continuance and normative. Path analyses revealed that role overload on quantitative directly and negatively influence both in job satisfaction and career development as a source of stress directly and negatively influence job satisfaction. These findings also suggest that the job satisfaction mediates the influence of role overload on quantitative on various facets of organizational commitment.

Heslin (2003) in his study 'job satisfaction and organizational commitment' stated that employees' productivity is largely related to their level of job satisfaction and in fact the turnover rate can be reduced to a higher level of organizational commitment. There is the relatively the strong relationship between job satisfaction and organizational commitment.

Raveendran Nair (2004) in his study identified the bank managers' perceptions of motivational requirements, measuring their level of satisfaction and evaluating their commitment to the organization which will provide useful guidelines in framing human resource development policies in the service industry of banking. He found that the factors of job satisfaction emerged as the pertinent predictors of commitment. The different forms of commitment of managers are related to their level of job satisfaction.

Chong, Et al. (2006) examined the multiple roles (i.e., cognitive, motivational and value attainment) of participative budgeting and the combined effects of these three roles in subordinates job performance. This paper proposes that participative budgeting affects job performance via three intervening variables, namely, role ambiguity, organizational commitment and job satisfaction. The results support the multiple roles of participative budgeting and the indirect effect of participative budgeting on subordinates, job performance through role ambiguity, organizational commitment and job satisfaction.

Trimble (2006) studied that the affective organizational commitment, job satisfaction and turnover intention of 468 missionaries. Tenure in the organization was a stronger predictor of organizational commitment, job satisfaction and turnover intention, then was age (i.e., new generation vs. older generation).

Senter and Martin (2007) suggested the proposition that part time employee group membership accounts for incremental variance in predicting turnover. The study also provides additional support for the premise that organizational commitment, job satisfaction and perceived employment alternatives differently predicts turnover for these part time groups.

Mofitt (2008) examined the moderators and mediators of the relationship between traumatic caregiver stress and job satisfaction, organizational commitment and turnover intentions. Many employees are unexpectedly forced into a role of caregiver. In this study, traumatic care giver stress was found to have direct effects on the family. The organizations need to pay attention to the needs of employees who have the dual role of caregiver.

Mosadighrad, Fertile and Rosenberg (2008) indicated that the hospital employees are moderately satisfied with their jobs and committed to their organization. Job satisfaction and organizational commitment were closely interrelated and correlated with turnover intention.

Riggio (2009) stated that organisational commitment is most probably affected by factors such as type and variety of work, the autonomy involved in the job, the level of responsibility associated with the job, the quality of the social relationship at work, rewards and remuneration, and the opportunities for promotion and career advancement in the company.

Graham and Nafukho (2010) seek to introduce a conceptual model that illustrates the presumed association among work climate relationships, job satisfaction, organizational commitment, turnover intentions, retentions and numerous residual costs. They state that organizational commitment when compared to turnover, has received limited attention in transportation safety research among truckload organization. This study raises the level of awareness that there is much work to do related to gain a comprehensive knowledge of variables that influence driver safety outcomes and the appropriate interventions are necessary to elevate organizational commitment and retention.

### **3.7 Research Gap**

The literature reviewed gives an overview of the studies related to human resources, climate, job satisfaction and organizational commitment, but it fails to highlight the relationships and the impact of human resources climate factors that significantly affect the job satisfaction of the employees and the productivity of the company. This research attempts to bring out the kind of relationships between HR climate impact and job satisfaction factors.

### **3.8 Conclusion**

The review of literature is detailed in this chapter. A Human Resource development is a new discipline in the world at large and is considered as a hybrid that has emerged from the interaction of the variety of disciplines. No long term strategies were, in any case, required for its development and it automatically geared to the market of HRD personnel. Now in addition to the multinational organizational level this discipline is getting into private companies. The review of literature highlights the important role played by HRD climate in the successful performance of organizations. The review of related literature revealed that the job satisfaction and organizational

commitment are the most important variables in human resource management. Many studies of reviewed showed that these two variables are interdependent. The review of related literature was very helpful to the investigator in formulating her objectives and hypotheses. It was also instrumental in gaining an in-depth knowledge of the variables that she has selected for the purpose of the study.

## **CHAPTER 4**

### **PROFILE OF THE COMPANY**

#### **4.1 Profile of the Company**

Kothari Industrial Corporation Limited (KICL) is in the business providing agricultural inputs to the farmers through a range of products such as Fertilizers, Agro Chemicals, Micro Nutrients and Bio products. KICL is a company belonging to the reputed D.C. KOTHARI GROUPS of Chennai, originally promoted as Kothari Madras limited as early as 1930. KICL is managed by professionals from various diversified sectors with several years of experience. The Corporate office is located in Nungambakkam, Chennai and it is headed by Mr. Pradip D Kothari, Chairman & Managing Director. The Superphosphate Factory is located in Ennore, Chennai. KICL has 20 branches in Tamil Nadu, Andhra Pradesh, Kerala and Karnataka.

#### **4.2 The Beginnings and the making of an era**

In the year 1919, Chandulal Mothilal Kothari, a Gujarati from the Kachch region made him the city of Madras, as his home and sank roots. He was one of the first person from his community to become a professional with a law degree. He practiced for a while and was soon thinking about expanding into business, a rare lawyer with an entrepreneurial streak. He set up Kothari & Sons, Share, Stock and Exchange Broker, one of the first firms in the stocks and share business in Madras. The Madras Stock Exchange was his main brainchild and he went on to head it, par excellence. Over the years, there were many pioneering ventures on his path – Madras Safe Deposit Company Ltd, Kothari Textiles Ltd., etc. The companies which he started growing by leaps and bounds, as he kept adding new product lines and cannot resist offerings.

### 4.3 The Growing Years

C.M. Kothari had all passion and energy, because he understood that every opportunity comes with a challenge and every challenge has a solution which will encompass discoveries and innovation that can help the creator and the user - the producer and the consumer. He shared with his sons that within finite resources, the world's population must be fed, clothed and sheltered, and the world needed greater innovation and enterprise in agriculture. In the year 1950, his son Dr. D.C. Kothari shared his vision and expanded the business into Fertilizers, Textiles, Plantations - Tea and Coffee, Coffee curing works, Chemicals and Fertilizers. The past two 2 decades, they established separate undertakings for each line of business:

- (i) Blue Mountain Estates and Industries Limited
- (ii) Waterfall Estates Limited
- (iii) Balmadies Plantaions Limited
- (iv) Kothari Textiles Limited and
- (v) Adoni Spinning & Weaving Co. Limited

In 1961 a fertilizer factory was started at Ennore, a small town near Madras. Located in a sprawling 44 acre campus, the factory has a production capacity of 66,000 MTs per annum. In 1970, with considerable progress under each wing, the brothers Dr. D.C. Kothari and H.C. Kothari, amalgamated all the five to form Kothari Madras International Limited (KMIL). With expansion into power, coal, cement, fertilizers and chemicals, Kothari (Madras) Limited was a hugely successful dividend paying company. In 1984, the current Kothari Industrial Corporation Limited (KICL), took over fertilizers and agro chemicals

In 1982 and 1990 were the remarkable years, as KICL's shareholders rose to 50,000. In 1990s, it was expanded into building for manufacturing facility at Ennore for

granites, adjacent to the fertilizers factory. While the manufacturing facility at Ennore delivers Single Super Phosphate, the NPK Physical Mixtures are prepared across all KICL branches spread over four states, viz. Tamilnadu, Andhra Pradesh, Karnataka and Kerala, amounting to around 50,000 MTs per annum. In addition, NPK Granulated Mixtures are prepared in Tamil Nadu, Karnataka and Andhra Pradesh and touch upon an annual sale of 40,000 MTs. Plant Protection Chemicals, Micro Nutrients, Organic Fertilizers & Bio Fertilizers are some of the off-shoot diversifications of KICL, committed to improve the lives of the farming committee - A legacy that Late C.M. Kothari would certainly be the proudest magnate in the business field.

#### **4.4 The Future**

The world of challenges has not changed from the times of C.M.Kothari. It has remained the same and the concept of finite land and infinite needs too remains the same. So as our passion to help our world with unexpected innovations to help producers (farmers) and consumers in all parts of India and the world.

KICL invests in R&D efforts to build up value-added biotech traits through fertilizers, agro chemicals, micro-nutrients and growth promoters. With its strong network of technology collaborations KICL has unique opportunities that can capitalize on future potential benefits of innovation in this space. The company has an outstanding base, both in terms of its market reach and its proprietary products and expertise.

KICL is now embarking upon an aggressive growth strategy. Apart from organic growth, strategic acquisitions are on the cards, to achieve their objectives set for the next five years. KICL brainstorm on the future of agriculture in India, they empower resources to create solutions that identify opportunities to save money for the farmer, enhance farmer productivity, lead the development of new knowledge and data about where, when, and how infinite needs can be met with finite resources.

KICL strategies on their market share, add shareholders who share their passion to create these solutions, add more distributors and dealers who can reach out to embolden the dreams of the Indian farmer. They step into this brave new world and their Corporate Social Responsibility programs work on the social, economic and environmental factors enabling all-round sustainability, in the long run. They have done Late Shri C.M. Kothari proud in the last 100 years. KICL stands for Key to Success, Inspiration & Integrity, Commitment and Consistency, Longevity and Loyalty

#### **4.5 Vision**

To be a dominant player in the Indian Agro Inputs Industry by providing cost effective, superior quality, new technology products at affordable prices to the farmer and continually provide a platform for growth of individuals associated with us as employees, channel partners, vendors and shareholders.

#### **4.6 Business Portfolio**

At KICL time and again believe that they must make a difference to the Indian farmer. KICL produces the high-quality fertilizers and insecticides catering to the Indian farmers need to protect and nurture his crops. But, even during good farming years, agricultural inputs are under-utilized, mostly due to multiple intermediaries and volatile commodity prices. To beat this trend, KICL is the only agro input company that stays close to the farmer, supporting him with appropriate extension services.

They play a significant role in raising farm productivity resulting in raising food production, and quality nutritional content. KICL know that there are millions of smallholder farms in the heartland who are completely disconnected from markets and caught in destructive cycles of economic, social and environmental degradation.

KICL understand that the transformation of small holder's operations into intensive, sustainable and diversified farm enterprises is a development challenge - but with innovative methods to reach them with the right kind of inputs, they believe they can raise farm productivity and create sustainable farm enterprises. KICL constantly reflect upon what our markets will look like in 10 years, and KICL design internal initiatives that have the potential to transform large and small holder agriculture, and urban agriculture in a way that will create value for both their industry and the society. The KICL business portfolio is an expression of our unique strength of extending backward linkages that they have established with farmers.

#### **4.7 Markets Served**

India is a land with a burgeoning population. The last decade has seen a 17% increase in population, but its farm output has gone down drastically. Despite food shortages, the land allocated for agriculture has reduced drastically. The additional food grain production has to come by increasing the productivity of land under cultivation. The adoption of modern agricultural practices is the only way for increasing agricultural productivity. This calls for application of inputs like chemical fertilizers, high yielding seeds and pesticides besides the use of mechanical equipments like seed-cum-fertilizer drills, sprayers, pump sets, etc.,.

In this background, the big plus is that most Indians have greater buying power, Their awareness of wellness and the need to have nourishing and nutritious food is much higher. They are willing to spend money on pulses, milk and meat that promises a wholesome diet. And the market is unable to keep pace with this demand. At KICL they understand their markets. All their initiatives are tuned towards sustainable agriculture that supports the Large scale agriculturist, the Small holder and the Urban Agri programs

The small holder of KICL focus scores points at many levels viz., increase in food availability, a reduction in poverty, inclusive growth, new markets for the small holder and higher food prices for the farmer. The KICL urban marketing initiative hopes to set the framework in a market that still needs plenty of scaffolding. But, when it does, then there will be greater food production, improved livelihood opportunities for urbanites and the enhanced environmental quality of cities. The KICL vision and policy implementation will eventually make a profound transformation possible, where agriculture through higher productivity will provide food, labor and savings that foster rural development, robust urbanization and industrialization.

## **4.8 Products**

### ***4.8.1 Fertilizers***

KICL has been a pioneer in offering Single Super Phosphate (SSP), NPK mixtures and straight fertilizers at Indian farmer friendly prices.

### ***4.8.2 Single Super Phosphate***

The SSP installed capacity is 82000MT and KICL is marketing about 75000 of SSP in Andhra Pradesh, Tamil Nadu, Karnataka & Kerala States.

### ***4.8.3 NPK Mixtures***

KICL markets nearly 60000 MT of NPK Granulated Mixtures majorly in Andhra Pradesh, Tamil Nadu & Karnataka. KICL has won the trust of the Indian farmer and our agro dealers position these products as a part of a complete package of services.

#### ***4.8.4 Straight Fertilizers***

Straight Fertilizers supply single plant nutrient either nitrogen (N), or phosphorus (P), or potassium (K). Example: Urea supplies 46% N; Super phosphate provides 7% P or 16% P<sub>2</sub>O<sub>5</sub>.

#### ***4.8.5 Agro Chemicals***

Kotharis Crop Protection provides farmers wide range of insecticides, fungicides and herbicides to protect the crop and to increase productivity.

## CHAPTER 5

### CONCEPTUAL FRAMEWORK

#### 5.1 Introduction

The concept of HRD has evolved in the West in the second half of the 20th century. In India, the concept of HRD was introduced for the first time by Larson & Tubro in the private sector. In 1978, the concept was adopted by Bank of Baroda and in 1979, it was adopted by State Bank of India.

In the year 1980, Udai Pareek & T.V. Rao, IIM, Ahmedabad, published their work "Designing & Managing Human Resource System", and started HRD experimentation in India. The success of BOB, SBI and L & T, motivated the public and private sector organizations to implement the HRD model in their organizations.

HRD National Network was established in 1985. Since then, Academicians, Consultants, HRD Managers and Senior Line Managers from government institutions, public and private sector industries have presented papers covering empirical, theoretical and experience based materials. The Academic and Business press also responded favorably to the HRD concept. It created an awareness of HRD among the management students and scholars and the Government of India is also established an HRD Ministry. In 1990, the emphasis shifted to Human values and productivity through people. The American Society for Personnel Administration (ASPA) was renamed as the Society for Human Resource Management (SHRM). The process of liberalization of the Indian Economy began from the year 1991. The Captains of Indian Manufacturing and Service Organizations realized that for staying competitive and viable in the global market, the Human Resources is important.

The experimentation regularly reported in the print-media and the HRD literature published in the West, began to influence and shapes the HRD practices in India. The HRD literature, noticed the differences in presentation styles & terminology between the pre and post 1995 literature. A confidence born out of knowledge gained from experience has taken a realistic view of problems and offered pragmatic solutions. The review is restricted to the literature only in respect of HRD issues like Role Analysis, Human Resource Planning, Recruitment, Selection, Placement, Induction or Orientation, Performance Appraisal and Potential Appraisal, Career Planning and Development Employee Training, Management Development, leadership and supervisory styles, Organization Development and Change, Workers Participation in Management, and Quality of Work-life, Quality Circles, Employee Counseling, Team Management, being studied under this work.

## **5.2 HR Climate**

Recognizing the importance of HRD climate, Center for HRD, Xavier Labor Relations Institute (XLRI, India) developed the 38-item HRD climate questionnaire to survey the extent to which development climate exists in organizations. The 38 items included in the questionnaire can be grouped into three categories such as general climate, OCTAPAC culture and HRD mechanisms.

The general climate items deal with the importance given to human resources development in general by the top management and line managers. The OCTAPAC items deal with the extent to which openness, confrontation, trust, autonomy, pro-activity, authenticity and collaboration are valued and promoted in the organization. The items dealing with HRD mechanisms measure the extent to which HRD mechanisms are implemented seriously.

Using this instrument the first survey of HRD climate in Indian organizations was carried out by Rao and Abraham (1986) among 41 organizations in India. The study found that the general HRD climate in the organizations appears to be at an average level. The most important factor contributing to this seems to be a general indifference on the part of the employees in their own development.

An organization that has better HRD climate and processes is likely to be more effective than an organization that does not have them. Various research studies have been conducted to determine and analyze the factors affecting the HRD Climate prevailing in the organizations. A review of literature indicates that HRD climate exists in various organizations.

The questionnaires relating to the HRD Climate (Rao and Abraham 1985), and Job Satisfaction (Daftuar, C.N 1997) were administered to the sample population and the findings indicate that HRD Climate has a definite impact on job satisfaction which in turn leads to increased organizational performance.

### ***5.2.1 General Climate***

A change is brought in a systematic manner by using General Climate along with OCTOPACE Culture and the introduction of HRD mechanisms would result in a strategic fit between: a) employee and the organizations and b) Organization and its business environment. The brief description of the 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 and line management but immensely good supportive personnel policies and positive attitudes are equally important towards such development.

Therefore, the general climate is a combination of support from all the concerned quarters viz., from the management people who working in different levels, good supportive personnel policies and practices as well as the positive attitudes towards the development of the people in their organization.

### ***5.2.2 HRD (OCTOPACE) Culture***

The essence of the HRD climate can be well gauged by 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 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 (1997); Rohmetra (1998); Mishra, Dhar and Dhar (1999); Rao and Abraham (1999); Alphonsa (2000); Bhardwaj (2002); Kumar and Patnaik (2002); 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..

