

HRD CLIMATE AND JOB SATISFACTION:
An Empirical Investigation

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ABSTRACT

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 Organizational Performance are many ranging from financial to behavioural ones', but researcher has focused only on single measure i.e. Job Satisfaction because of dearth in amount of studies exploring this relationship. The present paper attempts to analyse and determine the relationship, further the impact of HRD Climate, OCTAPACE Culture on Job Satisfaction as an Organizational Performance measure in the selected public sector enterprise. The study is based on the responses sought from 71 executives from various departments and different hierarchical levels of a public sector undertaking located in North India. The questionnaires relating to the HRD Climate (Rao and Abraham, 1985) and Job Satisfaction (Daftuar, C.N, 1997) was administered to the sample population and the findings indicate that HRD Climate has a definite impact on Job Satisfaction which in turn leads to the increased organizational performance.

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INTRODUCTION

Globalization dominates the competitive horizon and entails new markets, new products, new mindsets, new competencies and new ways of thinking about business. A major challenge for any organization in this era of international competition seems to be 'survival and sustainability' amidst cut-throat competition. It is increasingly argued that the organizations, best able to meet the challenges will be those that can acquire and utilize valuable, scarce and inimitable resources (Barney, 1991). Human resources can fall into this category, particularly, if they are effectively deployed through appropriate human resource practices and management of organizational culture (Barney and Wright, 1998). Human resources being one of the important factors of production, HRD is needed to develop competencies of individual employees through its various interventions.

But with the initiation of the process of globalization and opening up of Indian economy there have suddenly been major changes in the *prima donna* status of the public enterprises. They are now reeling under the threats of privatization. The persistence losses and inefficient working have forced the government to rethink about the revival of or to say goodbye to sick units. This trend is prevailing not only in India but all over the world. In this context, the public enterprises have to cope up with the emerging challenging environment. They must run fast. They must shed the stigma of being inefficient and being burden on the national exchequer. Different countries in the world have chosen different strategies, own paths and management styles to face this challenge. Japan has emerged as the leading nation with the unique style of management-thanks to its overwhelming reliance on the use of major asset, viz., the human resource. The key to the whole matter in public enterprises in India is also to develop and position our human resources in such a way that organizations become strategic. Thus, there is a need to institutionalize the system of human resource development in all public enterprises in

order to improve their working as well as to make them operationally more productive. According to Mahajan, "human resource being the most vital factor of production and labour productivity, a positive, forward looking, human resource development policy is a *sine-qua-non* for the efficiency and effectiveness of public sector employees. (Mahajan, 1996)

HRD as a concept demands a specific and congenial climate to take root. It enriches the work life in an organization and aims to link productivity with a sense of personal fulfilment. HRD involves all management decisions and practices that direct, affect or influence the human resource in the organization. In recent years the reason of greater emphasis is the belief that employees enable an organization to achieve its goals and the management and development of these resources is critical to an organization's success. (Schuler, 1992)

The success of HRD in any organization depends, to a large extent, on the existence of a favourable HRD Climate. HRD is more personnel-oriented than technology-oriented and believes that participation and communication would bring about greater commitment, efficiency, and growth of individuals.

REVIEW OF EARLIER STUDIES

HRD encompasses the development oriented activities of the organization. For an individual to perform productively, the climate prevailing in the organization needs to be conducive for his development. Various research studies have been conducted to determine and analyse the factors affecting the HRD Climate prevailing in organizations.

Venkateswaran (1997) in a Note on Human Resource Development Climate, made a study based on the responses of 132 executives of a large PSU and concludes that early identification of human resource potential and development of their skill represent two major tasks of human resource development. This can be achieved only when a conducive HRD climate prevails. The study found the existence of favourable HRD climate in the organization.

