

HRD Climate with special reference to OCTAPACE enhancing the job satisfaction of employees.

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Abstract- The present paper analysis the relationship between hrd climate components specially OCTAPACE and job satisfaction of employees in the organization. Data were collected from 50 various employees from various organizations across india. It was observed that the components of organization culture leads to job satisfaction of employees because most of the employees were satisfied with components of Hrd climate. They said that there are formal and informal communicatio ,trust,unbiasness,innovation,involvement of employees in the decision making,autonomy,cooperation present in the organization.The organization is very conscious about the employees working at various levels and take every step to provide oppurtunities to them. The findings implicate that Hrd climate components plays a vital role in enhancing job satisfaction of employees.

Key words: Organization climate, Job satisfaction, employees, Hrd climate components.

I. INTRODUCTION

Contemporary organisations are in a flux. Changes are occurring in almost all the facets of organisational life. Organisations now are facing greater their challenges to retain their talented and competent personnel with them. Thus, talent management has become the critical goal of HR professionals. Among many others, improving the quality of HRD is reported to be one effective alternative to face these challenges. The level of innovation existing in organisations and opportunities offered by them to apply creative ideas into practice seem to be factors leveraging the competitive edge. That is, the quality of learning and development climate has become more of a determining factor to the survival of contemporary organisations.A productive and supportive environment is essential for effective learning and development in organisations. This environment requires a culture of collaboration and team spirit, top management's commitment towards HRD initiatives and the effective implementation of various HRD subsystems- If we need to find a way to develop employees in order to

become effective contributors to the goals of an organization, we need to have a clear view of what an effective contribution would look like. The use of personal capacities can be very helpful in describing the way in which an effective employee should operate and behave, but there can be no general prescription of an effective employee. Effectiveness will differ with organizational context, and on whose perspective we are adopting. The matter of what, finally, makes an effective employee is a combination of personality, natural capabilities, developed skills, experience and learning. The process of enhancing an employee's present and future effectiveness is called development.

Organization climate has a major influence on human performance through its impact on individual motivation and job satisfaction. It does this by creating certain kinds of expectancies about what consequences will follow from different actions. Individuals in the organizations have certain expectations which depend upon their perceptions as to how the organization climate suits to the satisfaction of their needs.

Thus organization climate can be said to be directly related with their performance in the organization. Our research has shown that it is possible to discern some performance management. However, these do not seem to predominate at the current time. The recent study increased emphasis on the business benefits of HRM appear to have led to a greater demand within the organization to see a tangible return from people, management and greater

emphasis on performance through the delivery of specified outcomes.

MEANING OF HR+D+CLIMATE

HR means employees in organisation, who work to increase the profit for organisation.

Development, it is acquisition of capabilities that are needed to do the present job, or the future expected job. After analyzing Human Resource and Development we can simply stated that, HRD is the process of helping people to acquire competencies.

Climate, this is an overall feeling that is conveyed by the physical layout, the way employees interact and the way members of the organisation conduct themselves with outsiders. (It is provided by an organisation.)

“Organisational climate is a set of characteristics of an organisation which are referred in the descriptions employees make of the policies, practices and conditions which exist in the working environment”.

The project includes the study of eight values may be examined to develop the profile of an organizational culture that is called octapace it OPENNESS, CONFRONTATION, TRUST, AUTHENTICITY, PROACTIVELY, AUTONOMY, COLLABORATION, AND EXPERIMENTING.

II. LITERATURE REVIEW

H.L. Lyon and J.M. Ivan Vick (2007) studied the HRD climate in 14 Different Organizations they found that the climate varied but hierarchical groups of the 20 climate dimensions measured. People at higher groups described the climate as less authoritarian, friendlier, more stimulating and more likely to promote innovations than people at lower groups.

Murthy B.S. and Giri D.V. (2007) in their study said that the problem of human resource development in a large private sector paper mill in HRD Practices. The HRD climate and the state of discipline as they are prevailing in the mill are perceived as by the workers of the mill. Personal background factors of the workers and the social environment in which they work, influences HRD Climate was the major finding.

Rajendran (2007) in this study said that each type of organization requires some amount of involvement, but its intensity might differ in accordance with the group. In this study, climate was meant to include those characteristics that distinguished the organization from other organizations and

that influence the behavior of the people in the organization.

Liker (2007) using perception based data from an electronic firm studied the multiple impacts of HRD climate components and individual job values on worker satisfaction. They found that the climate had the greatest impact on satisfaction with interpersonal relationships on a job and a moderate impact on satisfaction with recognizable advancement in the organization.

Singh (2007) studied the dimensions of HRD climate and observed a positive relationship between all those dimensions and development of the specific areas in the organization. Lit Win and Stringer have voted that the strength of these motives is affected by HRD climate.