### ***5.2.3 HRD Mechanisms (Sub Systems)***

The Human Resource Development (HRD) is an organizational framework for improving and developing their human capital for which the management implement certain sub-systems or methods. The intended purpose of implementing such HRD instruments is to gain a competitive edge in the market place through a competent and capable work force. The methods of HRD can focus on teaching the necessary skills to the employees on the job and more specific abilities that help to accomplish any task or responsibilities in an organization; it improves a technical and communicative skills which improve the efficiency of employees. There are different types of

subsystems/mechanisms/methods which are employed to implement HRD in an organization:

- (i) Performance Appraisal
- (ii) Potential Appraisal and Development
- (iii) Career Planning
- (iv) Training and Development
- (v) Career Development
- (vi) Organizational Development
- (vii) Role Analysis
- (viii) Employee Welfare and Quality of Work Life
- (ix) Self-Renewal and Institution Building
- (x) Rewards
- (xi) Quality Circles, Task forces and Assignment Groups
- (xii) Employee Counseling and Coaching

These sub-systems or instruments may vary that depending on the size of the organization, the internal environment, the support and commitment of the top management, the competitive policies, etc. These sub-systems are designed to develop the competencies of employees and improve the overall organizational climate. The successful implementation of HRD involves taking an integral look and making efforts to use as many mechanisms as possible.

### **5.3 HR Climate and Organizational Climate**

HR Climate is an integral part of Organizational Climate. It can be defined as perceptions of the employee that have on the development environment of an organization. This Developmental Climate will have the following characteristics (Rao and Abraham, 1986):

- (i) A tendency at all levels starting from top management to the lowest level to treat the people as at the most important resource.
- (ii) A perception that developing the competencies in the employees is the job of every manager / supervisor.
- (iii) Faith in the capability of employees to change and acquire new competencies at any stage of life.
- (iv) A tendency to be open in communications and discussions rather than being secretive (fairest free expression of feelings).
- (v) Encouraging risk-taking and experimentation.
- (vi) Making efforts to help the employees to recognize their strengths and weakness through feedback.
- (vii) A general climate of trust.
- (viii) A tendency on the part of employees to be generally helpful to each other and collaborate with each other.
- (ix) Team spirit.
- (x) Tendency to discourage stereotypes and favoritism supportive personnel policies.
- (xi) Supportive HRD practices, including performance appraisal, training, reward management, potential, development, job rotation, career planning, etc.,

The organizations are differed in the extent to which they have these tendencies. Some organizations may have some of these tendencies, some others may have only a few of these and few may have most of these. It is possible to work out the profile of an organization on the basis of these tendencies. HR Climate contributes to the overall health and self-renewing capabilities in organizations, which in turn increase the enabling capabilities of individual, dyads, team and the entire organization.

## 5.4 Factors contribute to HRD Climate

- (i) **Top management Style and Philosophy:** A developmental style, a belief in the capability of people, a participative approach, openness and receptivity to suggestions from the subordinates are some of the dimensions that contribute to the creation of a positive HRD Climate.
- (ii) **Personnel Policies:** Personnel policies that show high concern for employees, which emphasize equity and objectivity in appraisals, policies that emphasize sufficient resource allocation for the welfare and development activities, policies that emphasize a collaborative attitude and trust among the people go a long way in creating the HRD Climate.
- (iii) **HRD instruments and Systems:** A number of HRD instruments have been found to generate a good HRD climate. Particularly open systems of appraisal with emphasis on counseling, career development systems, informal training mechanisms, potential development systems, etc., contribute to HRD Climate.
- (iv) **Self-renewal Mechanisms:** Organizations that have built in self-renewal mechanisms are likely to generate a positive HRD Climate.
- (v) **Attitudes of Personnel and HRD Staff:** A helpful and supportive attitude on the part of HRD and personnel people plays a very critical role in generating the HRD Climate. If the personal behavior of any of these agents is not supported, the HRD Climate is likely to be vitiated.
- (vi) **Commitment of Line Managers:** The commitment of line managers to the development of their subordinates are very important determiners of HRD

climate. If line managers are willing to spend a part of their subordinates, it is likely to have a positive impact.

## **5.5 HR Climate in Indian Organizations**

The HR Climate has described in some of the Indian Organizations are described below:

(i) Venture Finance Company (VFC): VFC is a professionally managed venture finance company, which enjoys both national and international patronage. It has provided the managerial and financial support to over 45 companies. The total manpower is 34 out of which 26 are managerial cadre and the remaining are clerical support staff. This is the smallest of the organizations studied. VFC does not have a separate department for HRD. Currently there is one executive who looks after HRD and one – deputy manager personnel and administrative matters.

(ii) Consumer Products company (CPC): This CPC is in consumer products. Talent recruitment, retention and excitement are the focus in HR. The company aims at fully establishing itself as an FMCG company. E-commerce, E-initiatives, diversification are some future possible areas of work. The total number of employees is about 800. A Corporate personnel is headed by a President – HR (who also looks after an SBU besides all HR activities). There are three Deputy General Managers (Personnel administration, TQM, and health services), one Manager Estates, recruitment and other HR issues, one Civil Manager, two Assistant Managers (Payroll and training and performance management), one executive (recruitment, 360 feedback and other matters), one Senior Officer (Secretary to President & Compensation Manager) and one Officer (administrative support in training, resignations, exit interviews, transfer etc.). The Human Resources Function in this company is highly differentiated. The President – HR

integrates it at the top level. There is no strong departmentation but specialization at individual level and a high degree of flexibility. The Managers in-charge of appraisals and training, devote their full attention to these functions. OD, Career Planning & Potential appraisal are not focused at present. TQM and Feedback and Counseling are well integrated into the other systems.

(iii) Multinational Electronics Manufacturing Company (MEMC): MEMC is a world's leading supplier of electrical and electronic connectors and interconnection systems. The headquarter is in the USA, MEMC has about 46,000 employees all over the world. It is a world – class technology leader and is frequently named as one of the top 50 patent – holding corporations in the world. The total number of employees in this company at the time of this study were about 600. The HR department had six employees, one Manager, one Assistant Manager, one Senior Executive, one Officer, one Junior Officer and one Receptionist. The Head of HR integrates HRD function with the other HR Systems. While there are no separate departments, there are individual's in-charge of different HR Systems.

(iv) Tyre Manufacturing Company (TMC): TMC's Market share is considered to be one of the top in the tyre industry in India. The total numbers of employees in one of its plants are about 1400. The HR department has 21 employees, who look after personnel, safety, time, office, welfare, etc. There is no HRD department separately. It is not a differentiated function. After the HRD audit the company decided to establish a separate HRD unit and integrate it with the personnel function at the plant level. At the top level in the corporate office there is a high concern for a competence building to meet changing needs of the industry.

(v) Indian Multinational Company (MNC): This company is owned by an Indian Business House and is located in another country. It is a manufacturing unit and

employs a few Indians. It is the best rated company in the country where it is located. It is the first to get ISO-14001 and QS-9000 accreditation. 85% of its products are exported to about 30 countries (like UK, France, Spain, Italy, Israel, etc.) and most of its customers across the world consider it to be high quality conscious and customer driven. It plans to double its production in the next five years. It intends to do so with an addition of less than 20% to its manpower. It had about 300 local employees and about 40 Indian Managers. The HR Department had a total of 31 staff, of which there is one Deputy General Manager heading the functions, three officers are looking after training, personnel matter and safety, of the remaining nine are drivers, two receptionists, four safety technicians, two agricultural engineers, one nurse and other miscellaneous staff.

(vi) Automobile Manufacturing Company (AMC): This company envisions itself to be a world class organization in the next few years. The competition is to increase with the entry of multinationals and JVs. The total numbers of staff at managerial levels were over 1,700 technical and non-technical personnel. The HRD staff consisted of 16 members. Six had an engineering background, which gives them a technical advantage in the business of the company of them two looked after Training and development and the rest looked after other GR functions including recruitment, induction, etc.

(vii) Cement Manufacturing Units (CMUs): CMU – 1 had a total of 154 staff and an officer and 130 workmen. Among the 154 staff 27 are in Senior Managerial Cadre, 69 are Supervisors and Officers and 58 are Assistants. 77 of the 130 Workers are Skilled. A Deputy General Manager Personnel &HRD who integrates both the functions, manages the HR Function. A Manager and an Officer assist him. CMU – 2 is a market leader and is expected to be the largest single location manufacturing plant when its plans are achieved. The plant had an employee strength of 450 workmen and 782 Officers. The officers include those of

Marketing. There were 10 members in Personnel and HR department and 17 in welfare Department.

The above description of the HR Climate indicates that the HR Departments in Indian Organizations do not have well differentiated structures appropriate for HRD. They have well differentiated roles in Personnel but not in HRD. When it comes to HRD it seems that they structure the role in such a way that it is even mixed up with other personnel functions. As the structures are mixed and convenience based, the HRD activities also get mixed attention and are often convenience based. As a result various sub-systems of HRD do not get the attention they deserve.

## **5.6 Job Satisfaction**

Job satisfaction is the favorableness or unfavorableness with which the employee views his work. It expresses the amount of agreement between one's expectation of the job and the rewards that the job provides. Job satisfaction is a life satisfaction. The nature of one's environment of a job is an important part of life as job satisfaction influences one's satisfaction in general life also.

Job satisfaction has been an interesting variable for managers for many years. Job satisfaction as a job reaction remains an important area of study. Job satisfaction influences the efficiency of employees and thus determines organizational effectiveness. It is an intangible and qualitative variable. It relates to feelings, emotions, and expressions. So, unless it is expressed it cannot be known. However, over a period of time, researchers were able to find a certain quantitative measurement of this variable in order to help the managers to understand it and direct the energy of subordinates in a proper manner. Job satisfaction has a positive influence on the functioning of the organization as well as personnel. Similarly, it is influenced by a number of variables. They were identified as organizational and personal. Job satisfaction plays a greater role

in defining the employee's efficiency and productivity. An employee who is satisfied and happy with his/her job will have higher productivity than an employee who considers his/her job only as a means of monetary benefits. This is because the job satisfaction provides a person with inner motivation and self encouragement to give ones best to the job.

In any organization, 5Ms are very important Men, Machine, Money, Method and Materials. When an organization is using excellent machine, material which has a good potential market, using good methods, but doesn't have well trained, prompt, and qualified men power. Then, its business will not thrive.

For the success of any organization job satisfaction is of vital importance. The employees who are satisfied are the biggest assets to an organization where as the dissatisfied employees are the biggest liabilities. The organization cannot achieve its goals and targets unless its workforce who constitutes the organization is satisfied with its job. Job satisfaction plays an important role for the happiness and prosperity of the individuals and the organization that has employed them.

Rao (1996) States that job satisfaction is closely related to the gratification of needs. It is composed of effective, cognitive and behavioral elements. The elements vary in their intensity and consistency from one individual to another. Thus, job satisfaction is the satisfaction derived from and pursuit directed by the process of fulfillment of the needs. It is the favorableness or unfavorableness with which employees view their work. It results from specific attitudes of employees in three areas viz., specific job factors, individual adjustment on the job, group relationship.

The Harvard Professional Group (1998) views the job satisfaction as the keying radiant that leads to recognition, income, promotion, and the achievement of other goals that lead to a general feeling of fulfillment.

Armstrong (2006) explains the term job satisfactions refer to the attitude and feelings that people have about their work. A positive and favorable attitude towards the job indicates job satisfaction. Negative and unfavorable attitudes toward the job indicate job dissatisfaction.

George et al., (2008) reveals that job satisfaction is the collection of feeling and beliefs that people have about their current job. People's levels of degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. In addition to having attitudes about their jobs as a whole. People also can have attitudes about various aspects of their jobs such as the kind of work they do, their coworkers, supervisors or subordinates and their pay.

Mullins (2005) states that job satisfaction is a complex and multifaceted concept which can mean different things to different people. Job satisfaction is usually linked with motivation, but the nature of this relationship is not clear. Satisfaction is not the same as motivation. Job satisfaction is more of an attitude, an internal state. It could, for example, be associated with a personal feeling of achievement, either quantitative or qualitative.

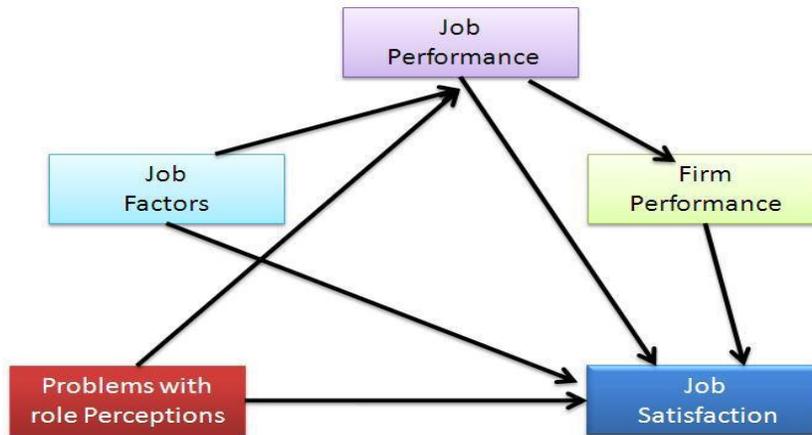
Aziri (2008) says that job satisfaction represents a feeling that appears as a result of the perception that the job enables the material and psychological needs. Job satisfaction can be considered as one of the main factors when it comes to efficiency and effectiveness of business organizations. In fact the new managerial paradigm which insists that employees should be treated and considered primarily as human beings that have their own wants, needs, personal desires is a very good indicator for the importance of job satisfaction in contemporary companies. When analyzing the job satisfaction logic that a satisfied employee is a happy employee and a happy employee is a successful employee.

The importance of job satisfaction specially emerges to surface if had in mind, the many negative consequences of job dissatisfaction such a lack of loyalty, increased absenteeism, increase number of accidents etc.

Spector (1997) says about the three important features of job satisfaction. First, organizations should be guided by the human values and such organizations will be oriented towards treating employees fairly with respect. The assessment of job satisfaction may serve as a good indicator of workers' effectiveness. High levels of job satisfaction may be a sign of a good emotional mental state of employees. Secondly, the behavior of the employees is depending on their level of job satisfaction will affect the functioning and activities of the organization's business growth. From this it can be concluded that job satisfaction will result in positive behavior and negative behavior, dissatisfaction from the job will result in negative behavior of employees. Thirdly, job satisfaction may serve as indicators of growth in organizational activities. Through job satisfaction evaluation different levels of satisfaction in different organizational units can be defined and in turn can serve as a good indication regarding in which organizational unit changes that would boost performance should be made.

Christen, Iyer and Soberman (2006) provided a model of job satisfaction and the elements included are job related factors, job performance, role perceptions and firm performance.

**Fig. 1**  
**Model of Job Satisfaction**



Source: Secondary Data

According to Higgins (1991) Job satisfaction has been well established as having a negative relationship with work and family conflict. Ozeki, (1998) reported the significant negative relationships between job satisfaction and general by directional measures of work and family conflict. They concluded that the relationship between work, family conflict and job satisfaction was strong. The negative across all samples “people with high levels of conflict tend to be less satisfied with their jobs”.

Vroom (1964) states that job satisfaction and job attitudes are used interchangeably because both refer to the effective orientation of the individual toward the work role the worker is occupying. The positive attitudes are equated with satisfaction and the negative attitudes with dissatisfaction. Introducing the third term in his case study of IBM, he says that "morale" has been given many meanings, some of which are closely related to the other two concepts.

## **5.7 Conclusion**

For the success of every organization, it is necessary to have an effective HRD climate in an organization to acquire job satisfaction. A good HRD climate can help in maintaining and building a better HRD structure which involves an equal distribution of responsibilities and authorities among the HR personnel as well as increases the satisfaction level of the employees. The recent HR climate and job satisfaction frameworks are conceptually heavier, culturally not very sensitive to industries and are more sophisticated in terms of larger number of variables they cover and linkages needed.

## CHAPTER 6

### ANALYSIS AND INTERPRETATION

#### 6.1 Introduction

Exploring the data enables the researchers to obtain the results. Data analysis, however, is only one step in the process; researchers must then interpret the findings of their analyses, reporting them in such a way that others can make sense of the results and put them to use.

The purpose of analysing data is to obtain usable and useful information. The analysis, regardless of whether the data are qualitative or quantitative, helps the researcher to describe and summarize the data, identify relationships between variables, compare variables, identify the difference between variables and forecast outcomes.

The data obtained from a study may or may not be in numerical or quantitative form, that is, in the form of numbers. If they are not in numerical form, then we can still carry out qualitative analyses based on the experiences of the individual participants. If they are in numerical form, then we typically start by working out some descriptive statistics to summarize the pattern of findings. Then we perform the inferential analysis, which is concerned with making predictions or inferences about a population from observations.

## 6.2 Reliability Analysis

The term reliability generally refers to the consistency of a measure. In order to understand whether the questions in this questionnaire all reliably measure the same latent variable underlying the questionnaire, reliability analysis is done. Internal consistency is usually measured by Cronbach's alpha, a statistic calculated from the pairwise correlations between items. Internal consistency ranges between negative infinity and one. The Coefficient alpha will be negative whenever there is greater within-subject variability than between-subject variability.

The results of the alpha coefficients of the questionnaire are presented in table (6.1). The results for each dimension present in the last column. The overall Cronbach's alpha coefficient obtained from the questionnaire was 0.982 for the total 70 items. Owing to the total value being above 0.7, the scale was deemed to be a reliable measure for examining the current sample. In addition, Cronbach's alpha coefficients for the dimensions of the questionnaire were also acceptable. When examining the results of the scales, all except two appeared to have good internal consistency reliabilities of above 0.80. The results of the alpha coefficient from the 14 dimensions ranged from 0.94 to 0.84. The alpha coefficient of 0.764 and 0.674 obtained from the benefits and Career Development suggests that the items in these dimensions did not correlate strongly with each other, but it can be considered as their values are greater than 0.5.