Krishna and Rao (1997) carried out a comprehensive empirical study Organizational and HRD Climate in BHEL: An Empirical Study, and found that HRD climate in the organisation encouraged middle and senior managers to experiment with new methods and try out creative ideas. **Sharma and Pooja Purang (2000)** in their study Value Institutionalization and HRD Climate: A Case Study of a Navratna public sector organisation, found a positive relationship between value institutionalization and HRD climate in a large public sector organisation, meaning thereby that a better and more ethical environment of the organization shall lead to a better HRD climate for the organisation. **Chalam and Srinivas (2005)** in their study Genderwise Perceptions and Attitudes on HRD Climate in Indian Banking Sector, examine the basic disagreement with respect to HRD Climate in the selected branches of SBI. **Vijaya Banu.(2007)** in his study A Study on HRD Climate with Special Reference to Public Sector Cement Corporation, concluded that to survive and excel in the new economy, the HRD climate is of crucial importance to the Indian public sector organizations. **Jain, Singhal, and Singh (1996)** conducted a study, HRD Climate in Indian Industry, in two public sector organisations i.e. BHEL and NFL and concluded that the HRD climate is mainly a function of the effectiveness variables including individual efficiency, organisational efficiency and productivity, and the HRD variables including management policy on HRD, organisation development, role analysis and training. **Ishwar Dayal et.al (1996)** carried out a study of HRD Climate in Indian Oil Corporation. It was found that HRD Climate was positive for learning. **Gani and Rainayee (1996)** conducted a study in HRD Climate in Large Public Sector Organization in Kashmir and concluded that 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. **Riyaz Rainayee (2002)** in a study on HRD Climate in Commercial banks found that the overall level of OCTAPAC values in the banks was perceived at a moderate level. **Pooja Purang (2007)** in a

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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.

Most of the researchers have followed the typology, 'HRD Climate Survey' as developed by Rao and Abraham (1986). It had 38 items grouped under three categories: General Climate, OCTAPAC Culture and HRD Mechanisms to assess the level of HRD Climate. The *General Climate* items deal with the importance given to human resource development in general by the top management and line managers but also concerns good personnel policies and positive attitudes towards development. OCTAPAC Culture depicts the degree of Openness, Confrontation, Trust, Autonomy, Pro-action, Authenticity, Collaboration and the extent to which these values are promoted in the organization. HRD Mechanisms takes into account performance appraisal, potential appraisal, career planning, performance rewards, feedback and counseling, training, employee welfare, quality of work life, job rotation, self renewal and institution building, personal growth laboratories and worker education programmes, quality circles, task forces, and assignment groups, managerial learning network, organizational development etc. In the later days, researchers have made subtle changes to the instrument to fit their study. Later the researches shifted from not only analyzing the factors that contributed to the HRD Climate in an organization, but also on the effect that the climate had on the effectiveness of the organization. The impact of HRD practices on organizational level outcomes has gained importance as a research issue. The study conducted by **Jain, Singhal and Singh (1997)** has shown encouraging results in this regard.

Many researchers conducted studies to know the influence of the HRD Climate on the individual's attitudes and behaviours. **Eisenberger, Fasolo and Davis-LaMastro (1990)** found

that the increased performance and positive work attitudes came from those employees who perceived that the HR department is concerned about them. From a practical point of view, this suggests that Job Satisfaction can be an important barometer of HRM effectiveness. **Rohmetra (1998)** found that there exists a positive relationship between developmental climate and the level of satisfaction of the employees. As per the study of **Kumar and Patnaik (2002)** HRD Climate had a positive association with job satisfaction, which gives a view that the job satisfaction is a resultant of favourable HR practices. **Frederickson (1966)** **Lafollete & Sims 1975**, found that more consultative, open, employee-oriented employees generally result in more positive job attitudes. **Lyon & Ivancevich (1974)** in their study of a hospital, have found that different climate dimensions influence facets of individual JS for nurses and administrators. **Cawsay (1973)** has observed that Job Satisfaction increases as the individual perceives the climate as having more 'opportunities for advancement' and by **Insel and Moss (1974)** concluded that more precise predictions can be made about the person-environment interaction when the areas of concern are rather specific and delimited. Prediction of variables like satisfaction will improve by looking at the concept of environment in terms of various dimensions. According to **Payne and Pugh (1976)** an individual needs, satisfaction and goals influence his perception of climate, while climate in turn effects the same satisfaction, goals and behaviour. **Forehand and Gilmer (1964)** outlines the perception of OC as being influenced by personality factors and their relationship with the satisfaction of one's needs.

It is inferred from the literature discussed above that HRD Climate affects Job Satisfaction.