Sagar Sharma and Sharma (2007) in their study coincided that Human Resource Development Climate with regard to achievement, expectancy, affiliation and dependence is positively related to job involvement and organizational role stress impairs job involvement.

Keith Davis (2007) said that the HRD climate is contingent on the assumption of the nature of the people in general.

Prathap and Srivastara (2007) had revealed that there was a significant difference between private and public sector industries in HRD climate. It was found that the HRD climate in private textile industry was autocratic and that of public textile industry as democratic.

A.Gani and Farooq.H.Shan (2007) conducted a study in banking industry in Kashmir, provided an adequate description of the concept, constructions and determinants and correlated HRD climate. The study indicated that the banking industry as a whole has a poorly perceived HRD climate and that the situation in the private sector banks were worse than that in public sector ones.

Caithoon and Richard (2006) found that a grievance is sometimes described as anything which an employee thinks as wrong and is generally accomplished by an actively distributed feeling.

Johnston (2007) conducted a study which revealed that the long – term employees had

viewed the HRD climate as flexible, supportive and non-authoritarian concerned with integrating individual and organizational goals.

Golden Berg. S. Land Sea (2007) says that the HRD Climate in the organizations was supportive to all departments in the organizations; and the organizational role and the impact of the stress were involved in the job in the organization.

Jamisin Ghal and Singh (2007) have conducted their studies on the factors to be considered to analyze the HRD climate in various organizations.

Kumar and Parthaik (2006) have their studies in corporate philosophy. Supplier-subordinate relationship, training and employee development practices, outpace culture, etc were considered to determine the HRD climate in various organizations like public and private sector organizations, banks, educational institutions, etc.

Mishra and Bhard (2006) in his study said that the nature of work undertaken and the factors which are to be analyzed in the various organizations are the major factors that have a greater impact on HRD Climate.

Rohmetra (2007) conducted a study in analyzing the factors that contribute to the HRD Climate in an organization. But also the effect that the climate had the impact of HRD practices on organizational group outcomes has gained importance areas.

Ali Ahsan (2007) has conducted a study in the HRD Climate in developing the organizational effectiveness and to identify the depth analysis of the HRD models. The employee information was collected by conducting the survey among the employees in the different organization to calculate it.

Alphonsa (2006) studied the HRD climate in different organizations to identify the effectiveness of the organization. The study conducted to show the significant and

positive relationship between HRD climate, organizational effectiveness and productivity.

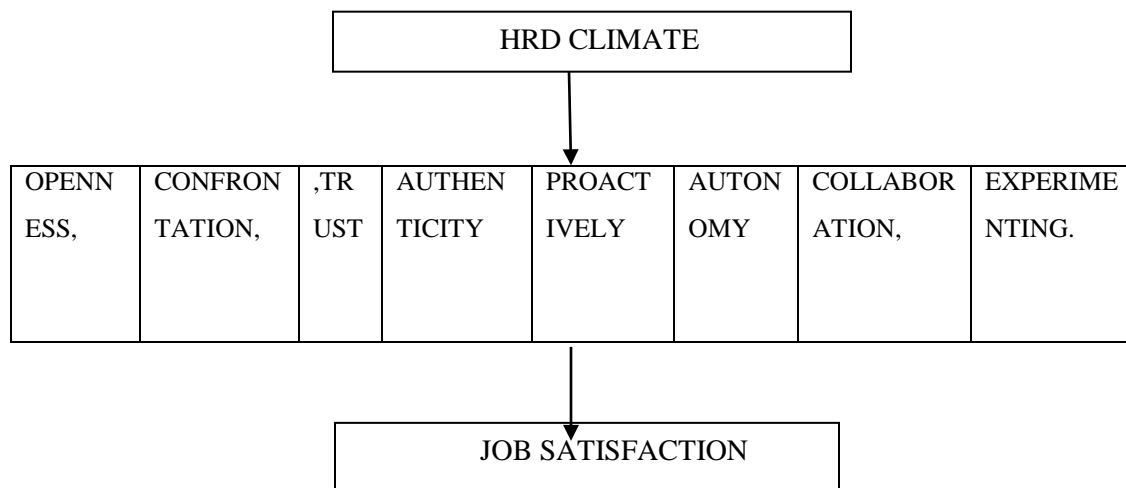
Danford et al.'s (2004) notion of high performance work systems implies a distinctly mechanistic approach downplaying the role of human agency.

Thus from the literature review it is evident that there is a relationship between hrd climate and job satisfaction .To examine the relationship, the following hypothesis have been formulated:

H0: There is significant difference between job satisfaction of employees and organisation culture.

H1: There is no significant difference between job satisfaction of employees and organisation culture.