**Table 6.1**  
**Reliability Analysis**

	<b>Dimension</b>	<b>No of Items</b>	<b>Cronbach's alpha</b>
	<b>Total</b>	<b>70</b>	<b>0.982</b>
	<b>Questionnaire</b>		
<b>1</b>	<b>Benefits</b>	5	0.764
<b>2</b>	<b>Career Development</b>	5	0.674
<b>3</b>	<b>Communication</b>	5	0.922
<b>4</b>	<b>Corporate Culture</b>	5	0.922
<b>5</b>	<b>Employee relations</b>	5	0.941
<b>6</b>	<b>Job Satisfaction</b>	5	0.921
<b>7</b>	<b>Management</b>	5	0.950
<b>8</b>	<b>Pay</b>	5	0.840
<b>9</b>	<b>Resources</b>	5	0.892
<b>10</b>	<b>Rewards and Recognition</b>	5	0.921
<b>11</b>	<b>Stress</b>	5	0.897
<b>12</b>	<b>Team work</b>	5	0.975
<b>13</b>	<b>Training</b>	5	0.900
<b>14</b>	<b>Work life</b>	5	0.922

Source: Primary data

### 6.3 General Analysis on Descriptive Statistics

#### (i) *Demographic Profile of respondents*

In this section, the researcher analyzed the demographic profile of the population, showing the distributions in terms of gender, age, qualification, job level, monthly income, years of experience, department, marital status and employees with children.

#### 6.3.1 Gender Distribution

The following table (6.2) shows the gender distribution of the population:

**Table 6.2**  
**Gender Distribution**

		Frequency	Percent (%)
<b>Gender</b>	<b>Male</b>	566	93.7
	<b>Female</b>	38	6.3
	<b>Total</b>	604	100.0

Source: Primary data

**Inference:**

From the above table (6.2), we see that, 566 respondents out of the total 604 were male representing 93.7% of the total population while 38 respondents (6.3%) were female. The aim of including gender of respondents was to establish whether there is a difference in the way female and male employees perceive the HR climate.

**6.3.2 Age Distribution**

The following table (6.3) shows the age distribution of the population:

**Table 6.3**  
**Age Distribution**

		Frequency	Percent (%)
<b>Age</b>	<b>Less than 25</b>	111	18.4
	<b>26-35</b>	263	43.5
	<b>36-45</b>	124	20.5
	<b>46-55</b>	91	15.1
	<b>56-65</b>	15	2.5
	<b>Total</b>	604	100.0

Source: Primary data

### **Inference:**

From the Age distribution represented in table (6.3), we can see that 263 respondents are within the age bracket of between 26–35 and that represents 43.5% of the population followed by 124 respondents of age brackets between 36–45 which represents 20.5% of the population. 111 of the respondents are within the age 25 representing 18.4% of the total population. Only 15.1% respondents are above 55 and meaning that the majority of the population respondents are young.

### **6.3.3 Qualification**

Following table (6.4) distribution of population by their educational qualification:

**Table 6.4**  
**Qualification**

		<b>Frequency</b>	<b>Percent (%)</b>
<b>Educational Qualification</b>	<b>Diploma</b>	66	10.9
	<b>UG</b>	251	41.6
	<b>PG</b>	287	47.5
	<b>Total</b>	604	100.0

**Source: Primary data**

### **Inference:**

From the distribution represented in table (6.4), one can infer that 47.5% of respondents are post graduates (i.e. 287 respondents) followed by 41.6% respondents are Undergraduates (i.e. 251 respondents). Only 10.9% respondents are Diploma holders (i.e. 66 respondents) which we can say that the respondents are highly literate.

### 6.3.4 Job level Distribution

The designations of the employees are categorized into four categories representing the job level, i.e. clerical/ supervisor level, lower level, middle level and top level and their distribution are as shown table (6.5):

**Table 6.5**  
**Job Level Distribution**

		<b>Frequency</b>	<b>Percent (%)</b>
<b>Job Level</b>	<b>Clerical / Supervisor</b>	167	27.6
	<b>Lower Level Mgmt</b>	312	51.7
	<b>Middle Level Mgmt</b>	114	18.9
	<b>Top Level Mgmt</b>	11	1.8
	<b>Total</b>	604	100.0

Source: Primary data

#### **Inference:**

From the above table (6.5), we can infer that 51.7% of respondents are lower job level (312 respondents) followed by 27.6% of the clerical / supervisor level (167 respondents) and 18.9% (114 respondents) of middle level. Only 1.8% respondents were top level job category (11 respondents).

### 6.3.5 Monthly income

The following table (6.6) shows the income distribution of the population:

**Table 6.6**  
**Distribution of Monthly Income**

		<b>Frequency</b>	<b>Percent (%)</b>
<b>Income</b>	<b>Less Than 10000</b>	95	15.7
	<b>10000 - 20000</b>	181	30.0
	<b>20000 - 30000</b>	208	34.4
	<b>30000 - 40000</b>	74	12.3
	<b>40000 And Above</b>	46	7.6
	<b>Total</b>	604	100.0

Source: Primary data

**Inference:**

From the above table (6.6), we can clearly see that 34.4% of respondents of the distribution are in the monthly income category 20000-30000 i.e. 208 respondents, followed by 10000-20000 income category are 30% (181 respondents) and 30000 – 40000 income category are 12.3% (74 respondents). Only 7.6 % (46 respondents) were earning 40000 and above.

**6.3.6 Years of experience**

The following table (6.7) shows of experience distribution of the population:

**Table 6.7**  
**Distribution of Experiences**

		<b>Frequency</b>	<b>Percent (%)</b>
<b>Years of Experience</b>	<b>Less Than 5 Years</b>	243	40.2
	<b>5 - 10 Years</b>	176	29.1
	<b>10 - 15 Years</b>	72	11.9
	<b>15 - 20 Years</b>	58	9.6
	<b>More Than 20 Years</b>	55	9.1
	<b>Total</b>	604	100.0

Source: Primary data

### **Inference:**

From the above table (6.7), we can see that 243 respondents of the population (40.2%) has less than 5 years of experience followed by 5-10 yrs (29.1%, 176 respondents). Only 9.1% (55 respondents) have more than 20 years of experience.

### **6.3.7 Department**

The following table shows the distribution of population by their department:

**Table 6.8**  
**Distribution of Departments**

		<b>Frequency</b>	<b>Percent (%)</b>
<b>Department</b>	<b>Admin</b>	62	10.3
	<b>Chemist</b>	30	5.0
	<b>Commercial</b>	9	1.5
	<b>Export</b>	9	1.5
	<b>F&amp;A</b>	80	13.2
	<b>HR</b>	11	1.8
	<b>IT</b>	8	1.3
	<b>Legal</b>	7	1.2
	<b>Logistics</b>	8	1.3
	<b>Operations</b>	6	1.0
	<b>Production</b>	54	8.9
	<b>S&amp;M</b>	318	52.6
	<b>Others</b>	2	.3
	<b>Total</b>	604	100.0

Source: Primary data

### **Inference:**

From the above table (6.8), we can see that 318 of the respondents are from sales and marketing department (52.6%) followed by finance and accounts department (13.2%, 80 respondents).

### 6.3.8 Marital Status

The following table shows the marital status distribution of the population:

**Table 6.9**  
**Marital Status Distribution**

		<b>Frequency</b>	<b>Percent (%)</b>
<b>Marital Status</b>	<b>Married</b>	484	80.1
	<b>Un Married</b>	120	19.9
	<b>Total</b>	604	100.0

Source: Primary data

#### **Inference:**

From the above table (6.9), we can clearly see that 80.1% respondents are married (484 respondents) and 120 respondents (19.9%) of respondents are unmarried.

### 6.3.9 Employees with children

The following table shows the distribution of the employees with children.

**Table 6.10**  
**Distribution of employees with children**

		<b>Frequency</b>	<b>Percent (%)</b>
<b>Have children</b>	<b>Yes</b>	432	71.4
	<b>No</b>	172	28.6
	<b>Total</b>	604	100.0

Source: Primary data

#### **Inference:**

From above table (Table 6.10), we can clearly see that 71.4% respondents of the population have children (432 respondents) and 172 respondents (28.6%) of respondents do not have children.

(ii) *Responses to various factors in questionnaire*

In this section, the researcher analyzed and interpreted the employee's responses to various factors in the questionnaire like benefits, career development, communication, corporate culture, employee relations, job satisfaction, management, pay, resources, rewards / recognition, stress, teamwork, training and work / life.

**6.3.10 Benefits**

The following table summarizes the responses under Benefits:

**Table 6.11**  
**Cross Tabulation of Benefits**

<b>Statements</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither Agree or Disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
Our Company offers a comprehensive benefits package	7.1 %	54.3 %	28.5 %	9.8 %	0.3 %
Our Company offers better benefits than other companies	7.8 %	54.1 %	29.1 %	8.6 %	0.3 %
I Know the value of my benefits	6.6 %	59.4%	29 %	4.8 %	0.2 %
The Benefits offered provide security for me and my family	6.1 %	46.7 %	43.2 %	4 %	
The Benefits department provides accurate and helpful information	6.5 %	58.8 %	32.8 %	2.0 %	

**Source: Primary data**

## Inference:

We can see from the above table (6.11), that 59.4% of respondents know the value of their benefits. For the fourth statement, the difference between the respondents who 'agree' and 'neither agree nor disagree' is 4%, which shows that the benefits provided do not always provide security for them and their family.

### 6.3.11 Career Development

The following table (6.12) summarizes the responses under career development:

**Table 6.12**  
**Cross Tabulation on Career Development**

<b>Statements</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither Agree or Disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
Our Company offers an excellent leadership development program	8.9 %	37.6 %	45.5 %	7.6 %	0.3 %
There is equal opportunity for advancement at Our company	10.8 %	61.1 %	28.1 %		
I have been given more responsibilities since when I started	5.5 %	36.8 %	52.8 %	5 %	
I can advance at our Company	10.8 %	63.4 %	25.8 %		
Job promotions are awarded based on merit	5.6 %	36.3 %	51.2 %	6.3 %	0.7 %

Source: Primary data

### **Inference:**

From the table (6.12), we can see that 45.5% respondents do not fully agree with the leadership development programs offered for career development. The 52.8% of respondents do not fully agree with giving responsibilities since their carrier started. So the company can provide jobs with appropriate responsibilities so that their job satisfaction will improve.

### **6.3.12 Communication**

The following table summarizes the responses under Communication:

**Table 6.13**  
**Cross Tabulation on Communication**

<b>Statements</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither Agree or Disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
I regularly read Our company newsletter and other publications	3.0 %	35.1 %	59.4 %	2.5 %	
Co-workers share information and new ideas throughout Our company	6.5 %	35.9 %	49.8 %	7.8 %	
My Supervisor listens to me	6.5 %	48.8 %	32.9 %	11.8 %	
Managers communicate frequently and honestly about issues affecting employees	6.0 %	51.5 %	31.1 %	11.4 %	
Managers keep me informed and up-to-date	5.3 %	52.2 %	30.8 %	11.8 %	

**Source: Primary data**

## Inference:

From the table (6.13), we can see from the percentages that there is 59.4% disagreement with regard to newsletter and sharing of new ideas among co-workers. So, the company at some novel ways of sharing information with employees and also encourages sharing of ideas which develop the company as whole.

### 6.3.13 Corporate Culture

The following table summarizes the responses under Corporate Culture:

**Table 6.14**  
**Cross Tabulation on Corporate Culture**

<b>Statements</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither Agree or Disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
Our Company supports honest two way communication between Managers and Employees	4.3 %	46.4 %	39.9 %	9.4 %	
Employees at Our company regularly share and exchange ideas	6.8 %	35.6 %	49.8 %	7.8 %	
Others treat me with respect at work	4.0 %	47.0 %	41.6 %	7.5 %	
Our organization values the individual worker	5.8 %	45.7 %	39.4 %	9.1 %	
Our culture promotes a balance between work and family life	7.1 %	62.1 %	21.4 %	9.4 %	

Source: Primary data

## Inference:

From the above table (6.14), we can see that 62.1% of respondents agree with the statements especially for providing work life balance. The company can also seek the ways to share and exchange ideas effectively and respecting each one at work. We can also see that no respondents have strongly disagreed with any of the statements.

### 6.3.14 Employee Relations

The following table summarizes the responses under Employee Relations:

**Table 6.15**  
**Cross Tabulation of Employee Relations**

<b>Statements</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither Agree or Disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
The grievance process used at Our company is fair and equitable	3.5 %	39.1 %	45.0 %	12.4 %	
I can go to My Supervisor if I have a problem	6.5 %	42.7 %	40.6 %	10.3 %	
Managers show fairness and respect in their interactions with employees	4.0 %	47 %	42.2 %	6.8 %	
Labor and Management are committed to working together	4.3 %	47.2 %	39.7 %	8.8 %	
Workplace issues are resolved fairly and quickly	1.5 %	40.7 %	45.7 %	12.1 %	

Source: Primary data

**Inference:**

From the above table (6.15), we can see that 39.1% of the respondents agree that the grievance process used at the company is fair and equitable. From the percentages, it infers that the company can improve its employee relations, especially with regard to grievance handling, fair treatment and faster resolution of workplace issues. We can also see that no respondents has strongly disagreed with any of the statements

**6.3.15 Job Satisfaction**

Following table summarizes the responses under Job Satisfaction:

**Table 6.16**  
**Cross Tabulation of Job Satisfaction**

<b>Statements</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither Agree or Disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
I feel satisfied at Our company	5.6 %	50.5 %	33.4 %	10.4 %	
I get a sense of personal accomplishment from my work	4.8 %	45.0 %	40.4 %	9.8 %	
My job is rewarding	6.0 %	43.5 %	44.0 %	6.5 %	
I enjoy coming to work	3.3 %	51.8 %	34.8 %	10.1 %	
I have a good working relationship with my Coworkers	2.6 %	47.5 %	42.7 %	7.1 %	

**Source: Primary data**

**Inference:**

We can see from the above table (6.16), that 51.8% of the respondents agree with the statements provided equally, but 10.1% of the respondents were not highly satisfied and do not enjoy coming to work. The company can provide more rewarding jobs and

improving the relationship with co-workers will help to improve their job satisfaction. We can also see that no respondents have strongly disagreed with any of the statements.

### 6.3.16 Management

Following table summarizes the responses under Management:

**Table 6.17**  
**Cross Tabulation of Management**

<b>Statements</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither Agree or Disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
The managers keep us informed about issues at Our company	5.8 %	50.8 %	32.1 %	11.4 %	
Managers empower employees to make effective decisions	6.0 %	43.0 %	36.1 %	14.9 %	
Managers know what they are doing	4.1 %	48.5 %	34.8 %	12.6 %	
Managers encourage initiative	4.3 %	44.9 %	36.3 %	14.6 %	
Management is able to adjust rapidly to new situations	4.3 %	47.7 %	34.9 %	13.1 %	

**Source: Primary data**

#### **Inference:**

From the above table (6.17), we can see that 14.6% of the respondents are of the company does not encourage the initiatives and do not empower them to take decisions. The management of the company can look into these issues so that they are highly

satisfied with the company. We can also see that no respondents have strongly disagreed with any of the statements.

### 6.3.17 Pay

The following table summarizes the responses under Pay:

**Table 6.18**  
**Cross Tabulation on Pay**

<b>Statements</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither Agree or Disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
Our company pay policy helps attract and retain high performing employees	5.0 %	48.3 %	37.3 %	9.4 %	
I am satisfied with the level of pay I receive	6.8 %	51.3 %	33.1 %	8.8 %	
I feel I am adequately paid compared to my colleagues at other companies	7.1 %	50.8 %	32.1 %	9.9 %	
My Pay matches my job performance	5.6 %	43.2 %	47.5 %	3.6 %	
My Supervisor is always trying to make sure I am fairly compensated	3.3 %	35.9 %	55.5 %	4.8 %	0.5 %

**Source: Primary data**

#### **Inference:**

From the above table (6.18), we can see that 51.3% of the respondents are satisfied with the level of pay which they receive and 3.6% of the people disagree the statement of ‘My Pay matches my job performance’ and 55% of the respondents of the total populations do not agree/disagree the statement ‘Supervisor is always trying to make

sure I am fairly compensated’. From the percentages, the company can look for ways to provide internal equity and ways of attracting and retaining talents. We can also see that no respondents have strongly disagreed with any of the statements.

### 6.3.18 Resources

The following table summarizes the responses under Resources:

**Table 6.19**  
**Cross Tabulation on Resources**

Statements	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
I have all the tools and equipment I need to do my job well	4.1 %	46.5 %	48.3 %	1.0 %	
My Supervisor is effective in maximizing the potential of others	4.5 %	39.4 %	48.3 %	7.8 %	
My Department has adequate funding and resources to accomplish our goals	3.8 %	46.4 %	48.3 %	1.5 %	
My Department effectively manages technological resources to achieve objectives	3.5 %	46.7 %	48.8 %	1.0 %	
The Leadership is effective in allocating financial resources	3.3 %	34.1 %	57.5 %	5.1 %	

Source: Primary data

#### **Inference:**

From the above table (6.19), we can see that the disagreement percentages are very less when compared to other factors. From the percentages, we can see that only 34.1% of the respondents agree that the leaders were effective in allocating resources and

39.4% of the people agree that their supervisor is maximizing the potential of others. We can also see that no respondents have strongly disagreed with any of the statements.

### 6.3.19 Rewards / Recognition:

The following table summarizes the responses under Rewards / Recognition:

**Table 6.20**  
**Cross Tabulation on Rewards / Recognition**

<b>Statements</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither Agree or Disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
Our Company offers rewards based on performance	6.0 %	38.1 %	49.3 %	6.3 %	0.3 %
I receive recognition when I do a good job	5.1 %	36.6 %	52.2 %	5.8 %	0.3 %
I am rewarded for exceeding my goals	6.3 %	33.8 %	52.8 %	6.8 %	0.3 %
Employees are recognized for good work performance	3.1 %	37.7 %	53.0 %	5.8 %	0.3 %
The performance incentives are meaningful	4.0 %	39.9 %	51.1 %	5.0 %	

Source: Primary data

#### **Inference:**

From the table (6.20), we can see that 52.2% of respondents do not agree/disagree with the statement ‘I receive recognition when I do a good job’. From the percentages, we can see that they are of opinion that the company does not always recognize them for good work performance and rewarding for exceeding their own goals.