Objectives of Study

In light of the domain for research, the study was undertaken:-

- i. To examine the nature of the HRD Climate and OCTAPACE Culture existing in the organization.
- ii. To study the level of Job Satisfaction of the managers of the organization.
- iii. To critically review the relationship of HRD Climate and Job Satisfaction and subsequently the impact of developmental climate on job satisfaction of the individuals.

HYPOTHESIS

In view of the objectives set for the study, following null hypothesis was formulated:

There is no significant relationship between HRD Climate and the level of job satisfaction of the managers in the organization.

RESEARCH METHODOLOGY

Data

A total of 100 managers were chosen randomly from various departments, functional areas of organization keeping in view their total strength and range of activities. Out of 100 questionnaires distributed only 71 questionnaires were received completed in all respects .Therefore with 71% response rate the researcher has conducted this study.

Instruments

The HRD Climate Survey developed by Rao and Abraham (1990) at Centre for HRD Xavier Labour Relations Institute (XLRI, India) to survey the extent to which a development climate exist in organisations, was used in the present study. This instrument consists of 38 questions on a 5 point scale ranging from 5 (Always almost true) to 1 (Not at all true) to measure the elements of HRDC which can be grouped into 3 broad categories referred to earlier, i.e. general Climate, OCTAPACE Culture, and HRD Mechanisms.

Job Satisfaction Scale developed by C.N. Daftuar consisting of 19 items including 2 which measure separately overall satisfaction with the company and overall satisfaction with the

work was used for the purpose. The respondents were asked to rate each statement on a five point scale ranging from 5 (strongly agree) to 1 (strongly disagree).

Reliability

Alpha (Cronbach's) reliability of the two scales used is

- HRD Climate Scale = .96
- Job Satisfaction = .95

This indicates a very high internal consistency, based on average inter-item correlation.

Statistical Measures

To analyse the results, various statistical measures such as Mean, Standard Deviation, Correlation and Regression analysis were performed through SPSS 18 and MS Excel 2007.

ANALYSIS

HRD Climate

The item wise mean scores of the total sample of 71 executives are presented in the table 1. Since the questionnaire used 5 point scale, average mean score of 3 around indicate a moderate tendency on that dimension. Scores around 4 indicate a fairly good degree of existence. Here the overall score was 3.25 which indicate the existence of a just above average degree of HRD Climate. Examining the three major components of HRD Climate i.e. General Climate, HRD Mechanisms and OCTAPAC Culture the results indicates:

- Among the General Climate Dimensions the mean score for Item No.9 (3.78), 10 (3.71) and 8 (3.53) was found to be higher than other items which indicates that employees in this organization helpful to each other and are very informal and do not hesitate to discuss their personal problems with their supervisors and senior managers in this organization believe that employee behaviour can be changed and people can be developed at any stage of their life.

- Among the HRD Mechanisms category the mean score for Item No.16 (3.59), 19 (3.49) Item no. 20 (3.47) and Item No. 23 (3.43) was found to be higher than other items which indicates that the employees are quite satisfied with the reward and recognition programmes ,Learning and Development activities ,Feedback mechanisms and most importantly Training activities . This shows that company is having a reasonable level of development orientation and employees are contented with the same. On the other side the employees were quite unsatisfied with respect to the promotion decisions in the company (2.66).
- Among the OCTAPAC Values, the mean score for Item No.26 (3.67), 28 (3.56) and Item No. 33 (3.49) was found to be higher than other items which indicates that employees in this organization trust each other and they are not afraid to express or discuss the feelings with their subordinates, they confront their problem rather than accusing each other behind the back.

Job Satisfaction

The item wise mean scores of the total sample of 71 executives are presented in the table 2. Since the questionnaire used 5 point scale, ranging from 5 strongly agree to 1 strongly disagree. Here the overall score was 3.27 which indicate that job satisfaction level of managers is just above average. Examining the scores of the individual items of the JS Scale, the researcher found that the mean scores of the items no.1 (3.76), 5(3.70),4 (3.69) and 18(3.56) are higher than other items in the scale which indicates that the employees are highly satisfied with the availability as well as adequacy of opportunities to do different things from time to time which make use of their abilities along with this they are also contented with the stability in employment .On the whole the results showed that people are happy with the work and the organization in general.

