

A Study of HRD Climate and its Impact on Job Satisfaction and Job Behavior of Indian Defense R&D Employees

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Key Words:

1. HRD Climate
2. Indian Defense R&D Employees
3. Job Satisfaction

Abstract: Environments nearly everywhere have become more turbulent as organizations are facing cut-throat competition, ever increasing customer demands and employee retention difficulties; Indian Defense R&D sector is no exclusion to this. Now there are raised expectations even about the services that the HRD function provides in these organizations. In Indian Defense R&D sector, since last decade, a major emphasis is being placed on HR issues like planning, staffing, appraising, compensating and training and development. But the HRD Practices in this sector needs to be strike a balance between the strategic organizational needs and needs of its employees. It is believed that different aspects of HRD Climate viz. - valuing employees, training and development, personnel policies, mentoring etc. – when implemented systematically, can help this sector in meeting the present competitive challenges and can add value to employee's job satisfaction levels and positive job behavior. This research attempts to study the status of prevailing HRD Climate in one of the Government supported Chandigarh based laboratory of Indian Defense R&D sector. The study reveals the impact of HRD Climate on Job Satisfaction and Job Behavior of the employees.

Introduction:

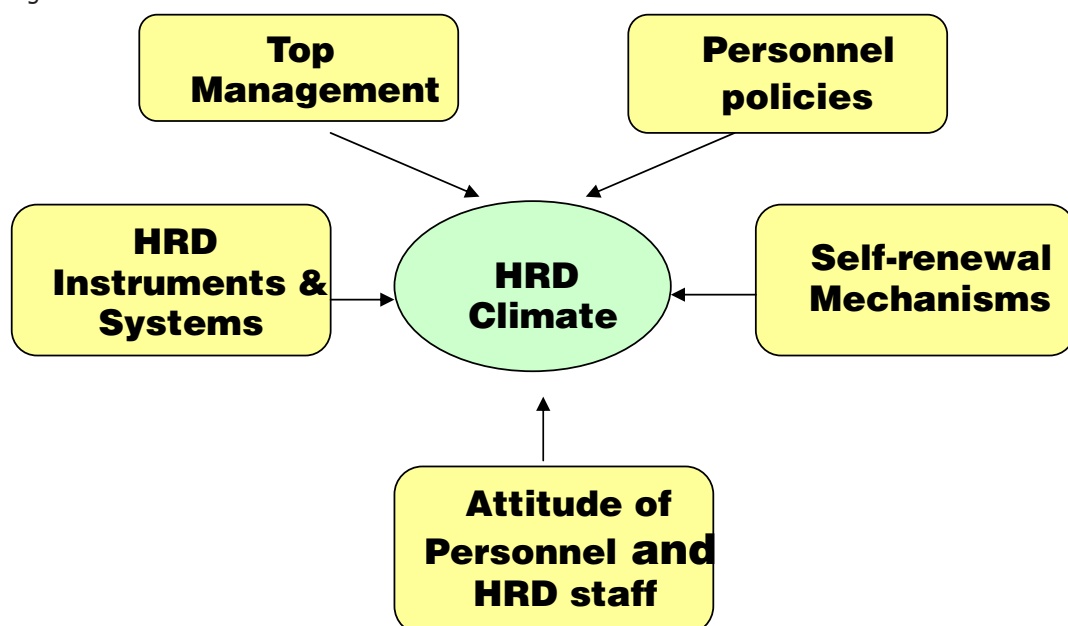
The concept of HRD climate was introduced by Rao and Abraham (1986). It can be defined as perceptions the employee can have on the developmental environment of an organization. HRD climate helps the employees to acquire traits that would enable them to execute their present and future expected roles. Figure 1 indicates five key factors affecting the HRD climate.

Job Satisfaction is the extent to which a person is a gratified or

fulfilled by his or her work (Moorhead and Griffin, 1999). Job satisfaction is commonly defined as the extent to which employees like their work (Agho, Muller, & Price; 1993). It is an attitude based on employee perceptions, whether negative or positive, of their jobs or work environments (Pool, 1997).

The manner in which one behaves is critical to success of organizations. Behavior is the aggregate of the responses or reactions or movements made by an individual in any situation. In context to jobs, behavior is a person's way of doing things; pattern

Figure 1: Factors Affecting The HRD Climate



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of actions; the way an employee acts, reacts, or relates to others, both positively and negatively. A person's attitude about their job can determine their satisfaction level on the job (Robbins, 2002).

Research and development (R&D) is a process intended to create new or improved technology that can provide a competitive advantage at the business, industry, or national level. While the rewards can be very high, the process of technological innovation (of which R&D is the first phase) is complex and risky. For this reason, an organization's R&D efforts must be carefully organized, controlled, evaluated, and managed. In India there are many Government supported R&D laboratories/ establishments which cover virtually every field ranging from botany to aerospace. The Department of Defence R&D, India executes various R&D programmes and projects through a network of more than 50 laboratories/establishments located all over India. These laboratories/ establishments execute programmes and projects in diverse fields of aeronautics, armaments, missiles, combat vehicles, electronics and instrumentation, advanced computing and networking, engineering systems, agriculture and life sciences, advanced materials and composites etc. The programmes are carried out by a workforce of about 30,000 including more than 7,000 scientists and engineers.