There is a lack of recognition when a good work done. The company can look in these areas to improve the job satisfaction of employees.

### 6.3.20 Stress

The following table summarizes the responses under Stress:

**Table 6.21**  
**Cross Tabulation on Stress**

<b>Statements</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither Agree or Disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
I know what is expected of me	2.8 %	61.4 %	35.6 %	0.2 %	
I do not fear losing my job	1.7 %	48.7 %	42.1 %	7.6 %	
I have a sense of security in my job	1.8 %	41.4 %	48.8 %	7.9 %	
My position with Our company is strong	2.8 %	40.9 %	48.3 %	7.9 %	
My supervisor gives me the freedom to do my how I see best	2.8 %	38.4 %	43.9 %	14.9 %	

**Source: Primary data**

#### **Inference:**

From the above table (6.21), we can see that there is a mixed response to the statements given. 61.4% of the respondents agrees for 'I know what is expected of me'. From the disagreement percentages, we can see that there is no freedom to employees to their own choice/ way of doing work which can increase the stress level of employees. The company can also look for ways to increase their sense of job security among employees.

### 6.3.21 Teamwork

Following table summarizes the responses under Teamwork:

**Table 6.22**  
**Cross Tabulation on Team Work**

<b>Statements</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither Agree or Disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
I feel I am part of the team	1.5 %	43.9 %	46.5 %	8.1 %	
In my Department, we work as a team	2.3 %	43.2 %	46.7 %	7.8 %	
Other team members will help me if I need help	2.2 %	42.1 %	48.3 %	7.5 %	
Team members take pride in their work	2.0 %	42.4 %	48.2 %	7.5 %	
Our team fosters open communication and recognizes individual contributions	2.3 %	35.1 %	55.0 %	7.6 %	

**Source: Primary data**

#### **Inference:**

From the table (6.22), we can infer that 2.3% of the people strongly agrees that they work as a team in a department and 43.9 % of the respondents felt that they are the part of the team. We can see from disagreement percentages, that there is a lack of sense of belongingness to a team and recognition of individual contributions. The company can look for ways to improve communication among the team members and bring team cohesiveness. We can also see that no respondents have strongly disagreed with any of the statements.

### 6.3.22 Training

The following table summarizes the responses under Training:

**Table 6.23**  
**Cross Tabulation on Training**

<b>Statements</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither Agree Or Disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
Our Company employs competent and skilled trainers	4.5 %	38.6 %	42.2 %	14.4 %	0.3 %
I have the skills I need to do my job	7.6 %	64.2 %	21.4 %	6.8 %	
The training I receive is relevant to my job	4.3 %	39.6 %	41.4 %	14.4 %	0.3 %
Training Opportunities are available to everyone	0.3 %	40.1 %	41.7 %	17.9 %	
The trainers used as knowledgeable and effective	43.4 %	41.9 %	14.4 %	0.3 %	

**Source: Primary data**

#### **Inference:**

From the above table (6.23), we can see that there is a mixed response to the statements given. The disagreement percentage for availability of training opportunities to everyone is 17.9% which is high. 14.4% of the respondents disagreed in receiving training relevant to the job and employing skilled trainers. From the percentages, we see that respondents themselves feel that they have skills for doing their jobs. The company has to improve its training framework to solve the issues.

### 6.3.23 Work / Life

The following table summarizes the responses under Work / Life:

**Table 6.24**  
**Cross Tabulation on Work / Life**

<b>Statements</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither Agree or Disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
Our company helps employees find an ideal balance between work and life responsibilities	6.6%	55.1%	28.5%	9.8%	
Our company is a family friendly place to work	4.3%	59.8%	26.8%	9.1%	
I have enough time to do my work	1.0%	58.6%	31.0%	9.4%	
I can adjust my work schedule if needed	0.3%	54.6%	32.0%	13.1%	
My work schedule is flexible enough to meet my needs	1.8%	33.9%	50.7%	13.6%	

**Source: Primary data**

#### **Inference:**

From the above table (6.24), it infers that 59.8% of the respondents agree that the company is a family friendly place to work. We can see that 50.7% of the people, neither agree nor disagree for flexible work schedule. We can also see that no respondents have strongly disagreed with any of the statements. In order to improve the work-life balance of employees, the company has to provide flexible work schedule, enough time to do their work and proper means of adjustments or alternates if required.

**(iii) Responses to the Open Ended Questions**

The researcher analyzed and interpreted the employee’s responses to the open ended questions.

**6.3.24 Areas that need improvement**

The respondents were asked, the areas that needed improvement. They have replied many areas which have grouped into six categories as follows:

**Table 6.25**  
**Areas that need improvement**

Budgeting, Funding and Factory renovations	Budgeting and Targets
Targets, Departmental Budgets	
Collections, Targets	
Flexibility	Flexibility and Clarity
Role clarity	
Marketing Research	Marketing Research
Branding, promotions and launching of new products	
Salary and benefit	Promotion, Salary and Benefits
Timely promotions require	
Policies	
Increase in TA/DA policies	Training and Development
Leadership skills and soft skill trainings to staff	
Should move to the next level like SAP & Training needed	
Regular on-site training to subordinates	
On the Job Training	
Soft skill trainings to staffs	Others
Facilities	
ISO Certification	
Cadre should be changed	

Source: Primary data

The responses to the question are as follows:

**Table 6.26**  
**Cross Tabulation on Responses**

<b>Responses</b>	<b>Frequency</b>	<b>Percentage %</b>
Budgeting and Targets	61	10.1
Marketing research	32	5.3
Training and Development	59	9.77
Promotion, Salary and Benefits	376	62.25
Flexibility and Clarity	51	8.44
Others	25	4.14
Budgeting and Targets	61	10.1
Total	604	100

**Source: Primary data**

**Inference:**

It can be seen from the above table (6.26) that promotion, salary and benefits (62.25%, n = 376) was the major area that need to be improved following by budgets and targets (10.1%, n=61), training and development (9.77%, n=59), flexibility and clarity (8.44%, n=51) and marketing research (5.3%, n=32).

**6.3.25 Opinions on the existing practice in the Company**

The respondents were asked about their opinions on the existing practice in the company. They have replied many areas which have grouped into five categories as follows:

**Table 6.27**

**Cross Tabulation on Opinions of the respondents**

<b>Responses</b>	<b>Frequency</b>	<b>Percentage</b>
Adapting to technologies	69	11.42
Taking Risk	65	10.76
Cost Control	84	13.91
Proper Financial Analysis, budgeting and Funding	350	57.95
No Idea	32	5.3
Total	604	100

Source: Primary data

**Inference:**

From the table (6.27), It can be seen that proper financial analysis, budgeting and funding (57.95%, n=350) has been the major concern for the respondents, followed by cost control (13.91%, n=84), adapting to technologies (11.42%, n=69) and taking risks (65%, n=65).

**6.3.26 The Important thing that the HR survey improves in the workplace**

The respondents were asked about their opinions on important thing that the HR survey improves in the workplace. They have replied many areas which have grouped into eight categories as follows:

**Table 6.28**

**Cross Tabulation on HR Survey**

<b>Responses</b>	<b>Frequency</b>	<b>Percentage</b>
Benchmarking	35	5.79
Competency mapping	30	4.97
HR Audit	21	3.48
Budgeting	35	5.79
Salary, compensation and benefits	368	60.93
Training and development	82	13.58
Performance appraisal	22	3.64
Policies	11	1.82
Total	604	100

Source: Primary data

**Inference:**

It can be seen in table (6.28) that salary, compensation and benefits (60.93%, n=368) has been the major area that an HR Survey can improve, followed by training and development (13.58%, n=82) with other options having less than 10%.

**6.3.27 Rating the overall employment with the company**

The respondents were asked to rate on a scale of Excellent to poor, their rating about your overall employment with their company and the results are as follows:

**Table 6.29**  
**Cross Tabulation on Overall Employment**

<b>Responses</b>	<b>Frequency</b>	<b>Percentage</b>
Excellent	453	75
Neutral	106	17.55
Poor	45	7.45
Total	604	100

**Source: Primary data**

**Inference:**

It can be seen from the above table (6.29), 75% (n=453) of the respondents have rated their overall employment was excellent, 17.55% (n=106) rated neutral and only 7.45% (n=45) have rated poor. Thus, major respondents are highly satisfied with their company.

### 6.3.28 Refer others who are seeking employment in their Company

**Table 6.30**

**Cross Tabulation on References for seeking employment**

<b>Responses</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	559	92.55
No	45	7.45
Total	604	100

Source: Primary data

#### **Inference:**

From the above table (6.30), it is clear that 92.55 % (n=559) of the respondents will refer others for employment to their company and only 7.45 % (n=45) have responded negatively to the question.

### 6.3.29 To measure the level of HR climate persisting in the organization

**Table 6.31**

**Distribution on level of HR climate persisting in the organization**

<b>Overall HR Climate</b>	<b>Mean range (%)</b>	<b>Number of respondents</b>	<b>% of respondents</b>
Low	<35%	0	0
Moderate	36 – 70%	370	61.26
High	>70%	234	38.74
Mean= 69.45 , SD=9.19, Min- Max = 50-91			

Source: Primary data

**Inference:**

The above table (6.31) shows the frequency, percentage, mean, standard deviation, and level of overall HR climate perceived by the respondents. The result showed that 61.26% of the respondents rated the overall HR climate at a moderate level and 38.74% of the subjects rated the overall HR climate at a high level.

**Table 6.32**  
**Distribution on HR climate Dimensions**

<b>Dimension</b>	<b>Mean%</b>	<b>SD</b>	<b>Level</b>
Benefits	72.43	10.10	High
Career Development	61.89	8.89	Moderate
Corporate culture	69.98	12.68	Moderate
Management	68.70	14.27	Moderate
Resources	69.40	10.40	Moderate
Rewards and Recognition	68.11	12	Moderate
Team work	67.55	12.50	Moderate
Training	67.58	12.59	Moderate
Work Life	69.41	12.47	Moderate

**Source: Primary data**

**Inference:**

Table (6.32), shows the contribution of each of the dimensions of to the level of perceived HR climate. We can see from the table below that benefits dimension is having high contribution with a mean of 72.43%, followed by career development, corporate culture, management, resources, rewards and recognition, teamwork, training and work life are at a moderate level, with the mean scores ranged from 61.89% to 69.98%.

**6.3.30 To measure the level of job satisfaction persisting in the organization:**

**Table 6.33**

**Distribution on level of job satisfaction persisting in the organization**

<b>Overall Job performance and satisfaction</b>	<b>Mean range (%)</b>	<b>Number of respondents</b>	<b>% of respondents</b>
Low	<35%	0	0
Moderate	36 – 70%	320	52.98
High	>70%	284	47.02
Mean= 69.13 , SD=12.08, Min- Max = 40-91			

**Source: Primary data**

**Inference:**

From the above table (6.33), shows the frequency, percentage, mean, standard deviation, and level of overall job satisfaction perceived by the respondents. The result showed that 52.98% of the people that is more than half of the respondents rated the overall job satisfaction at a moderate level and 47.02% of the respondents rated the overall job satisfaction at a high level.

**Table 6.34**

**Distribution on Job Satisfaction Dimensions**

<b>Dimension</b>	<b>Mean%</b>	<b>SD</b>	<b>Level</b>
Communication	69.30	12.78	Moderate
Employee relations	68.23	12.23	Moderate
Job satisfaction	69.57	12.51	Moderate
Pay	69.91	11.14	Moderate
Stress	68.64	11.06	Moderate

**Source: Primary data**

**Inference:**

The table (6.34) shows the level of perceived job satisfaction by each dimension. The result showed that respondents in this study perceived Job Satisfaction for each

dimension, including communication, employee rewards, job, pay and stress are at a moderate level, with the mean scores ranged from 68.23% to 69.57%.

## 6.4 Inferential Analysis

### 6.4.1 To study the relationship between HR Climate and Job Satisfaction

In order to understand and study the relationship between HR Climate and Job Satisfaction, their dimensions and to understand how it varies amongst the respondents, collected data are analyzed using inferential statistical tools.

#### **Hypothesis 1: HR climate influences job satisfaction perceived by employees.**

$H_0$ : There is no significant relationship between perceived HR climate and perceived job satisfaction.  $H_1$ : There is a significant relationship between perceived HR climate and perceived Job satisfaction. Correlation analysis was done in order to identify the relationship between job satisfaction and HR climate.

**Table 6.35**

#### **Correlation Analysis on Job Satisfaction and HR climate**

Variable 1	Variable 2	Correlation Coefficient	p-value
Job Satisfaction	HR Climate	0.930	0.000 **

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

Source: Primary data

#### **Inference:**

Since  $p < 0.01$ , the null hypothesis is rejected at the 1% level of significance. The findings show a significant positive relationship between these two variables - HR

climate and job satisfaction and the Pearson Correlation using 2-tail test at  $r = 0.930$ , 0.01 significant levels.

**Hypothesis 2: HR climate does have an impact on job satisfaction perceived by employees.**

$H_0$ : There is no significant impact of perceived HR climate on perceived job satisfaction and  $H_1$ : There is a significant impact of perceived HR climate on perceived job satisfaction. In order to identify the impact of developmental HR climate on job satisfaction of the individuals, regression analysis was done and the results are as follows:

**Table 6.36**  
**Regression Analysis**

Independent Variable	R <sup>2</sup>	Beta	T	p-value	f
HR Climate	0.866	1.046	62.262	.000**	387.77

Dependent variable: Job satisfaction

\*\*→ Model is significant at 1%

Source: Primary data

**Inference:**

Since  $p < 0.01$ , the null hypothesis is rejected at the 1% level of significance. Thus, the finding supported the fact that HR climate contribute to job satisfaction. The R-squared (R<sup>2</sup>) for the regression model is 0.866 which means that 86.6% of the variability in job satisfaction is caused by HR climate prevailing. The remaining 13.4% of variability is due to other unexplained factors. Thus we can infer that HR climate has an impact on job satisfaction perceived by employees.

**Hypothesis 3: Dimensions of HR climate and job satisfaction under study are related to each other.**

H<sub>0</sub>: There is no significant relationship between the dimensions of HR climate and job satisfaction and H<sub>1</sub>: There is a significant relationship between the dimensions of HR climate and job satisfaction. The Correlation analysis was done to understand the relationship between the dimensions of HR climate and job satisfaction and the results are as follows:

**Table 6.37**  
**Correlation Analysis on dimensions of HR climate and job satisfaction**

HR Climate factors	Job Satisfaction factors				
	Communication	Employee relations	Job Satisfaction	Pay	Stress
Benefits	0.377**	0.384**	0.353**	0.753**	0.282**
Career Development	0.507**	0.454**	0.418**	0.520**	0.456**
Corporate culture	0.872**	0.908**	0.801**	0.406**	0.732**
Management	0.873**	0.791**	0.784**	0.426**	0.787**
Resources	0.673**	0.610**	0.608**	0.525**	0.758**
Rewards and Recognition	0.583**	0.555**	0.575**	0.592**	0.609**
Team work	0.800**	0.793**	0.783**	0.362**	0.849**
Training	0.591**	0.623**	0.676**	0.329**	0.748**
Work Life	0.600**	0.625**	0.635**	0.289**	0.663**

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

Source: Primary data

**Inference:**

We can see from the above table (6.37) all the correlations are significant at the 1% level of significance. So H<sub>0</sub> is rejected. We can also see from the above table (6.37) that highest correlation was found between corporate culture and employee relations (r = 0.908) which infers that corporate culture has high impact on employee relations

prevailing in the organization. Lowest correlation between pay and work life ( $r = 0.289$ ) from which we can infer that influence of pay in work life is minimal. We can also see that among the various dimensions measuring HR climate, corporate culture and management is having a good correlation with almost all factors of overall job satisfaction perceived by employees of the organization.

**Hypothesis 4: Overall Job Satisfaction perceived by employees is influenced by all HR Climate factors under study.**

$H_0$ : There is no significant impact of HR climate factors on overall job satisfaction and  $H_1$ : There is a significant impact of HR climate factors on overall job satisfaction. Stepwise regression analysis was done to analyze whether all dimensions of HR climate influences overall job satisfaction and the results are as follows

**Table 6.38**  
**Stepwise Regression Analysis on dimensions**

<b>Model</b>	<b>Dimensions</b>	<b>R Square</b>	<b>p-Value</b>
1	Corporate Culture	.780	.000 **
2	Corporate Culture, Management	.856	.000 **
3	Corporate Culture, Management, Reward and Recognition	.894	.000 **
4	Corporate Culture, Management, Reward and Recognition, Benefits	.909	.000 **
5	Corporate Culture, Management, Reward and Recognition, Benefits, Team work	.926	.000 **
6	Corporate Culture, Management, Reward and Recognition, Benefits, Teamwork, Work life	.929	.000 **
7	Corporate Culture, Management, Reward and Recognition, Benefits, Teamwork, Work life, Training	.934	.000 **
8	Corporate Culture, Management, Reward and Recognition, Benefits, Teamwork, Work life, Training, Resources	.935	.000 **

Source: Primary data

### **Inference:**

The above table (6.38) presents all the variables included and their contribution in predicting job satisfaction. The beta value provides information on the contribution of each independent variable. The largest value contributes the most.