Relationship between Climate and Job Satisfaction

Mean score analysis of HRD climate and Job satisfaction of the organization reveal that a relationship exists between them. Correlation analysis was carried out to statistically test their relationship (Table 3).The result shows that a significant positive correlation of 0.786 exists between them. Therefore, it supports the hypothesis and makes clear that an improvement in HRD Climate is essential for improving the level of job satisfaction of the managers, which in turn will bring positive changes in Organizational Performance of the company.

Having observed that a positive correlation exists between the HRD Climate and JS, further analysis was conducted to find the relationship between the sub factors or dimensions of HRD Climate with Job Satisfaction (Table 3). The correlational analysis performed to analyse the relationship between HRD Climate Dimensions i.e. General Climate, HRD Mechanisms and OCTAPAC Culture and Job Satisfaction. The analysis showed that there exists a positive relationship between different components of HRD Climate and Job satisfaction. The correlation coefficient was .734 (JS*General Climate), .693 (JS*HRD Mechanisms) and .695 (JS*OCTAPAC Culture) respectively.

This proves that HRD Climate is a contributing/influencing factor to increase the level of job satisfaction of the employees.

Impact of Climate on Job Satisfaction

Regression analysis was performed to explain the impact of HRD Climate on job satisfaction i.e. the amount of association. F –Value of 111.56 which is significant at 5% level of significance proves that the regression model is valid. (Table 4).The individual impact of HRD Climate dimensions on satisfaction cannot be interpreted in this analysis because of the existence of multi-collinearity and high inter-item correlation, which may distract the results. But however it can be said that job satisfaction is very much influenced by General Climate, HRD Mechanisms

and OCTAPAC Culture in general. The results may differ according to the settings. It was found during the regression analysis that 61% of the variance in job satisfaction is explained by the HRD Climate variables. Therefore the null hypothesis that *there does not exist any relationship between HRD Climate and the level of job satisfaction of the managers in the organization* is rejected.

CONCLUSIONS AND IMPLICATIONS

Early identification of human resource potential and development of their skill represent two major tasks of human resource development. This can only be achieved when conducive HRD Climate prevails. Thus on the whole, the researcher finds the existence of good HRD Climate in the organization according to the perceptions of managers sought through the scale constructed for measuring the same. The managers in general showed a favourable attitude towards HRD Policies and practices of the organization. They were satisfied with the developmental policies of the top management as well as contented with their work and the organization as a whole i.e. level of job satisfaction was also good. Most importantly the researchers' findings support the existing literature and add to the deficit literature existing which have attempted to explore the relationship of HRD Climate and Job Satisfaction in Indian Context. It was concluded that there is a significant relationship between JS and HRDC and any positive change in HRD Climate and its components will bring about positive changes in Job Satisfaction and in turn impact the Organizational Performance in positive manner.

However the findings of the present study indicate that there is a still substantial scope for improvement in various aspects of HRD in the organization as well as factors influencing JS. Some of these aspects along with broad suggestions are:-

- The top management's commitment should be increased towards learning & potential development of its human resources in all its endeavours. The mean score of the items dealing with these aspects were 2.66, 2.97 and 2.95 which are below average.
- Management should also draw its attention towards bringing reforms in the Promotion policy (2.66) as well as the welfare practices of the organization (2.88), as the mean score is quite below average on these two HRD mechanisms.
- In general psychological climate in the organization should be improved and efforts should be initiated to make it conducive to the development of employees. Besides , there is an urgent need for restructuring the various personnel policies in the organization. Sound personnel policies that show high concern for employees and emphasise equity and objectivity in appraisals would go a long way in creating a better HRD Climate in the organization. The management should also take a good look at the existing HRD mechanisms and explore the possibilities of introducing new ones.
- On account of satisfaction level of managers certain improvements derives the attention the organization needs to improve the working conditions, needs to revise the compensation packages as per the industry standards, career opportunities should be pointed out to employees ,company policies should be conveyed in a simplified manner and its interpretation should be checked through feedback mechanisms as the mean scores was low in these categories respectively (2.36, 2.91, 2.95 and 2.84)

In the end it must be emphasized here that since this study was carried out in a public sector organization, the findings of the study are not applicable to other types of organizations. Further, since the sample consisted only of managerial personnel, the findings may be generalised in other categories of employees, i.e. supervisors and workers, with caution. Although this study made an attempt in examining the potential impact of HRD Climate on Organizational

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Performance by concentrating on single variable i.e. just job satisfaction, but there are many other indicators of OP such as Financial Performance, Employee Turnover, Market Performance, Sales Turnover, Productivity which remains unconsidered. Thus, there is a scope for further research in this area. In general, this study contributes to the literature on HRD Climate and provides an additional insight to the individuals associated with the HR field.