Literature Review:

The HRD climate can be characterized by tendencies such as treating employees as the most important resources, perceiving that developing employees is the job of every manager, believing in the capability of employees, communicating openly, encouraging risk taking and experimentation, making efforts to help employees recognize their strengths and weaknesses, creating a general climate of trust, collaboration and autonomy, supportive personnel policies, and supportive HRD practices (Rao and Abraham, 1986). A healthy HRD climate certainly bolsters the overall internal environment of the organisation and fosters employee commitment, involvement and satisfaction with the job (Mishra et al, 1999). Center for HRD, Xavier Labour Relations Institute, India developed a HRD Climate Questionnaire to survey the extent to which HRD climate exists in organisations. Using this instrument, the first survey of HRD climate was carried out by Rao and Abraham (1986) among many organisations in India. The study found that the general HRD climate in the organisations appeared to be at an average level. Venkateswaran (1997) made a study in a public sector undertaking in India and found that, to a large extent, a favourable HRD climate was prevalent in the organisation under study.

M. Srimannarayana (2001) identified a below the average level of HRD climate in a software organisation in India. However, Agarwala (2002) found that the HRD climate was significantly more developmental in the IT industry when compared to the automobile industry. Mishra and Bhardwaj (2002) carried out a HRD climate survey in a private sector undertaking in India and concluded that the HRD climate in that organisation was good.

Results of Bhushan (1968) show that the job satisfaction of skilled and unskilled workers are substantially influenced by the climate created by the management in the industry. Higher pay, more freedom and job security along with less dominance and control

will create job satisfaction. Brief and Roberson (1987) tested different job satisfaction measures and found that the Minnesota Satisfaction Questionnaire (MSQ) (Weiss, Dawis, England, & Lofquest, 1967) was the most cognitive in its orientation. In a similar work, Williams (1988) tested different job satisfaction measures and found that the Brayfield & Rothe (1951) job satisfaction scale was more affective. As there is no one model of job satisfaction that is applicable to all work settings, and it seems clear that the applicability of any approach depends on situation-specific issues. At the organizational level, research had shown that environmental antecedents of job satisfaction were linked to extrinsic rewards such as promotional opportunities (Iverson & Maguire, 2000) and pay (Blau, 1999). Dhawan Sunil K. (2001) found in his study that job satisfaction varies with the type of job, level of organizational hierarchy, personality types etc. He examined five factors for job satisfaction i.e. opportunity, learning & challenge, influence over superiors, work enjoyment & meaningfulness, satisfaction with work group and desirable future. Krueger Paul et al (2002) are of the view that job satisfaction is a multidimensional construct and although there appear to be some commonalities across organizations, some predictors of job satisfaction appear to be organization and context specific. Staff WorkZ (2004), in his job satisfaction and retention survey found out that salary has become the top issue as to why people "stay," or "leave" their organization for another. David Barrows and Tom Wesson (2000) in their study on a comparative analysis of job satisfaction among public and private sector professionals, found correlational evidence, which supports the contention that issues relating to leadership are a major cause for these lower levels of satisfaction.

Employee's job satisfaction has been found to be associated with each of three "salient organizational behaviors" (Kopelman et al., 1990) - attachment, role prescribed behavior, and discretionary behavior. According to Hendrix Bonnie B. (1995), a disillusioned employee's first reaction is to alter his or her on-the-job behavior. Then physical and/or psychological withdrawal occurs. When all else fails, health problems – real or fabricated – set in. Physical job withdrawal results in high employee turnover, excessive absenteeism, and increased tardiness, all of which are costly and disruptive. For the purpose of this study an instrument 'On-the-Job-Behaviors' designed by Lehman and Simpson (1992) is used. The categories in this instrument are positive work behaviors, psychological withdrawal behaviors, physical withdrawal behaviors and antagonistic work behaviors. Positive work behaviors include things as volunteering for additional work, working overtime and attempting to change one's job for better. Psychological withdrawal behaviors include think of being absent, day dreaming, excessive chatting and concentrating on personal tasks. Physical withdrawal behaviors include leaving early, taking long breaks and sleeping at work. Antagonistic work behaviors include arguing with co-workers, disobedience of supervisors and gossiping.