**Table 6.39**  
**Overall Job Satisfaction Dimensions**

<b>Dimensions</b>	<b>Beta</b>	<b>p-value</b>
Benefits	.157	.000**
Career Development	-.024	.113
Corporate Culture	.402	.000**
Management	.257	.000**
Resources	.050	.006**
Reward and Recognition	.120	.000**
Team Work	.220	.000**
Training	.126	.000**
Work Life	.148	.000**

Dependent Variable: Overall Job Satisfaction  
.000 \*\* → Significant at 1% level of significance

**Source: Primary data**

### **Inference:**

Since  $p < 0.01$  for all dimensions of HR climate except career development, we can almost reject  $H_0$  at the 1% level of significance. We can see R-Square table that corporate culture alone cause 78% variance in overall job satisfaction perceived by employees and when all the dimensions are included, it causes 93.5% variance in job satisfaction. We can also from a Beta Coefficients table that the largest beta coefficient is 0.402 which is for corporate culture. This means that this variable makes the strongest unique contribution to explaining job satisfaction. Management is the second largest contributor in explaining job satisfaction with a beta coefficient of 0.257, followed by Team work with a value of 0.220 and Benefits with a beta coefficient of 0,157 contributing the third

and fourth largest variance in job satisfaction respectively. It can also be noted that career development does not have significant impact on overall job satisfaction perceived by employees.

**Hypothesis 5: Overall Job Satisfaction perceived by employees is influenced by their gender.**

H<sub>0</sub>: There is no significant difference of job satisfaction between genders of employees and H<sub>1</sub>: There is a significant difference of job satisfaction between genders of employees. An independent-samples t-test was conducted to compare differences and the results are as follows:

**Table 6.40**  
**Independent Sample T- Test on Gender**

<b>Gender</b>	<b>No of observations</b>	<b>Mean</b>	<b>SD</b>
Male	566	3.4618	.52080
Female	38	3.3779	.43765
<b>Independent Sample Test</b>	<b>T Stat</b>	<b>df</b>	<b>p-value</b>
	0.971	602	0.332

Source: Primary data

**Inference:**

Since  $p > 0.05$ , accept H<sub>0</sub> at the 5% level of significance. From the results we can see that job satisfaction, perceived by employees do not vary with their gender.

**Hypothesis 6: Employees age has influence on the job satisfaction perceived by them.**

H<sub>0</sub>: There is no significant difference between the age of the employees and their perceived job satisfaction. H<sub>1</sub>: There is a significant difference between the age of the employees and their perceived job satisfaction.

**Table 6.41**  
**Significant difference between the Age**

Age Category	N	Mean	Std. Deviation
Less than 25	111	3.4234	.36852
26-35	263	3.3145	.45385
36-45	124	3.4713	.50606
46-55	91	3.7653	.64186
56-65	15	4.1973	.23001
Total	604	3.4566	.51605

Source: Primary data

**Table 6.42**  
**Anova Analysis between the Age groups**

	Sum of Squares	df	Mean Square	F	p-value
Between Groups	22.358	4	5.590	24.223	.000
Within Groups	138.225	599	.231		
Total	160.583	603			

Source: Primary data

**Inference:**

Since  $p < 0.05$ , the null hypothesis is rejected at the 5% level of significance. Thus the age of the employees has significant influence on perceived job satisfaction. We can also see that employees in a higher age category have higher job satisfaction when compared to younger employees. To understand the significant difference between each individual group post hoc analysis was done and the results are as follows:

**Table 6.43**  
**Multiple comparison test of Age category**

(I) Age Category	(J) Age Category	Mean Difference (I-J)	Sig.
Less than 25	26-35	.10890	.266
	36-45	-.04787	.941
	46-55	-.34185*	.000
	56-65	-.77391*	.000
26-35	Less than 25	-.10890	.266
	36-45	-.15677*	.024
	46-55	-.45075*	.000
	56-65	-.88281*	.000
36-45	Less than 25	.04787	.941
	26-35	.15677*	.024
	46-55	-.29398*	.000
	56-65	-.72604*	.000
46-55	Less than 25	.34185*	.000
	26-35	.45075*	.000
	36-45	.29398*	.000
	56-65	-.43206*	.011
56-65	Less than 25	.77391*	.000
	26-35	.88281*	.000
	36-45	.72604*	.000
	46-55	.43206*	.011

\*. The mean difference is significant at the 0.05 level.

Source: Primary data

## **Inference:**

Post-hoc comparisons of job satisfaction using the Turkey HSD test indicated that the mean score of job satisfaction of age group 56-65 differ significantly with all other groups and there is no significant difference of perceived job satisfaction of age group less than 25yrs with 26-35yrs and also 36-45years. Thus we can see that there is no difference in job satisfaction among younger employees.

## **Hypothesis 7: Monthly income of the employees does have influence on their perception of job satisfaction.**

H<sub>0</sub>: There is no significant difference between monthly income of the employees and the perceived job satisfaction and H<sub>1</sub>: There is a significant difference between monthly income of the employees and the perceived job satisfaction.

**Table 6.44**  
**Significant difference between Monthly Income**

<b>Income Level in Rs</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Less Than 10000	95	3.6021	.24355
10000 - 20000	181	3.1589	.17686
20000 - 30000	208	3.2683	.56930
30000 - 40000	74	4.0097	.11271
40000 And Above	46	4.2887	.17887
Total	604	3.4566	.51605

**Source: Primary data**

**Table 6.45**  
**Anova analysis between the Income levels**

	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>p-value</b>
Between Groups	79.921	4	19.980	148.372	.000
Within Groups	80.663	599	.135		
Total	160.583	603			

Source: Primary data

**Inference:**

Since  $p < 0.05$ , the null hypothesis is rejected at the 5% level of significance. Thus, monthly income of the employees has significant influence on perceived job satisfaction. We can also see that employees with higher income level have higher job satisfaction when compared to younger employees. To understand the significant difference between each individual group post hoc analysis was done and the results are as follows:

**Table 6.46**  
**Multiple comparison test on Income Levels**

<b>(I) Income</b>	<b>(J) Income</b>	<b>Mean Difference (I-J)</b>	<b>Sig.</b>
Less Than 10000	10000 - 20000	.44321 <sup>*</sup>	.000
	20000 - 30000	.33384 <sup>*</sup>	.000
	30000 - 40000	-.40762 <sup>*</sup>	.000
	40000 And Above	-.68659 <sup>*</sup>	.000
10000 - 20000	Less Than 10000	-.44321 <sup>*</sup>	.000
	20000 - 30000	-.10937 <sup>*</sup>	.029
	30000 - 40000	-.85083 <sup>*</sup>	.000
	40000 And Above	-1.12980 <sup>*</sup>	.000
20000 - 30000	Less Than 10000	-.33384 <sup>*</sup>	.000

**Read Table (6.46) Multiple comparison test on Income Levels  
(Continued)**

	10000 - 20000	.10937*	.029
	30000 - 40000	-.74146*	.000
	40000 And Above	-1.02043*	.000
30000 - 40000	Less Than 10000	.40762*	.000
	10000 - 20000	.85083*	.000
	20000 - 30000	.74146*	.000
	40000 And Above	-.27897*	.001
40000 And Above	Less Than 10000	.68659*	.000
	10000 - 20000	1.12980*	.000
	20000 - 30000	1.02043*	.000
	30000 - 40000	.27897*	.001

**Source: Primary data**

**Inference:**

Post-hoc comparisons of job satisfaction using the Turkey HSD test indicated that the mean job satisfaction for all groups differ significantly. Thus, there is a difference in job satisfaction, perceived by each income level.

**Hypothesis 8: Job satisfaction of the employees varies according to their educational qualification.**

H<sub>0</sub>: There is no significant difference between educational qualification of the employees and the perceived job satisfaction and H<sub>1</sub>: There is a significant difference between educational qualification of the employees and the perceived job satisfaction.

**Table 6.47**

**Significant difference between educational qualifications**

<b>Educational Qualification</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Diploma	66	3.4473	.31495
UG	251	3.4500	.52574
PG	287	3.4644	.54517
Total	604	3.4566	.51605

Source: Primary data

**Table 6.48 Anova analysis between the groups of qualification**

	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>p-value</b>
Between Groups	.034	2	.017	.064	.938
Within Groups	160.549	601	.267		
Total	160.583	603			

Source: Primary data

**Inference:**

Since  $p > 0.05$ , the null hypothesis is accepted at the 5% level of significance. Thus, educational qualification of employees does not influence their overall job satisfaction.

**Hypothesis 9: Job satisfaction of the employees varies according to their nature of the job/ job level.**

H<sub>0</sub>: There is no significant difference between job level of the employees and the perceived job satisfaction and H<sub>1</sub>: There is a significant difference between job level of the employees and the perceived job satisfaction.

**Table 6.49**  
**Significant difference between job level**

<b>Job Level</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Clerical / Supervisor	167	3.3840	.30273
Lower Level Management	312	3.2721	.48922
Middle Level Management	114	3.9874	.41345
High Level Management	11	4.2909	.18425
Total	604	3.4566	.51605

Source: Primary data

**Table 6.50**  
**Anova analysis between the job levels**

	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>p-value</b>
Between Groups	51.280	3	17.093	93.830	.000
Within Groups	109.303	600	.182		
Total	160.583	603			

Source: Primary data

**Inference:**

Since  $p < 0.05$ , the null hypothesis is rejected at the 5% level of significance. Thus, the job level of the employees has significant influence on perceived job satisfaction. We can also see that employees in the higher management level have higher job satisfaction when compared to employees engaged in lower level and middle level management employees. To understand the significant difference between each individual group post hoc analysis was done and the results are as follows:

**Table 6.51**  
**Multiple comparison test on Job Levels**

(I) Job_Level	(J) Job_Level	Mean Difference (I-J)	Sig.
Clerical / Supervisor	Lower Level Management	.11190*	.033
	Middle Level Management	-.60342*	.000
	Top Level Management	-.90696*	.000
Lower Level Management	Clerical / Supervisor	-.11190*	.033
	Middle Level Management	-.71532*	.000
	Top Level Management	-1.01886*	.000
Middle Level Management	Clerical / Supervisor	.60342*	.000
	Lower Level Management	.71532*	.000
	Top Level Management	-.30354	.111
Top Level Management	Clerical / Supervisor	.90696*	.000
	Lower Level Management	1.01886*	.000
	Middle Level Management	.30354	.111

Source: Primary data

**Inference:**

Post-hoc comparisons using the Turkey HSD test indicated that the job satisfaction differs between all job levels of employees except between the top level and middle level management employees.

**Hypothesis 10: The experience of the employees influences their perception on Job satisfaction.**

H<sub>0</sub>: There is no significant difference between experiences of the employees and the perceived job satisfaction and H<sub>1</sub>: There is a significant difference between the experience of the employees and the perceived job satisfaction.

**Table 6.52**  
**Significant difference between experiences**

<b>Experience</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Less Than 5 Years	243	3.4025	.38819
5 - 10 Years	176	3.3227	.49257
10 - 15 Years	72	3.5228	.51015
15 - 20 Years	58	3.5255	.74323
More Than 20 Years	55	3.9644	.49169
Total	604	3.4566	.51605

Source: Primary data

**Table 6.53****Anova analysis between the Experiences**

	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>p-value</b>
Between Groups	18.637	4	4.659	19.662	.000
Within Groups	141.946	599	.237		
Total	160.583	603			

Source: Primary data

**Inference:**

Since  $p < 0.05$ , the null hypothesis is rejected at the 5% level of significance. Thus the experience of the employees has significant influence on perceived job satisfaction. We can also see that employees with higher experience have more job satisfaction when compared to other groups of experience. To understand the significant difference between each individual group post hoc analysis was done and the results are as follows:

**Table 6.54****Multiple comparison test on Experiences**

<b>(I) Years of Experience in the company</b>	<b>(J) Years of Experience in the company</b>	<b>Mean Difference (I-J)</b>	<b>Sig.</b>
Less Than 5 Years	5 - 10 Years	.07974	.463
	10 - 15 Years	-.12031	.350
	15 - 20 Years	-.12305	.416
	More Than 20 Years	-.56189*	.000
5 - 10 Years	Less Than 5 Years	-.07974	.463
	10 - 15 Years	-.20005*	.028
	15 - 20 Years	-.20279*	.048
	More Than 20 Years	-.64164*	.000
10 - 15 Years	Less Than 5 Years	.12031	.350

**Read Table (6.54) Multiple comparison test on Experiences (Continued)**

	5 - 10 Years	.20005 <sup>*</sup>	.028
	15 - 20 Years	-.00274	1.000
	More Than 20 Years	-.44159 <sup>*</sup>	.000
15 - 20 Years	Less Than 5 Years	.12305	.416
	5 - 10 Years	.20279 <sup>*</sup>	.048
	10 - 15 Years	.00274	1.000
	More Than 20 Years	-.43885 <sup>*</sup>	.000
More Than 20 Years	Less Than 5 Years	.56189 <sup>*</sup>	.000
	5 - 10 Years	.64164 <sup>*</sup>	.000
	10 - 15 Years	.44159 <sup>*</sup>	.000
	15 - 20 Years	.43885 <sup>*</sup>	.000

Source: Primary data

**Inference:**

Post-hoc comparisons of job satisfaction using the Turkey HSD test indicated that the job satisfaction between lower level experienced employees do not vary significantly, but the job satisfaction perceived by high experienced employees vary significantly with all other experience groups

**Hypothesis 11: Job satisfaction, perceived by the employees is being impacted by their marital status.**

H<sub>0</sub>: There is no significant difference between marital status of the employees and the perceived job satisfaction and H<sub>1</sub>: There is a significant difference between marital status of the employees and the perceived job satisfaction. An independent-samples t-test was conducted to compare differences and the results are as follows:

**Table 6.55**

**Significant difference between Marital Status**

<b>Marital Status</b>	<b>No of observations</b>	<b>Mean</b>	<b>SD</b>
Married	484	3.4740	.55115
Single	120	3.3863	.33210

Source: Primary data

**Table 6.56**

**An independent-samples t-test on Marital Status**

<b>Independent Sample Test</b>	<b>T Stat</b>	<b>df</b>	<b>p-value</b>
	1.668	602	.096

Source: Primary data

**Inference:**

Since  $p > 0.05$ , accept  $H_0$  at the 5% level of significance. From the results we can see that job satisfaction, perceived by employees do not vary with their marital status.

**Hypothesis 12: Overall Job Satisfaction perceived by employees is influenced by employees having children.**

$H_0$ : There is no significant difference of job satisfaction between employees having children or not and  $H_1$ : There is a significant difference of job satisfaction between employees having children or not. An independent-samples t-test was conducted to compare differences and the results are as follows:

**Table 6.57**

**Significant difference of job satisfaction between employees having children**

<b>Have children</b>	<b>No of observations</b>	<b>Mean</b>	<b>SD</b>
Yes	432	3.4965	.55344
No	172	3.3563	.39106

Source: Primary data

**Table 6.58**

**Independent-samples t-test on job satisfaction of employees having Children**

<b>Independent</b>	<b>T Stat</b>	<b>df</b>	<b>p-value</b>
<b>Sample Test</b>	3.034	602	0.003

Source: Primary data

**Inference:**

Since  $p < 0.05$ , reject  $H_0$  at the 5% level of significance. From the results, we can see that job satisfaction, perceived by employees vary with having children.

**Hypothesis 13: Gender of employees influences their perception of HR climate prevailing.**

$H_0$ : There is no significant difference in perceived HR climate between gender of employees and  $H_1$ : There is a significant difference in perceived HR climate between gender of employees. An independent-samples t-test was conducted to compare differences and the results are as follows:

**Table 6.59**  
**Significant difference on Gender**

<b>Gender</b>	<b>No of observations</b>	<b>Mean</b>	<b>SD</b>
Male	566	3.4746	.46367
Female	38	3.4447	.38827

Source: Primary data

**Table 6.60**  
**Independent-samples t-test on Gender**

<b>Independent Sample Test</b>	<b>T Stat</b>	<b>df</b>	<b>p-value</b>
	.389	602	0.698

Source: Primary data

**Inference:**

Since  $p > 0.05$ , accept  $H_0$  at the 5% level of significance. From the results, we can see that HR climate perceived by employees do not vary with their gender.

**Hypothesis 14: Employee's age does have some bearing on their perception of HR climate prevailing.**

$H_0$ : There is no significant difference between the age of the employees and their perception of HR climate.  $H_1$ : There is a significant difference between the age of the employees and their perception of HR climate.

**Table 6.61**

**Significant difference between age and perception of HR climate**

<b>Age Category</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Less than 25	111	3.3901	.28285
26-35	263	3.3498	.38725
36-45	124	3.4761	.44994
46-55	91	3.8031	.58167
56-65	15	4.2087	.24622
Total	604	3.4728	.45907

Source: Primary data

**Table 6.62**

**Anova Analysis between the Age groups**

	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>p-value</b>
Between Groups	22.788	4	5.697	32.721	.000
Within Groups	104.290	599	.174		
Total	127.078	603			

Source: Primary data

**Inference:**

Since  $p < 0.05$ , the null hypothesis is rejected at the 5% level of significance. Thus the age of the employees has significant influence on the perception of HR climate. We can also see that respondents with age 56-65 yrs perceived the HR climate in the organization to be more positive followed by 46-55yrs, 36-45 yrs and less than 25 yrs. The respondents having in the age group 26-35 yrs were least satisfied with the HR

climate prevailing in the organization. To understand the significant difference between each individual group post hoc analysis was done and the results are as follows:

**Table 6.63**  
**Multiple comparison tests of Age category**

<b>(I) Age Category</b>	<b>(J) Age Category</b>	<b>Mean Difference (I-J)</b>	<b>Sig.</b>
Less than 25	26-35	.04028	.914
	36-45	-.08604	.512
	46-55	-.41299*	.000
	56-65	-.81858*	.000
26-35	Less than 25	-.04028	.914
	36-45	-.12632*	.044
	46-55	-.45327*	.000
	56-65	-.85886*	.000
36-45	Less than 25	.08604	.512
	26-35	.12632*	.044
	46-55	-.32695*	.000
	56-65	-.73254*	.000
46-55	Less than 25	.41299*	.000
	26-35	.45327*	.000
	36-45	.32695*	.000
	56-65	-.40559*	.005
56-65	Less than 25	.81858*	.000
	26-35	.85886*	.000
	36-45	.73254*	.000
	46-55	.40559*	.005
*. The mean difference is significant at the 0.05 level.			