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TABLES AND FIGURES

Table 1: Mean and Standard Deviation Results of 38 Item - HRD Climate Survey responded by 71 managers of a Public Sector Enterprise

HRD Climate Components	Item No.	Statements	HMT (N=71)	
			Mean	S.D
GENERAL CLIMATE	1	<i>The top management of this organization goes out of its way to make sure that employees enjoy their work.</i>	2.6620	1.02739
	2	<i>The top management believes that human resources are an extremely important resource and that they have to be treated more humanly.</i>	3.3521	.98704
	3	<i>Development of the subordinates is seen as an important part of their job by the managers/officers here,</i>	3.3944	.91774
	4	<i>The personnel policies in this organization facilitate employee development.</i>	3.0845	1.06565
	5	<i>The top management is willing to invest a considerable part of their time and other resources to ensure the development of employees.</i>	2.9718	1.08195
	6	<i>Senior officers/executives in this organization take active interest in their juniors and help them learn their job.</i>	3.3521	1.05693
	7	<i>People lacking competence in doing their jobs are helped to acquire competence rather than being left unattended.</i>	3.1690	.86166
	8	<i>Managers in this organization believe that employee behaviour can be changed and people can be developed at any stage of their life</i>	3.5352	1.09324
	9	<i>People in this organization are helpful to each other.</i>	3.7887	.96976
	10	<i>Employees in this organization are very informal and do not hesitate to discuss their personal problems with their super visors.</i>	3.7183	.92864
	11	<i>The psychological climate in this organization is very conducive to any employee interested in developing himself by acquiring new knowledge and skills.</i>	3.5070	1.01240
	12	<i>Seniors guide their juniors and prepare them for future responsibilities/ roles they are likely to take</i>	3.3944	.97803

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		<i>up.</i>		
	13	<i>The top management of this organization makes efforts to identify and utilize the potential of the employees</i>	2.9577	1.12677
	18	<i>People in this organization do not have any fixed mental impression/mental reservations about each other.</i>	3.2817	.95891
Overall GC			3.29	.56450
HRD Mechanisms	14	<i>Promotion decisions are based on the suitability of the promotee rather than on favouritism.</i>	2.6620	1.12051
	15	<i>There are mechanisms in this organization to reward any good work done or any contribution made by employees.</i>	3.1549	1.10386
	16	<i>An employee is appreciated by his supervisors when he does good work.</i>	3.5915	1.00822
	17	<i>Performance appraisal reports in our organization are based on objective assessment and adequate information and not on any favouritism.</i>	3.2535	1.03811
	19	<i>Employees are encouraged to experiment with and try out new methods and try out creative ideas.</i>	3.1268	1.19439
	20	<i>When any employee makes a mistake his supervisors treat it with understanding and help him to learn from such mistakes rather than punishing him or discouraging him.</i>	3.4930	.96914
	21	<i>Weaknesses of employees are communicated to them in a non-threatening way.</i>	3.4789	.92364
	22	<i>When behaviour feedback is given to employees they take it seriously and use it for development.</i>	3.1127	.90316
	23	<i>Employees in this organization take pains to find out their strengths and weaknesses from their supervising officers or colleagues.</i>	2.9296	.97576
	24	<i>When employees are sponsored for training, they take it seriously and try to learn from the programmes they attend.</i>	3.4366	1.10496
	25	<i>Employees returning from training programmes are given opportunities to try out what they have learnt.</i>	3.2958	.99131
26	<i>Employees are sponsored for training programmes on the basis of genuine training needs.</i>	3.3380	1.09471	