III.MODEL FOR THE STUDY



IV. METHODOLOGY

IV.RESEARCH METHODOLOGY

PURPOSE OF THE STUDY	Descriptive,Exploratory
TYPE OF INVESTIGATION	Correlational
STUDY SETTING	Non contrieved
TIME HORIZON	Cross sectional

Data was collected using a questionnaire. The variables considered for the study are defined as follows

INDEPENDENT VARIABLES	OPENNESS	Openness can be defined as a spontaneous expression of feelings and thoughts, and the sharing of these without defensiveness
	CONFRONTATION,	Confrontation can be defined as facing rather than shying away from problems.
	TRUST	It is reflected in maintaining the confidentiality of information shared by others, and in not misusing it
	AUTHENTICITY	Authenticity is the congruence between what one feels, says and does. It is reflected in owning up one's mistakes
	PROACTIVELY,	Proaction means taking the initiative, preplanning and taking preventive action, and calculating the payoffs of an alternative course before taking action
	AUTONOMY	Autonomy is using and giving freedom to plan and act in one's own sphere
	COLLABORATION,	Collaboration is giving help to, and asking for help from, others
	EXPERIMENTING	Experimenting means using and encouraging innovative approaches to solve problems; using feedback for improving,
DEPENDENT VARIABLE	JOB SATISFACTION	Job satisfaction is one's attitude towards his job (positive or negative).

The respondents for the study comprised of managers, supervisors and shop floor workers. The sample size for the study was 50 respondents (employees) who were selected at random. The sample has been selected to include the views of the respondents' at all hierarchical levels. Demographic profile of the respondents: 44% of the respondent's age is above 51 years, 88% of the respondents were male, 33% of the respondents have a qualification of engineering degree, 87% of the respondents have got married, 39% of the respondents were having a monthly income of Rs. 20001-30000, 34% of the respondents have a work experience above 26 years in the organization. The collected data was analyzed using Correlation analysis, Anova analysis, Chi-square test, Factor Analysis, Regression analysis.

SCALING & MEASUREMENT

The scaling used for the study is five point rating scale for conducting the survey to analyse the various dimensions impact on the organizational commitment.

LIKERT SCALE will be used for the study i.e

5 – Strongly agree, 4 - Agree, 3 - Neutral, 2 - Disagree, 1 - Strongly disagree

V. ANALYSIS & DISCUSSIONS

5.1. CHI SQUARE TEST ANALYSIS

Chi-Square Test

Frequencies

HRD CLIMATE

	Observed N	Expected N	Residual
strongly agree	31	28.2	2.8
agree	49	28.2	20.8
neutral	23	28.2	-5.2
disagree	26	28.2	-2.2
strongly disagree	12	28.2	-16.2
Total	141		

Test Statistics

	Hrd climate
Chi-Square	26.057 ^a
df	4
Asymp. Sig.	.000

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 28.2.

The calculated value of chi-square is greater than significance value ;so the hypothesis is accepted.

5.2.ANOVA TEST ANALYSIS:

According to the above stated fact there is following the anova tool which signify the same:

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	4.226	3	1.409	1.431	.246
Within Groups	45.294	46	.985		
Total	49.520	49			

The value of F(1.431) is greater than significant value(.246), so alternate hypothesis is accepted that there is no significant differences in variances. Here F is refer as the degree of freedom and that is greater than the table value so we reject the null hypothesis and accept the alternate hypothesis which signify that octapace have impact on job satisfaction.

5.3.FACTOR ANALYSIS:

Communalities

	Initial	Extraction
openess	1.000	.709
confrontation	1.000	.681
trust	1.000	.650
autonomy	1.000	.735
proactive	1.000	.548
authenticity	1.000	.704
collaboration	1.000	.737
experimentation	1.000	.683
communiacation	1.000	.640
awareness	1.000	.727
humane approach	1.000	.766
rewards	1.000	.698
e development	1.000	.783
learning	1.000	.646
feedback	1.000	.591
unbaisness	1.000	.725
appreciation	1.000	.683
involvement	1.000	.719
innovation	1.000	.719

TOTAL VARIANCE EXPLAINED

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.173	12.071	12.071	2.173	12.071	12.071	1.706	9.480	9.480
2	2.053	11.408	23.479	2.053	11.408	23.479	1.706	9.478	18.958
3	1.901	10.559	34.038	1.901	10.559	34.038	1.673	9.295	28.253
4	1.670	9.278	43.316	1.670	9.278	43.316	1.628	9.043	37.296
5	1.332	7.402	50.718	1.332	7.402	50.718	1.518	8.435	45.731
6	1.165	6.470	57.188	1.165	6.470	57.188	1.515	8.419	54.150
7	1.087	6.037	63.224	1.087	6.037	63.224	1.375	7.638	61.788
8	1.046	5.808	69.033	1.046	5.808	69.033	1.304	7.244	69.033
9	.905	5.025	74.058						
10	.827	4.596	78.654						
11	.772	4.290	82.944						
12	.671	3.727	86.671						
13	.551	3.058	89.729						
14	.494	2.744	92.474						
15	.408	2.265	94.739						
16	.390	2.167	96.906						
17	.320	1.781	98.687						
18	.236	1.313	100.000						