Source: Primary data

**Inference:**

Post-hoc comparisons of HR climate using the Turkey HSD test indicated that perception of the HR climate of respondents in 56-65 yrs differ significantly with all other groups ( $p < 0.05$ ) and there is no significant difference of perceived HR climate of the respondents age 'Less than 25' with '26-35yrs' and '36-45 yrs' respectively.

**Hypothesis 15: Perception of HR climate depends upon employee's educational qualification.**

$H_0$ : There is no significant difference between educational qualification of the employees and their perception of HR climate and  $H_1$ : There is a significant difference between educational qualification of the employees and their perception of HR climate.

**Table 6.64****Significant difference between qualification and perception of HR climate**

<b>Educational Qualification</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Diploma	66	3.3352	.23248
UG	251	3.4783	.46460
PG	287	3.4996	.48810
Total	604	3.4728	.45907

Source: Primary data

**Table 6.65**  
**Anova Analysis on qualifications**

	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>p-value</b>
Between Groups	1.464	2	.732	3.502	.031
Within Groups	125.614	601	.209		
Total	127.078	603			

Source: Primary data

**Inference:**

Since  $p < 0.05$ , the null hypothesis is rejected at the 5% level of significance. Thus, the educational qualifications of the employees have significant influence on their perception of the HR climate. We can also see that people with PG perceived the HR climate in the organization to be more positive, followed by people with the UG degree. To understand the significant difference between each individual group post hoc analysis was done and the results are as follows:

**Table 6.66**  
**Multiple comparisons tests on qualifications**

<b>(I) Qualification</b>	<b>(J) Qualification</b>	<b>Mean Difference (I-J)</b>	<b>Sig.</b>
Diploma	UG	-.14314	.062
	PG	-.16443*	.023
UG	Diploma	.14314	.062
	PG	-.02130	.852
PG	Diploma	.16443*	.023
	UG	.02130	.852

Source: Primary data

## **Inference:**

Post-hoc comparisons of the HR climate using the Turkey HSD test, indicated that perception of the HR climate differs significantly between employees with PG and diploma and is not significant between other groups. From this we can see that educational qualification does not have much bearing on the perception of HR climate.

**Hypothesis 16: Type of job that an employee is doing have some bearing on their perception of HR climate prevailing.**

H<sub>0</sub>: There is no significant difference between job level of the employees and their perception of HR climate. H<sub>1</sub>: There is a significant difference between the job level of the employees and their perception of HR climate.

**Table 6.67**

**Significant difference between job level and perception of HR climate.**

<b>Job level</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Clerical / Supervisor	167	3.3598	.22247
Lower Level Mgmt	312	3.3084	.40160
Middle Level Mgmt	114	4.0047	.39185
Top Level Mgmt	11	4.3382	.16922
Total	604	3.4728	.45907

**Source: Primary data**

**Table 6.68**  
**Anova Analysis on Job Levels**

	Sum of Squares	df	Mean Square	F	p-value
Between Groups	51.065	3	17.022	134.358	.000
Within Groups	76.013	600	.127		
Total	127.078	603			

Source: Primary data

**Inference:**

Since  $p < 0.05$ , the null hypothesis is rejected at the 5% level of significance. Thus, the type of job that an employee is doing have significant influence on the perception of HR climate. We can also see that the employees at top management level perceive the HR climate in the organization to be more positive followed by middle level management employees. To understand the significant difference between each individual group post hoc analysis was done and the results are as follows:

**Table 6.69**  
**Multiple Comparison Tests on Job Levels**

(I) Job Level	(J) Job Level	Mean Difference (I-J)	Sig.
Clerical / Supervisor	Lower Level Mgmt	.05140	.434
	Middle Level Mgmt	-.64498(*)	.000
	Top Level Mgmt	-.97842(*)	.000
Lower Level Mgmt	Clerical / Supervisor	-.05140	.434
	Middle Level Mgmt	-.69637(*)	.000
	Top Level Mgmt	-1.02982(*)	.000
Middle Level Mgmt	Clerical / Supervisor	.64498(*)	.000
	Lower Level Mgmt	.69637(*)	.000
	Top Level Mgmt	-.33344(*)	.016
Top Level Mgmt	Clerical / Supervisor	.97842(*)	.000
	Lower Level Mgmt	1.02982(*)	.000
	Middle Level Mgmt	.33344(*)	.016

Source: Primary data

From the results, we can see that there is a significant difference between all the job level employees about their perception of HR climate except between the clerical and lower level management employees.

**Hypothesis 17: HR climate prevailing in the organization is influenced by employee's income level.**

H<sub>0</sub>: There is no significant difference between income level of the employees and their perception of HR climate. H<sub>1</sub>: There is a significant difference between income level of the employees and their perception of HR climate.

**Table 6.70**  
**Significant difference between income level and perception of HRC**

<b>Income Level</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Less Than 10000	95	3.4660	.26518
10000 - 20000	181	3.2839	.12774
20000 - 30000	208	3.2503	.45104
30000 - 40000	74	4.0505	.08580
40000 And Above	46	4.3063	.18044
Total	604	3.4728	.45907

Source: Primary data

**Table 6.71**  
**Anova Analysis on Income Levels**

	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>p-value</b>
Between Groups	73.417	4	18.354	204.886	.000
Within Groups	53.660	599	.090		
Total	127.078	603			

Source: Primary data

**Inference:**

Since  $p < 0.05$ , the null hypothesis is rejected at the 5% level of significance. Thus the income level of the employee has significant influence on perception of HR climate. We can also see that employees with higher income level perceive the HR climate in the organization to be more positive when compared with lower income employees. To understand the significant difference between each individual group post hoc analysis was done and the results are as follows:

**Table 6.72**  
**Multiple Comparison Tests on Income Levels**

<b>(I) Income</b>	<b>(J) Income</b>	<b>Mean Difference (I-J)</b>	<b>Sig.</b>
Less Than 10000	10000 - 20000	.18208(*)	.000
	20000 - 30000	.21571(*)	.000
	30000 - 40000	-.58454(*)	.000
	40000 And Above	-.84030(*)	.000
10000 - 20000	Less Than 10000	-.18208(*)	.000
	20000 - 30000	.03363	.804
	30000 - 40000	-.76662(*)	.000
	40000 And Above	-1.02238(*)	.000
20000 - 30000	Less Than 10000	-.21571(*)	.000
	10000 - 20000	-.03363	.804
	30000 - 40000	-.80025(*)	.000
	40000 And Above	-1.05602(*)	.000
30000 - 40000	Less Than 10000	.58454(*)	.000
	10000 - 20000	.76662(*)	.000
	20000 - 30000	.80025(*)	.000
	40000 And Above	-.25576(*)	.000
40000 And Above	Less Than 10000	.84030(*)	.000
	10000 - 20000	1.02238(*)	.000
	20000 - 30000	1.05602(*)	.000
	30000 - 40000	.25576(*)	.000

Source: Primary data

## **Inference:**

The Post-hoc comparisons of perceived HR climate. Using the Turkey HSD test indicated that the mean score for all groups differ significantly except between income level 10,000 -20,000 and 20,000 -30,000.

**Hypothesis 18: HR climate perceived by the employees is being influenced by their marital status.**

$H_0$ : There is no significant difference between marital status of the employees and the perceived HR climate and  $H_1$ : There is a significant difference between marital status of the employees and the perceived HR climate. An independent-samples t-test was conducted to compare differences and the results are as follows:

**Table 6.73**

**Significant difference between marital status and the perceived HRC**

<b>Marital Status</b>	<b>No of observations</b>	<b>Mean</b>	<b>SD</b>
Married	484	3.4942	.49582
Un Married	120	3.3862	.24621

Source: Primary data

**Table 6.74**

**Independent Sample T- Test on Marital Status**

<b>Independent Sample Test</b>	<b>T Stat</b>	<b>df</b>	<b>p-value</b>
	2.317	602	0.021

Source: Primary data

**Inference:**

Since  $p < 0.05$ , reject  $H_0$  at the 5% level of significance. From the results, we can see that HR climate perceived by employees vary with their marital status.

**Hypothesis 19: Overall Employment satisfactions of employees differ with respect to their gender.**

$H_0$ : There is no association between gender and overall employment satisfaction and  $H_1$ : There is an association between gender and overall employment satisfaction.

**Table 6.75**

**Cross Tabulation on gender and overall employment satisfaction**

		Overall Employment satisfaction			Total
		Excellent	Neutral	Poor	
Sex	Male	423 74.7% 93.4%	104 18.4% 98.1%	39 6.9% 86.7%	566 100.0% 93.7%
	Female	30 78.9% 6.6%	2 5.3% 1.9%	6 15.8% 13.3%	38 100.0% 6.3%
Total		453 75.0% 100.0%	106 17.5% 100.0%	45 7.5% 100.0%	604 100.0% 100.0%

Source: Primary data

**Table 6.76**

**Pearson Chi Square analysis on gender and overall employment satisfaction**

	Value	df	p-value
Pearson Chi Square	7.357	2	0.025

Source: Primary data

**Inference:**

Since  $p < 0.05$ , the null hypothesis is rejected at the 5% level of significance. Thus, there is an association between the gender and overall employment satisfaction. From percentages, we see that female employees are highly satisfied with their overall employment when compared to male employees.

**Hypothesis 20: Experience of the employees influences their overall employment satisfaction.**

$H_0$ : There is no association between experience and overall employment satisfaction and  $H_1$ : There is an association between experience and overall employment satisfaction.

**Table 6.77****Cross Tabulation on experience and overall employment satisfaction**

		Overall Employment Satisfaction			Total
		Excellent	Neutral	Poor	
Years of Experience in the Company	Less Than 5 Years	168 69.1% 37.1%	46 18.9% 43.4%	29 11.9% 64.4%	243 100.0% 40.2%
	5 - 10 Years	121 68.8% 26.7%	41 23.3% 38.7%	14 8.0% 31.1%	176 100.0% 29.1%
	10 - 15 Years	65 90.3% 14.3%	5 6.9% 4.7%	2 2.8% 4.4%	72 100.0% 11.9%
	15 - 20 Years	51 87.9% 11.3%	7 12.1% 6.6%	0 .0% .0%	58 100.0% 9.6%
	More Than 20 Years	48 87.3% 10.6%	7 12.7% 6.6%	0 .0% .0%	55 100.0% 9.1%
<b>Total</b>		453 75.0% 100.0%	106 17.5% 100.0%	45 7.5% 100.0%	604 100.0% 100.0%

Source: Primary data

**Table 6.78**

**Pearson Chi Square analysis on experience and overall employment satisfaction**

	<b>Value</b>	<b>df</b>	<b>p-value</b>
<b>Pearson Chi Square</b>	33.726	8	0.000

**Source: Primary data**

**Inference:**

Since  $p < 0.05$ , the null hypothesis is rejected at the 5% level of significance. Thus, there is an association between experience and overall employment satisfaction. From the percentages, we can see that people with less than 5 years of experience were not highly satisfied with the overall employment followed by people with 10-15 years of experience. Thus the company has to look for the ways to improve their overall satisfaction among all the employees.

**Hypothesis 21: Overall Employment satisfaction changes with marital status of employees**

H0: There is no association between marital status and overall employment satisfaction and H1: There is an association between marital status and overall employment satisfaction.

**Table 6.79**

**Cross Tabulation on marital status and overall employment satisfaction**

		Overall Employment satisfaction			Total
		Excellent	Neutral	Poor	
Marital Status	Married	369	85	30	484
		76.2%	17.6%	6.2%	100.0%
		81.5%	80.2%	66.7%	80.1%
	Un Married	84	21	15	120
		70.0%	17.5%	12.5%	100.0%
		18.5%	19.8%	33.3%	19.9%
Total		453	106	45	604
		75.0%	17.5%	7.5%	100.0%
		100.0%	100.0%	100.0%	100.0%

Source: Primary data

**Table 6.80**

**Pearson Chi Square analysis of marital Status and overall employment satisfaction**

	Value	df	p-value
Pearson Chi Square	5.625	2	0.060

Source: Primary data

**Inference:**

Since  $p > 0.05$ , the null hypothesis is accepted at the 5% level of significance. Thus, there is no association between marital status and overall employment satisfaction. Thus, marital status of the employees does not have any impact on their overall employment satisfaction.

**Hypothesis 22: Employees reference to others for employment is influenced by their gender.**

$H_0$ : There is no association between gender and reference to others for employment and  $H_1$ : There is association between gender and reference to others for employment.

**Table 6.81**

**Cross Tabulation on Gender and Reference to others for employment**

		Refer others for employment		Total
		Yes	No	
Sex	Male	527 93.1% 94.3%	39 6.9% 86.7%	566 100.0% 93.7%
	Female	32 84.2% 5.7%	6 15.8% 13.3%	38 100.0% 6.3%
Total		559 92.5% 100.0%	45 7.5% 100.0%	604 100.0% 100.0%

Source: Primary data

**Table 6.82**

**Pearson Chi Square analysis on Gender and Reference to others for employment**

	Value	df	p-value
Pearson Chi Square	4.090	1	0.043

Source: Primary data

**Inference:**

Since  $p < 0.05$ , the null hypothesis is rejected at the 5% level of significance. Thus, gender significantly influences the employee's decision to refer others for employment in their company. From the percentages, we see that male employees support for the employment when compared to female employees.

**Hypothesis 23: Type of job that an employee is doing, influence their decision to refer others for employment in his/her company.**

$H_0$ : There is no association between job level and references to others for employment and  $H_1$ : There is an association between job level and references to others for employment.

**Table 6.83**

**Cross Tabulation on Job Level and Reference to others for employment**

		Refer others for employment		Total
		Yes	No	
Job Level	Clerical / Supervisor	139 83.2% 24.9%	28 16.8% 62.2%	167 100.0% 27.6%
	Lower Level Management	297 95.2% 53.1%	15 4.8% 33.3%	312 100.0% 51.7%
	Middle Level Management	112 98.2% 20.0%	2 1.8% 4.4%	114 100.0% 18.9%
	Top Level Management	11 100.0% 2.0%	0 .0% .0%	11 100.0% 1.8%
Total		559 92.5% 100.0%	45 7.5% 100.0%	604 100.0% 100.0%

Source: Primary data

**Table 6.84**

**Pearson Chi Square analysis on Job Level and Reference to others for employment**

	Value	df	p-value
Pearson Chi Square	30.430	3	0.000

Source: Primary data

**Inference:**

Since  $p < 0.05$ , the null hypothesis is rejected at the 5% level of significance. Thus the employee's job level significantly influences the employee's decision to refer others

for the employment in their company. From the percentages, we see that employees in the higher cadre recommend their company for employment and the percentages decreases as we go down the cadre.

**Hypothesis 24: Income that employees receive has an impact on their recommendation of others, for employment in his/her company.**

H<sub>0</sub>: There is no association between monthly income and reference to others for employment and H<sub>1</sub>: There is an association between monthly income and reference to others for employment.

**Table 6.85**

**Cross Tabulation on monthly income and reference to others for employment**

		Refer others for employment		Total
		Yes	No	Yes
<b>Income</b>	<b>Less Than 10000</b>	74 77.9% 13.2%	21 22.1% 46.7%	95 100.0% 15.7%
	<b>10000 - 20000</b>	167 92.3% 29.9%	14 7.7% 31.1%	181 100.0% 30.0%
	<b>20000 - 30000</b>	198 95.2% 35.4%	10 4.8% 22.2%	208 100.0% 34.4%
	<b>30000 - 40000</b>	74 100.0% 13.2%	0 .0% .0%	74 100.0% 12.3%
	<b>40000 And Above</b>	46 100.0% 8.2%	0 .0% .0%	46 100.0% 7.6%
<b>Total</b>		559 92.5% 100.0%	45 7.5% 100.0%	604 100.0% 100.0%

Source: Primary data

**Table 6.86**

**Pearson Chi Square analysis on monthly income and Reference to others for employment**

	<b>Value</b>	<b>df</b>	<b>p-value</b>
Pearson Chi Square	41.378	4	0.000

**Source: Primary data**

**Inference:**

Since  $p < 0.05$ , the null hypothesis is rejected at the 5% level of significance. Thus, employee's monthly income significantly influences the employee's decision to refer others for employment in their company. From the percentages, we can see that employees earning high salaries recommend their company for employment and the percentages decreases as income decreases.

**6.5 Factor Analysis**

Factor analysis was done to know whether 14 factors can be extracted from the questionnaire so that we can validate the questionnaire. In addition, it was expected that these 14 dimensions would be distinct from one another as identified in the theoretical component of this research. Prior to performing the factor analysis the suitability of the data for factor analysis was assessed using Kaiser-Mayer-Olkin (KMO) measure of sampling adequacy and Bartlett's Test of Sphericity and the results are as follows:

**Table 6.87****Factory Analysis - KMO and Bartlett's Test**

<b>KMO and Bartlett's Test</b>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.929
Bartlett's Test of Sphericity	Approx. Chi-Square	7.739E4
	Sig.	.000

Source: Primary data

**Inference:**

The KMO index ranges from 0 to 1, with 0.6 suggested as a minimum value for acceptable factor analysis. Bartlett's Test of Sphericity should be significant ( $p < 0.5$ ) in the factor analysis to be considered appropriate. The KMO value was 0.929 which exceeded the recommended value of 0.6. The Bartlett's Test of Sphericity was statistically significant ( $p = 0.000$ ), and is therefore accepted that the factor analysis was appropriate.