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	37	<i>This organization ensures employee's welfare to such an extent that the employees can save a lot of their mental energy for work purposes.</i>	2.8873	.90316
	38	<i>Job-rotation in this organization facilitates employee development.</i>	3.1690	1.06886
Overall HRDM			3.20	.62879
OCTAPAC Culture	27	<i>People trust each other in this organization.</i>	3.6761	.92234
	28	<i>Employees do not feel afraid about their expression of/or discussion of their feelings with their superiors.</i>	3.3239	.96769
	29	<i>Employees are not afraid to express or discuss their feelings with their subordinates.</i>	3.5634	.90605
	30	<i>Employees are encouraged to take initiative and do things on their own without having to wait for instructions from supervisors.</i>	3.1268	1.04101
	31	<i>Delegation of authority to encourage juniors to develop handling higher responsibilities is quite common in this organization.</i>	3.0845	1.07897
	32	<i>When seniors delegate authority to juniors, the juniors use it as an opportunity for development.</i>	3.3803	.88425
	33	<i>Team spirit is of high order in this organization.</i>	3.3944	1.10167
	34	<i>When problems arise people discuss these problems openly and try to solve them rather than keep accusing each other behind the back.</i>	3.4930	.89240
	35	<i>Career opportunities are pointed out to juniors by senior officers in the organization.</i>	2.7746	1.05826
	36	<i>The organization's future plans are made known to the managerial staff to help them develop their juniors and prepare them for future.</i>	2.9437	1.08084
Overall OC			3.27	.57581
OVERALL HRD CLIMATE			3.25	.53230

Table 2: Mean and Standard Deviation Results of 19 Item – Daftuar's Job Satisfaction Scale responded by 71 managers of a Public Sector Enterprise

Items		Mean	S.D.
JS1	<i>My job provides adequate opportunities to do different things from time to time.</i>	3.7606	.86956
JS2	<i>My job provides adequate opportunities to be "some body" in the community.</i>	3.4085	.80316
JS3	<i>My supervisor is quite competent in making decisions.</i>	3.4648	.99758
JS4	<i>My Job provides for stable employment in suitable ways.</i>	3.6901	.97967

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JS5	<i>My job provides adequate opportunities to do something that makes use of my abilities.</i>	3.7042	1.03364
JS6	<i>My job provides fair Pay.</i>	2.3662	1.09856
JS7	<i>My job provides adequate opportunities for advancement on this job.</i>	3.0423	.93253
JS8	<i>I'm happy with the working conditions.</i>	2.9155	1.06565
JS9	<i>I'm happy with the way my co-workers get along with each other.</i>	3.3803	.86794
JS10	<i>My Job provides me a feeling of accomplishment.</i>	3.4789	.90805
JS11	<i>I'm happy with the General management of the company.</i>	3.2113	1.06792
JS12	<i>I'm happy with my past advancements' in this organization.</i>	3.2817	.92864
JS13	<i>There are adequate opportunities for future growth (in efficiency)</i>	2.8451	.98049
JS14	<i>Social conditions are appropriate for the job with in the organization</i>	3.2394	.94815
JS15	<i>My work is suitably recognized in the organization.</i>	3.3521	1.04333
JS16	<i>I'm happy with the kind and amount of responsibilities assigned to me.</i>	3.3803	.93145
JS17	<i>I'm happy with the Company's policies.</i>	2.9577	1.07486
JS18	<i>I'm happy with my work as a whole.</i>	3.5634	.95218
JS19	<i>I'm happy with my company/organization as a whole.</i>	3.2394	1.11438
OVERALL JS		3.27	.53984

Table 3: Correlation Results between Job Satisfaction and HRD Climate, its Components (General Climate, OCTAPAC Culture and HRD Mechanisms)

		HRDC	JS	GC	HRDM	OC
HRDC	Pearson Correlation	1	.786**	.887**	.912**	.901**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	71	71	71	71	71
JS	Pearson Correlation	.786**	1	.734**	.693**	.695**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	71	71	71	71	71
GC	Pearson Correlation	.887**	.734**	1	.664**	.729**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	71	71	71	71	71
HRDM	Pearson Correlation	.912**	.693**	.664**	1	.763**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	71	71	71	71	71
OC	Pearson Correlation	.901**	.695**	.729**	.763**	1
	Sig. (2-tailed)	.000	.000	.000	.000	

N	71	71	71	71	71
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** . Correlation is significant at the 0.01 level (2-tailed).

Table 4: Results of Regression Model of HRDC on JS

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.786 ^a	.618	.612	.33612	.618	111.567	1	69	.000
a. Predictors: (Constant), HRDC									