COMPONENT TRANSFORMATION MATRIX

Component	1	2	3	4	5	6	7	8
1	.624	.278	-.592	.159	-.015	.189	.347	.029
2	.100	.541	.363	.240	.464	.265	-.263	.391
3	.330	-.437	.196	.338	.424	-.539	.234	.151
4	-.252	-.306	-.206	.784	-.217	.291	-.192	.128
5	-.440	.420	-.093	.137	-.237	-.444	.431	.404
6	-.435	-.073	-.564	-.138	.683	.017	-.034	-.026
7	-.116	.357	.132	.385	.131	-.140	.119	-.802
8	-.177	-.190	.306	-.042	.134	.549	.719	.004

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Earlier the researcher have 18 important variables but after applying factor analysis they reduced to 8 important factors which affect the dependent variable i.e. job satisfaction. The important factors are employee development, openness, communication, autonomy etc.

5.4 CORRELATION ANALYSIS

CORRELATIONS

		jobsatisfacti on	openess	autonomy	commun ication	e develop ment
job satisfaction	Pearson Correlation	1	-.156	.000	.107	.149
	Sig. (2-tailed)		.280	.998	.461	.301
	N	50	50	50	50	50
openess	Pearson Correlation	-.156	1	-.094	.017	.077
	Sig. (2-tailed)	.280		.517	.909	.596
	N	50	50	50	50	50
autonomy	Pearson Correlation	.000	-.094	1	-.071	-.081
	Sig. (2-tailed)	.998	.517		.623	.577
	N	50	50	50	50	50
communication	Pearson Correlation	.107	.017	-.071	1	.085
	Sig. (2-tailed)	.461	.909	.623		.654
	N	50	50	50	50	50
employee development	Pearson Correlation	.149	.077	-.081	.085	1
	Sig. (2-tailed)	.301	.596	.577	.654	
	N	50	50	50	50	50

Correlation analysis reveals that there is a statistically significant high correlation between the Variables.. Correlation results indicate that HRD Climate is prevailing in the organization. It shows that there is positive correlation between job satisfaction and openess, autonomy, communication and employee development.

5.5 REGRESSION ANALYSIS

Variables Entered/Removed(b)

Model	Variables Entered	Variables Removed	Method
1	openess, Trust, autonomy, communication,		Enter

a. All requested variables entered.

b Dependent Variable: job satisfaction

Model Summary(b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	..393(a)	.854	.137	.771

a Predictors: (Constant), openness, trust, autonomy, communication,

b Dependent Variable: job satisfaction

Independent variables together explain 85% of the variance (R Square) in openness, trust, autonomy, communication which is highly significant. This indicates that if employees have a better work environment, they will be more committed towards their work & job satisfaction would be high among employees.

VI. CONCLUSION

Employees are the valuable assets of any organization. The present study is an attempt to contribute to a better understanding of the HRD climate prevailing in the organization. Based on the overall analysis it can be concluded that the good HRD climate was prevalent in the organizations surveyed. For organizational and employees performance it is important to focus on various aspects of the HRD climate prevalent in the organization.

Most of the employees says that the organization treat their employees like the most important resource and place their trust in them and they treat their employees more humanly. so most of the employees are satisfied with this. Majority of the workers were satisfied with the philosophy of the management to take active interest in their junior and help them to learn their job. Some of the workers rarely think that it is true. Regarding relationship between worker and employer, there was an atmosphere of



good harmonious relations which was shared by most of the workers and some were not sharing good vibes with their superiors. The responses of the employees depict that the employees are helpful to each other and there was a spirit of cooperation among employees and they always work in team. The top management promote the employees on the basis of merit and not on the basis of favouritism. This leads to job satisfaction among employees.

Thus based on our findings, it can be suggested that it is important for organizations to examine the policies they implement to increase commitment among employees. Performance linked schemes should be introduced. Delegation of authority and responsibility should be there. The company should provide more facilities to female workers. The rules & regulations regarding taking loans should be further liberalized. The entertainment programs should be arranged in order to recreate the workers so that they can work with full

zeal. Employees who essentially value their association with the organizations are more likely not only to remain with the company but to perform better in their work thus contributing towards organizations success.

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