A Principal Component Factor (PCF) with a Varimax rotation of the questionnaire was conducted on data gathered from 604 participants. And the results are as follows:

**Table 6.88**  
**Varimax rotation of the questionnaire**

<b>Rotated Component Matrix<sup>a</sup></b>												
Question	Component											
	1	2	3	4	5	6	7	8	9	10	11	12
				0.929								
				0.914								
				0.356		0.12			0.355		0.455	0.166
			0.285	0.302	0.123		0.199	0.13				0.58
		0.181	0.238	0.286	0.117	0.186			0.418		0.473	
			0.24	0.253	0.79		0.142	0.104				0.206

**Read Table 6.88 Varimax rotation of the questionnaire (continued)**

		0.185			0.92							
		0.186	0.271	0.208	0.285	0.125	0.236	0.123	0.207			0.457
		0.146			0.196							
		0.235	0.231	0.153	0.77	0.146	0.42					0.134
	0.298	0.125	0.206		0.197	0.215	0.23	0.124		0.241		0.423
	0.715	0.285	0.154	0.143	0.19			0.123			0.202	0.374
	0.856		0.171	0.118		0.135	0.119	0.186	0.16			
	0.874		0.151			0.141	0.144	0.178	0.123			
	0.875		0.17			0.126	0.16	0.171	0.123			
	0.756	0.383	0.107	0.105		0.185						0.166
	0.713	0.286	0.155	0.143	0.188			0.123			0.199	0.375
	0.843	0.17	0.108		0.133	0.103	0.112			0.241		0.12
	0.738	0.372	0.136			0.229						0.208
		0.737							0.125			
	0.726	0.255	0.303	0.162	0.145						0.151	0.189
	0.784	0.112	0.249	0.1	0.191				0.109	0.151	0.188	0.169
	0.832	0.19	0.145				0.128			0.229	0.111	0.118
	0.763	0.391				0.187						0.158
	0.716	0.248	0.265	0.105	0.122						0.145	0.167
		0.234	0.137	0.162	0.128		0.266	0.127			0.514	
		0.401	0.1		0.124		0.439	0.145			0.388	
		0.224	0.208		0.136	0.159	0.324	0.167		0.137	0.268	
		0.262	0.116	0.126	0.107		0.586	0.148			0.513	
		0.306	0.151		0.134		0.333	0.159		0.131	0.404	
		0.11	0.155			0.155	0.146	0.526	0.119			
		0.204	0.248		0.141			0.626			0.15	0.134
		0.215	0.192	0.1			0.109	0.442				
		0.204	0.212		0.16			0.615			0.134	0.116
		0.214	0.224	0.114		0.101	0.109	0.441				
			0.894	0.234	0.128		0.145					
			0.936		0.107		0.146					
			0.933		0.102		0.132					
		0.122	0.659	0.16	0.221	0.285	0.638	0.217		0.217	0.136	
			0.734	0.142	0.659	0.202		0.116		0.163		

**Read Table 6.88 Varimax rotation of the questionnaire (continued)**

Q41			0.734	0.142	0.659	0.202		0.116		0.163		
Q42		0.179	0.211			0.816	0.171			0.109		
Q43		0.114	0.376		0.178	0.742	0.131	0.713		0.131		0.179
Q44		0.173	0.245			0.83	0.155					
Q45		0.174	0.226		0.131	0.829	0.145					
Q46		0.112	0.558	0.14	0.153	0.597		0.156		0.159		
Q47		0.143	0.347	0.101	0.141	0.134	0.771					0.432
Q48		0.112	0.422	0.114	0.136		0.19	0.157				0.806
Q49		0.127	0.617	0.21	0.112	0.14						0.524
Q50		0.11	0.515	0.1	0.115		0.237					0.842
Q51			0.719	0.159		0.117		0.163		0.151	0.111	0.769
Q52		0.433	0.311		0.246	0.115	0.117		0.109	0.281	0.483	
Q53		0.141	0.121		0.193	0.19		0.149		0.215	0.573	0.15
Q54		0.229	0.198		0.266	0.312	0.128	0.186		0.391	0.605	0.109
Q55		0.235	0.188		0.257	0.308	0.119	0.198		0.391	0.574	0.117
Q56		0.258	0.332		0.161	0.161		0.66		0.153	0.733	
Q57		0.292	0.196			0.214	0.149	0.126	0.668	0.505		
Q58		0.299	0.204		0.104	0.206	0.16	0.122	0.659	0.511		
Q59		0.3	0.219		0.124	0.212	0.151	0.145	0.633	0.488		
Q60		0.296	0.2		0.139	0.194	0.143	0.133	0.648	0.527		
Q61		0.43	0.223		0.23	0.209	0.115	0.153	0.556	0.338		0.23
Q62	0.325	0.353	0.192		0.785	0.127	0.145	0.11		0.818		
Q63	0.333	0.583	0.159		0.188	0.171			0.121	0.641	0.199	
Q64	0.335	0.354	0.184		0.586	0.112	0.144	0.109		0.784		
Q65	0.173	0.234	0.139		0.128		0.132	0.14		0.664	0.149	
Q66	0.355	0.355	0.147		0.574		0.136			0.763		
Q67	0.317	0.81				0.122			0.18			
Q68	0.334	0.705			0.228	0.29						
Q69	0.278	0.81				0.124			0.154	0.149		
Q70	0.271	0.779			0.157		0.119	0.16		0.137		0.109
Q71	0.452	0.549	0.221		0.129		0.167	0.21		0.22		0.339
Eigenvalue	33.57	5.38	3.67	3.46	2.27	1.83	1.72	1.61	1.49	1.33	1.14	1.09
Rotated Percentage of variance	26.07	10.38	8.35	7.27	5.25	4.90	4.79	4.27	3.44	3.37	2.90	2.66

Source: Primary data

**Inference:**

Factor analysis of the questionnaire resulted in 12 factors, the grouping of which is shown in the above table. The factors extracted compared with the dimensions of the research as follows:

**Table 6.89**  
**Factors extracted on the dimensions**

<b>Factor extracted</b>	<b>Questions</b>	<b>Dimension used in research</b>
1	I regularly read Our company newsletter and other publications	Communication
	Co-workers share information and new ideas throughout Our company	
	My Supervisor listens to me	
	Managers communicate frequently and honestly about issues affecting employees	
	Managers keep me informed and up-to-date	
	Our Company supports honest two-way communication between Managers and Employees	Corporate culture
	Employees at Our company regularly share and exchange ideas	
	Others treat me with respect at work	
	Our organization values the individual worker	
	The grievance process used at Our company is fair and equitable	Employee Relations
	I can go to My Supervisor if I have a problem	
	Managers show fairness and respect in their interactions with employees	
	Labor and Management are committed to working together	
	Workplace issues are resolved fairly and quickly	
2	Our culture promotes a balance between work and family life	Corporate culture
	Our company helps employees find an ideal balance between work and life responsibilities	Work / Life
	Our company is a family – friendly place to work	
	I have enough time to do my work	
	I can adjust my work schedule if needed	

**Read Table 6.89 Factors extracted on the dimensions (continued)**

3	Our company pay policy helps attract and retain high performing employees	Pay
	I am satisfied with the level of pay I receive	
	I feel I am adequately paid compared to my colleagues at other companies	
	My Pay matches my job performance	
	My Supervisor is always trying to make sure I am fairly compensated	
4	Our Company offers a comprehensive benefits package	Benefits
	Our Company offers better benefits than other companies	
	I Know the value of my benefits	
	The Benefits offered provide security for me and my family	
	The Benefits department provides accurate and helpful information	
5	Our Company offers an excellent leadership development program	Career Development
	There is equal opportunity for advancement at Our company	
	I have been given more responsibilities since when I started	
	I can advance at our Company	
	Job promotions are awarded based on merit	

**Read Table 6.89 Factors extracted on the dimensions (continued)**

6	I have all the tools and equipment I need to do my job well	Resources
	My Supervisor is effective in maximizing the potential of others	
	My Department has adequate funding and resources to accomplish our goals	
	My Department effectively manages technological resources to achieve objectives	
	The Leadership is effective in allocating financial resources	
7	I feel satisfied at Our company	Job satisfaction
	I get a sense of personal accomplishment from my work	
	My job is rewarding	
	I enjoy coming to work	
	I have good working relationship with my co-workers	
8	The managers keep us informed about issues at Our company	Management
	Managers empower employees to make effective decisions	
	Managers know what they are doing	
	Managers encourage initiative	
	Management is able to adjust rapidly to new situations	

**Read Table 6.89 Factors extracted on the dimensions (continued)**

9	I feel I am part of the team	Team Work
	In my Department, we work as a team	
	Other team members will help me if I need help	
	Team members take pride in their work	
	Our team fosters open communication and recognizes individual contributions	
10	Our Company employs competent and skilled trainers	Training
	I have the skills I need to do my job	
	The training I receive is relevant to my job	
	Training Opportunities are available to everyone	
	The trainers used as knowledgeable and effective	
11	I know what is expected of me	Stress
	I do not fear losing my job	
	I have a sense of security in my job	
	My position with Our company is strong	
	My supervisor gives me the freedom to do my how I see best	
12	Our Company offers rewards based on performance	Rewards / Recognition
	I receive recognition when I do a good job	
	I am rewarded for exceeding my goals	

**Read Table 6.89 Factors extracted on the dimensions (continued)**

	Employees are recognized for good work performance	
	The performance incentives are meaningful	

**Source: Primary data**

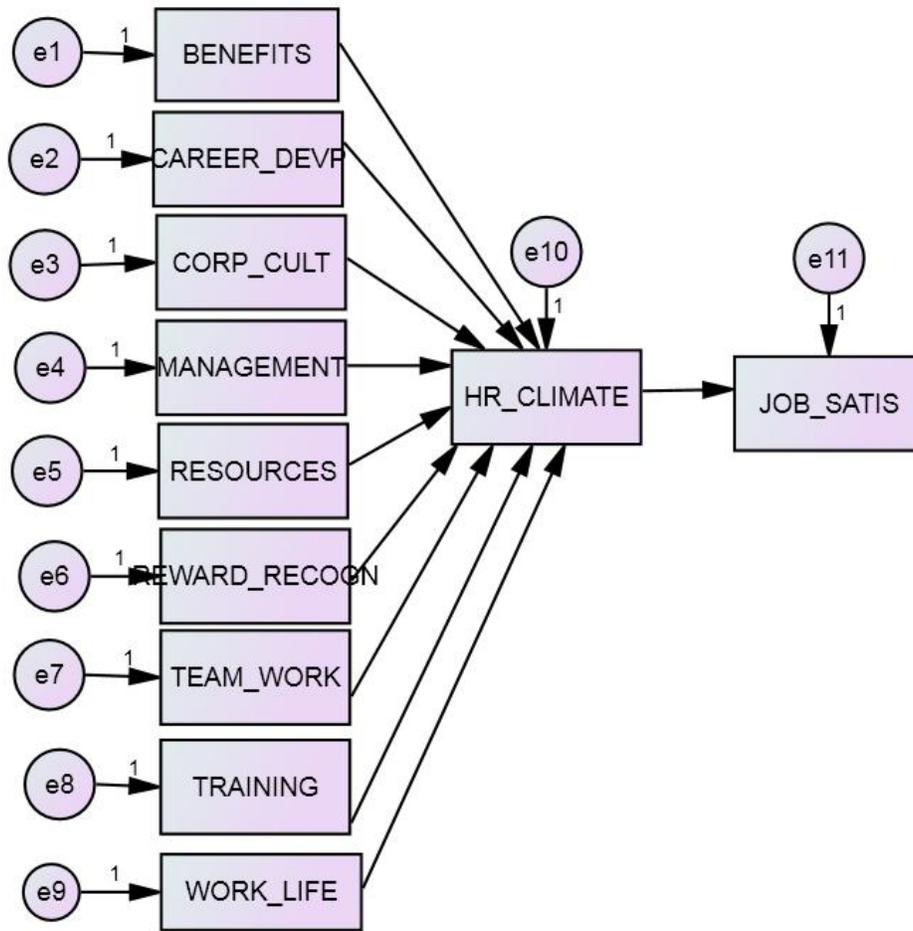
## **6.6 Structural Equation Modeling (SEM)**

Structural equation modeling (SEM) is a family of statistical methods designed to test a conceptual or theoretical model. The term "structural equation model" most commonly refers to a combination of two things: a "measurement model" that defines latent variables using one or more observed variables, and a "structural regression model" that links latent variables together. SEM is a largely confirmatory, rather than exploratory, technique. That is, a researcher is more likely to use SEM to determine whether a certain model is valid., rather than using SEM to "find" a suitable model--although SEM analyses often involve a certain exploratory element.

A model was developed by Analysis of Moment Structure (AMOS). The model is fit to ensure the impact of HR climate on Job satisfaction of employees. Benefits, Career development, corporate culture, Management, resources, rewards and recognition, teamwork, training and work life variables were used to measure the HR climate prevailing in the organization and the results are as follows:

Null Hypothesis ( $H_0$ ): The model fitted for impact of HR climate on Job satisfaction is good.

**Fig. 2**  
**Structural Equation Modeling (SEM)**



Source: Primary data

**Table 6.90**  
**Model Fit Summary**

Variable	Value
Chi – Square value	894.529
p-Value	0.816
Goodness of Fit Index (GFI)	0.745
Adjusted Goodness of Fit Index (AGFI)	0.651
Root mean Square error of Approximation (RMSEA)	0.063

Source: Primary data

**Inference:**

The model fit Chi-Square value is 894.529 and the model's p-value is 0.816 which shows that the model fitted for impact of HR climate on job satisfaction of employees is good. The goodness of Fit Index (GFI) is 0.745 and its adjusted Goodness of Fit Index (AGFI) is 0.651 which shows that the model is reasonably good. The Root Mean Square Error of Approximation is 0.063, a smaller value which indicates a better model. Thus, from the above values, we can say the model developed to study the impact of HR climate on job satisfaction is good.

## CHAPTER 7

### FINDINGS, RECOMMENDATIONS AND CONCLUSION

#### 7.1 Findings on the personal details

The researcher observed that the majority of respondents of Dr. D.C Kothari Groups are male (566 respondents), young and highly literate and a majority of respondents are in the lower job level and it is found that the majority of them have less than 5 years of experience. Only 7.6 % (46 respondents) were earning high salary. The 80.1% of respondents of Dr. D.C. Kothari Groups are married and 71.4% of the respondents have children and 318 respondents are from sales and marketing department.

#### 7.2 Findings and suggestions on the responses to various factors

- (i) **Benefits:** It's found that the benefits provided do not always provide security to the employees and their family. Only 59.4% of respondents know the value of their benefits.
- (ii) **Career Development:** The researcher observed that the majority of people agree with all the statements on career development. Also, 52.8% of respondents do not fully agree with giving responsibilities since their carrier started. So the company can provide jobs with appropriate responsibilities so that their job satisfaction will improve.
- (iii) **Communication:** It is found that the majority of people agree with all the statements under communication. From the percentages we can see that there is 59.4% of the respondents disagreed with regard to newsletter and sharing of new ideas among co-workers. So the company can adopt novel ways of sharing

information with employees and also encourage the sharing of ideas which develop the company as whole.

- (iv) **Corporate Culture:** The 62.1% of respondents agree with the statements provided especially providing work life balance. The company can also seek ways to share and exchange ideas effectively and respecting each one at work.
- (v) **Employee Relations:** It is found that only 39.1% of the respondents agree that the grievance process used at the company is fair and equitable. So, the company can improve its employee relations, especially with regard to grievance handling, fair treatment and faster resolution of workplace issues.
- (vi) **Job Satisfaction:** It is observed that 51.8% of the respondents agree with the statements provided equally, but 10.1% of the respondents were not highly satisfied and do not enjoy coming to work. The company can provide more rewarding jobs and improving the relationship with co-workers will help to improve their job satisfaction.
- (vii) **Management:** It is found that 14.6% respondents feel that company does not encourage initiatives and do not empower them to take decisions. The management of the company can look into these issues and include some representatives in taking some decisions, so that they are highly satisfied with the company.
- (viii) **Pay:** 51.3% of the respondents are satisfied with the level of pay they receive and 3.6% of the people disagree the statement 'My Pay matches my job performance' and 55% of the respondents of the total populations do not agree/disagree the statement 'Supervisor is always trying to make sure I am fairly compensated'. The company can look for ways to provide internal equity and ways of attracting and

retaining talents. We can also see that no respondents have strongly disagreed with any of the statements.

- (ix) **Resources:** The study revealed that top level management was not always effective in allocating resources and maximizing the potential of others.
- (x) **Rewards / Recognition:** It is found that the company does not always recognize employees for good work performance and rewarding for exceeding their own goals. There is a lack of recognition when a good work done. The company can look in to these areas to improve the job satisfaction of employees.
- (xi) **Stress:** The researcher observed that there is no freedom of employees to their own choice / way of doing work which will affect the stress level of employees only 1.8% of the respondents strongly agree that they have a sense of security in their job. The company has to look for ways to increase their sense of job security among employees.
- (xii) **Teamwork:** It is found that there is a lack of sense of belongingness to a team and recognition of individual contributions. Only 2.3% of the people strongly agrees that they work as a team in a department. It is suggested to improve communication among the team members and bring team cohesiveness.
- (xiii) **Training:** It is observed that the disagreement percentage is high for availability of training opportunities to everyone, receiving training relevant to the job and employing skilled trainers. The company has to improve its training framework to solve the issues.
- (xiv) **Work / Life:** Except for flexible work schedule majority of the respondents agree with the statements. In order to improve the work-life balance of employees, the

company has to provide flexible work schedule, enough time to do their work and proper means of adjustments or alternates if required.

### **7.3 Findings on the responses to the open ended questions**

- (i) ***Areas that need improvement:*** It is found that promotion, salary and benefits were the major areas that need to be improved because 62.25% (n = 376) of the respondents are not happy.
- (ii) ***Opinions on the challenges facing the Company:*** The researcher found that proper financial analysis, budgeting and funding (57.95%, n=350) have been the major concern for the respondents.
- (iii) ***Opinions on important things that the HR – survey improves in the workplace:*** It is observed from 368 respondents, the salary, compensation and benefits have been the major area need to be improved.
- (iv) ***Rating the overall employment with the company:*** It is found that 75% of the respondents have rated their overall employment was excellent.
- (v) ***Reference for seeking employment in Dr. D.C. Kothari Groups:*** The researcher observed that 92.5% of the respondents will refer others for employment to their company.

### **7.4 Findings on the objectives of the study**

- (i) The result showed that most of the respondents (61.26 %) rated the overall HR climate at a moderate level and 38.74% rated the overall HR climate at a high level. Benefits dimension is having a high contribution to the level of perceived HR climate followed by career development, corporate culture, management, resources, rewards and recognition, teamwork, training and work life.

- (ii) The result showed that more than half of the respondents (52.98 %) rated the overall job satisfaction at a moderate level and 47.02% rated the overall job satisfaction at a high level. The respondents in this study perceived job satisfaction for each dimension, including communication, employee rewards, job, pay and stress are at a moderate level.
- (iii) From the analysis, it is found that a significant positive relationship between these two variables - HR climate and job satisfaction and the finding supported the fact that HR climate contribute to job satisfaction. It infers that HR Climate has an impact on job satisfaction perceived by employees.
- (iv) It is found that the highest correlation is between corporate culture ( $r = 0.908$ ) and employee relations which infers that corporate culture has high impact on employee relations prevailing in the organization. The lowest correlation between Pay and Work life ( $r = 0.289$ ) which infers that influence of pay in work life is minimal.
- (v) All dimensions of HR climate except career development influences overall job satisfaction. It is noted that career development does not have a significant impact on overall job satisfaction perceived by employees.
- (vi) From the results, it is found that job satisfactions perceived by employees do not vary with their gender, but the age of the employees has significant influence on perceived job satisfaction. It is found that employees in a higher age category have higher job satisfaction when compared to younger employees.
- (vii) It is found that the monthly income of the employees has significant influence on perceived job satisfaction. The employees with higher income level have higher job satisfaction when compared to lower income employees.

- (viii) It is observed that the educational qualification of employees does not influence their overall job satisfaction, but the job level of the employees has significant influence on perceived job satisfaction. The employees in the higher management level have higher job satisfaction when compared to employees engaged in lower level and middle level management employees.
- (ix) It is found that the experience of the employees has significant influence on perceived job satisfaction. We can also see that employees with higher experience have more job satisfaction when compared to other groups of experience.
- (x) The researcher observed that the satisfaction, perceived by employees does not vary with their marital status, but that job satisfaction, perceived by employees varies with the employees having children.
- (xi) It is found that the HR climate perceived by employees does not vary with their gender, but the age of the employees has significant influence on the perception of HR climate. We can also see that respondents with age 56-65 yrs perceived the HR climate in the organization to be more positive followed by 46-55yrs, 36-45 yrs and less than 25 yrs. The respondents having in the age group 26-35 yrs were least satisfied with the HR climate prevailing in the organization.
- (xii) It is observed that the educational qualification of the employees has significant influence on their perception of HR climate.
- (xiii) The type of job that an employee is doing have significant influence on the perception of the HR climate. It is observed, employees at top management level perceive the HR climate in the organization to be more positive followed by the middle level management employees there is a significant difference between all the job level employees about their perception of the HR climate except between the clerical and lower level management employees.

- (xiv) The income level of the employee has significant influence on perception of HR climate. We can also see that employees with higher income level perceive the HR climate in the organization to be more positive when compared with lower income employees.
- (xv) The HR climate perceived by employees varies with their marital status and there is an association between gender and overall employment satisfaction. From the percentages, we see that female employees are highly satisfied with their overall employment when compared to male employees.
- (xvi) It is found that there is an association between experience and overall employment satisfaction. From the percentages, we can see that people below 10 years of experiences were not highly satisfied with the overall employment in the organization. Thus the company has to look for the ways to improve their overall satisfaction level among all the employees.
- (xvii) There is no association between marital status and overall employment satisfaction. Thus, marital status of employees does not have any impact on their overall employment satisfaction.
- (xviii) The gender significantly influences the employee's decision to refer others for employment in their company. From the study, we see that male employees support for employment when compared to female employees.
- (xix) The employee's job level significantly influences the employee's decision to refer others for employment in their company. From the study, we see that employees in higher cadre recommend their company for employment and the percentages decreases as we go down the cadre.

- (xx) The employee's monthly income significantly influences the employee's decision to refer others for employment in their company. From the percentages, we can see that employees earning high salaries recommend their company for employment and the percentages decrease as income decreases.

## **7.5 Recommendations**

- (i) It is recommended that Dr. D.C. Kothari Groups can employ and encourage more females in the organization and it is good to continue with the youngsters in the organization, the younger lot, brimming with new ideas often generate successful dynamics in the workplace.
- (ii) Dr. D.C. Kothari Groups can provide better job security for the employees and can offer leadership development programs for career development. The jobs with appropriate responsibilities will improve the job satisfaction level.
- (iii) The management can develop a good chain of communications like newsletter and sharing of new ideas and information's among co-workers and encouragement on sharing of ideas with their employees which develop the company as whole.
- (iv) Though there is an existence of corporate culture, the company can also seek ways to share and exchange ideas effectively and respecting each one at work and can improve its employee relations, especially with regard to grievance handling, fair treatment and faster resolution of workplace issues.
- (v) As few employees were not highly satisfied and do not enjoy coming to work, the company can provide more rewarding jobs and improving the relationship with co-workers which will help to improve their job satisfaction.

- (vi) The top management can encourage initiatives and do empower them to take decisions and the leaders should always effective in allocating resources and maximizing the potential of others in the company.
- (vii) As employees feel their pay does not match to their job performance, the management can make their supervisors to make sure that their employees or teams are fairly compensated. The company can look for ways to provide internal equity and ways of attracting and retaining talents.
- (viii) Rewards / Recognition should be on time and the company should always recognize the employees for good work performance and rewarding for exceeding their own goals. As there is a lack of recognition when a good work done, the company can look in these areas to improve the job satisfaction of employees.
- (ix) The company has to improve its training framework to solve the issues on developmental activities of the employees. The management should provide training opportunities to everyone.
- (x) The company has to provide the flexible work schedule, in order to improve the work-life balance of employees, enough time to do their work and proper means of adjustments or alternates if required.
- (xi) Promotion, salary and benefits were the major area that needs to be improved by the company since majority of the employees were not happy.
- (xii) Proper financial analysis, budgeting and funding have been the major concern of the employees. Therefore the researcher suggests the company to give importance in the on the financial risks in the company.
- (xiii) The company should conduct a regular HR survey, to improve the major areas on salary, compensation, benefits, training and development.

- (xiv) The management should provide career development to the employees by re-framing the model and gap analysis should be done to bridge the gap between the career growth.
- (xv) There should be an overall satisfaction among employees of all the age groups, The Management should frame the policies on salary and career levels in the organization.
- (xvi) The company should give additional benefits for employees' children like educational reimbursement and cash reward to the children for scoring high marks in the exams.
- (xvii) By increasing the work-life balance among the female employees and framing of HR developmental climate for the females, the company has to have more females in the organization.
- (xviii) The top management of the company must emphasize on the quality of work life and welfare measures for employees, which can infuse in them the team spirit and sense of belongingness.
- (xix) Employees at non-managerial level should also be given importance for the overall development of the organization and the management of the organization must ensure healthy and friendly working climate and best welfare measures for the employees at all levels.

## **7.6 Implementation**

The suggestions recommended are implemented successfully in the organization in order to increase the satisfaction level of the employees as well to increase the productivity of the organization. Some of the implementations are as follows:

The management initiated the corporate HR team to send an article or information on any theme through mail to all the employees on every Monday morning and also employee can share their views through the dashboard. The management has given a freedom to share jokes, news and current affairs among all the employees.

Though the company is into traditional based industry, the management implemented the birthday and anniversary day celebrations by cake cutting in the organization.

The management in order to motivate the corporate employees, they arranged a trip to Thailand and also they started practicing yearly abroad trip for all the sales personnel.

The sales conferences and review meetings are conducted in five star hotels to motivate the staffs of all the departments.

On every Friday the coffee meetings are conducted to reduce the stress level of the employees, through games and other activities. In this coffee meeting all the employees from top level to clerical level are participating.

The open-door policy is implemented, where there will be a transparency in the top level management, any employee can directly walk into Top Management to share their views and for clarifications.

The suggestion boxes are kept at each location where employees regularly gather, the employees use it anonymously, which has given the employees an opportunity to make suggestions for the company.

In order to increase the satisfaction level, the corporate employees are provided with free unlimited vegetarian meals every day.

The employees can avail their children education reimbursement fees by producing the fee receipts.

The organization announces the cash awards for academic excellence of the meritorious students in the examinations.

The management implemented a new leave policy for bereavement leave (compassionate leave) to assist employees when there is a death in an employee's immediate family or household.

The Management provides the vehicles to their staffs through own your vehicle scheme.

The company adapted to new technologies like bio-metric for the attendance, GPRS connections to the sales personnel's, SAP – b1 implemented for purchase, sales, inventory, production, finance and banking, ERP customized package for payroll.

The management implemented the employee referral policy in order to motivate the employees to increase the manpower in our organization and also this will be a cost saving to the company.

Interim appraisals are done to provide more rewarding jobs, the normalization and competency mapping has been done to all the employees and the salary structured has been changed.

A training framework has been framed, the training on soft skills is scheduled every year and communication training is scheduled on the monthly basis.

The management announced the rewards on the basis of number of years of experiences gained by the staff.

The organization ensured healthy and friendly working climate for all the employees.

As a corporate social responsibility, Dr. D.C. Kothari Groups signed a Mou with reputed universities to sponsor a student in education and also through their trust, they are sponsoring the students who are in need. Every year they receive an allocation of free seats in the reputed colleges and they recommend the students for the admission. The organization supplies the free water packets and food distributions during poojas and other rituals.

## **7.7 Future Research**

The present study reveals that there is still a substantial scope for improvement of various aspects of HR climate in the fertilizer industry. This research is an attempt to study the extent of HR climate in Dr. D.C. Kothari Groups. A further research can be held with other manufacturing industries to measure the job satisfaction level of the employees and HR Climate persisting in the organization and also a future researcher can undertake with the comparison of employees of Dr. D.C. Kothari Groups and their prime competitors. In addition, it can be recommended to research more on Fertilizer industries. Finally, it might be helpful to think about possibilities how the participation in this study can be made more attractive for Fertilizer industries. However, this study will positively contribute to the existing literature on HRD and giveaway for future research in different areas of HRD concepts.

## 7.8 Conclusion

HR Climate is an integral part of the organizational climate. Consequently, in Dr. D. C. Kothari Group's exists a good HR climate which is ideally synchronized with the job satisfaction of its employees. Further, the employees have responded in a positive and favorable manner, and more significantly, the researchers' findings support the existing literature of tracing the relationship of HR Climate and Job Satisfaction of the development among the employees of an organization. The organizations should focus more on employees rather than business. Ultimately, it is suggested that the organizations may introduce fair employee welfare programs and reward systems to improve employee satisfaction levels and subsequently to gain advantage from the satisfied workers to increase productivity. The findings revealed that the tested hypotheses suggested that the correlation between HR Climate and Job Satisfaction is statistically significant and there is significant impact on HR Climate on Job Satisfaction. The HR climate variables correlate strongly, positively and significantly with job satisfaction at the 0.01 significance level. Besides, HR Climate influences the Job Satisfaction of employees.

## QUESTIONNAIRE

### HR Climate Impact and Job Satisfaction in Select Private Companies: An Empirical Study

#### INTRODUCTION:

I wish to introduce myself as **GIFTY EVANGELIN M** from **St. Peters University**, as a part of my research under the topic **HR Climate Impact and Job Satisfaction in Select Private Companies: An Empirical Study**. Please answer the following questions without bias. The data collected from this Questionnaire will be kept confidential and used for the purpose specified above only.

- 1) Age :
- 2) Sex : Male \_\_\_\_ Female \_\_\_\_
- 3) Qualification : Diploma \_\_\_\_ UG \_\_\_\_ PG \_\_\_\_
- 4) Designation :
- 5) Department :
- 6) Income :

Less than 10000	10000 - 20000	20000 - 30000	30000 - 40000	40000 and above

- 7) Years of Experience :

Less than 5 yrs	5 – 10 yrs	10 – 15 yrs	15-20 yrs	More than 20 yrs

- 8) Marital Status : Married \_\_\_\_ Unmarried \_\_\_\_

9) Do you have childrens : Yes \_\_\_\_ No \_\_\_\_

For the following items, indicate your choice with a  $\surd$  mark in the appropriate box.

(5 = Strongly Agree; 4 = Agree; 3 = Neither Agree Nor Disagree;  
2 = Disagree; 1 = Strongly Disagree)

Sl.No.	Benefits	5	4	3	2	1
1	Our company offers a comprehensive benefits package					
2	Our company offers better benefits than other companies					
3	I know the value of my benefits					
4	The benefits offered provide security for me and my family					
5	The benefits department provides accurate and helpful information					
Sl.No.	Career Development	5	4	3	2	1
1	Our company offers an excellent leadership development program					
2	There is equal opportunity for advancement at our company					
3	I have been given more responsibilities since when I started					
4	I can advance at our company					
5	Job promotions are awarded based on merit					
Sl.No.	Communication	5	4	3	2	1
1	I regularly read our company newsletter and other publications					
2	Co-workers share information and new ideas throughout Our company					
3	My Supervisor listens to me					

4	Managers communicate frequently and honestly about issues affecting employees					
5	Managers keep me informed and up-to-date					
<b>Sl.No.</b>	<b>Corporate Culture</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
1	Our company supports honest two-way communication between managers and employees					
2	Employees at our company regularly share and exchange ideas					
3	Others treat me with respect at work					
4	Our organization values the individual worker					
5	Our culture promotes a balance between work and family life					
<b>Sl.No.</b>	<b>Employee Relations</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
1	The grievance process used at Our company is fair and equitable					
2	I can go to My supervisor if I have a problem					
3	Managers show fairness and respect in their interactions with employees					
4	Labor and Management are committed to working together					
5	Workplace issues are resolved fairly and quickly					
<b>Sl.No.</b>	<b>Job Satisfactions</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
1	I feel satisfied at Our company					
2	I get a sense of personal accomplishment from my work					
3	My job is rewarding					

4	I enjoy coming to work					
5	I have a good working relationship with my co-workers					
<b>Sl.No.</b>	<b>Management</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
1	The managers keep us informed about issues at Our company					
2	Managers empower employees to make effective decisions					
3	Managers know what they are doing					
4	Managers encourage initiative					
5	Management is able to adjust rapidly to new situations					
<b>Sl.No.</b>	<b>Pay</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
1	Our company pay policy helps attract and retain high performing employees					
2	I am satisfied with the level of pay I receive					
3	I feel I am adequately paid compared to my colleagues at other companies					
4	My pay matches my job performance					
5	My supervisor is always trying to make sure I am fairly compensated					
<b>Sl.No.</b>	<b>Resources</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
1	I have all the tools and equipment I need to do my job well					
2	My supervisor is effective in maximizing the potential of others					

3	My department has adequate funding and resources to accomplish our goals					
4	My department effectively manages technological resources to achieve objectives					
5	The leadership is effective in allocating financial resources					
<b>Sl.No.</b>	<b>Rewards / Recognition</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
1	Our company offers rewards based on performance					
2	I receive recognition when I do a good job					
3	I am rewarded for exceeding my goals					
4	Employees are recognized for good work performance					
5	The performance incentives are meaningful					
<b>Sl.No.</b>	<b>Stress</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
1	I know what is expected of me					
2	I do not fear losing my job					
3	I have a sense of security in my job					
4	My position with our company is strong					
5	My supervisor gives me the freedom to do my how I see best					
<b>Sl.No.</b>	<b>Teamwork</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
1	I feel I am part of the team					
2	In my department, we work as a team					

3	Other team members will help me if I need help					
4	Team members take pride in their work					
5	Our team fosters open communication and recognizes individual contributions					
<b>Sl.No.</b>	<b>Training</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
1	Our company employs competent and skilled trainers					
2	I have the skills I need to do my job					
3	The training I receive is relevant to my job					
4	Training opportunities are available to everyone					
5	The trainers used as knowledgeable and effective					
<b>Sl.No.</b>	<b>Work / Life</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
1	Our company helps employees find an ideal balance between work and life responsibilities					
2	Our company is a family – friendly place to work					
3	I have enough time to do my work					
4	I can adjust my work schedule if needed					
5	My work schedule is flexible enough to meet my needs					

1. What areas need improvement?
2. What are your opinions on the existing practice in the company?
3. What is the most important thing you would like to see HR – survey do to improve as a place to work?
4. On a scale of Excellent to poor, how would you rate your overall employment with Our company and why?  
Excellent    Neutral    Poor
5. Would you refer others who are seeking employment to Our Company?  
Yes    No

**THANK YOU VERY MUCH FOR YOUR PARTICIPATION**

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