Research Methodology:

Following were the five objective of the study:

1. To examine the status of existing HRD climate in the organization under study.

2. To study the level of job satisfaction of the employees in the organisation.
3. To study the job behavior of the employees in the organisation.
4. To study the impact of existing HRD climate on job satisfaction of employees.
5. To study the impact of existing HRD climate on job behavior of employees

A set of hypothesis generated to evaluate the impact of HRD Climate on Job Satisfaction and Job Behavior of employees of the organisation under study were as follows:

H1: Employees of the organisation under study perceive the prevailing HRD Climate as high (requires a rating of 4 or higher on five point scale).

H2: There exists a positive relationship between HRD Climate and Job Satisfaction of employees.

H3: There exists a positive relationship between HRD Climate and Job Behavior of employees

Respondents were taken from within the existing employees of Chandigarh based Defence R&D laboratory. Selection of employees as respondents was done based on organisation's nominal roll, which is taken as sample frame. In this nominal roll names of all working employees are listed on seniority basis. Keeping in view the standardized questionnaires used in this study, it was found that those possessing the minimum qualification level of 'graduation' would be able to fill the questionnaire accurately. So names of the undergraduate employees were omitted from the sample frame in the initial stage itself. Then a probability sampling technique "systematic sampling" is used to select respondents. In case of no availability of the very few selected respondents, the name next in the sample frame was considered for filling up the questionnaire. Further details regarding the sample are tabulated in Exhibit 1. Primary

Data was collected through questionnaires. The questionnaires relating to HRD climate, job satisfaction and job behavior were administered collectively. Three standard instruments (questionnaires) were administered to elicit the responses relating to HRD Climate, Job Satisfaction and Job Behavior. The questionnaire developed by Xavier Labour Relations Institute, Jamshedpur comprising 38 statements was used to determine the HRD climate prevalent in the study organization. All statements in the questionnaire were rated by respondents on a five-point scale ranging from "5" (always true) to "1" (not at all true). 'Overall Job Satisfaction' questionnaire as designed by Taylor and Bowers (1974) was used determine the prevailing level of job satisfaction of employees in the organisation. All 7 questions in the questionnaire were rated by respondents on a five-point scale ranging from "5" (completely satisfied) to "1" (completely unsatisfied). For measuring Job Behavior of employees the questionnaire 'on-the-Job-Behaviors' designed by Lehman and Simpson (1992) was used. All 22 questions in the questionnaire were rated by respondents on a five-point scale ranging from "5" (always) to "1" (never).

The reliability of the HRD Climate, Job Satisfaction, and Job Behavior questionnaire scale was determined by using Cronbach's Coefficient alpha as shown in the Exhibit 2.

The reliability coefficient indicated that the scale for measuring HRD Climate, Job Satisfaction and Job Behavior are quite reliable as the alpha value is 0.8350, 0.8163 and 0.8222 respectively. Descriptive Analysis, Correlation Analysis and Multiple Regression Analysis were done through SPSS software.

Data Analysis:

Exhibit 3 represents the mean score of each dimension of HRD Climate questionnaire along with percentage rating.

Exhibit 1: Sample Details

Parameter	Criteria	Percentage
Cadre	scientists	75.9
	technical officers and technical staff	15.5
	admin and allied	8.6
Experience	below 10 years	69.0
	11-20 years	20.7
	21-30 years	6.9
	above 31 years	3.4

Exhibit 2: Reliability Coefficients of HRD Climate, Job Satisfaction & Job Behavior

	HRD Climate	Job Satisfaction	Job Behavior
Number of items	38	7	22
Cronbach Alpha (α)	0.8350	0.8163	0.8222

* Values of 0.70 and above testify strong reliability of the scale.

Exhibit 3 : Mean Scores of HRD Climate Variables

Sr. No	Dimensions	Mean Score
1.	Top management ensures employees enjoy work	2.78
2.	Top management considers human resources extremely important	3.12
3.	Development of subordinates	3.14
4.	Personal policies facilitate employees development	3.09
5.	Top management willing to invest time & resources for employees development	3.02
6.	Seniors help juniors learn their job	3.05
7.	People lacking competence are helped	2.95
8.	Managers believe in developing employees	3.00
9.	People are helpful to each other	3.45
10.	Employees can discuss personal problems with seniors	2.93
11.	Conducive psychological climate	2.88
12.	Seniors prepares juniors for future roles	3.00
13.	Top management identifies and use potential of employees	2.91
14.	Promotion based on suitability, not favoritism	3.14
15.	Mechanisms to reward good work	3.29
16.	Appraisal based on objective assessment	3.24
17.	Supervisors appreciate good work	3.14
18.	No fixed mental impressions about each other	2.76
19.	Employees encouraged to experiment new methods, creative ideas	2.86
20.	Supervisors encourage employees to learn from mistakes, don't punish	2.98
21.	Weaknesses communicated to employees in non-threatening way	3.14
22.	Employees take behavior feedback seriously, use it for development	3.02
23.	Employees try finding their strengths and weaknesses	2.76
24.	Employees take training seriously	3.40
25.	Employees given opportunity to try what they learn from training	3.05
26.	Employees sponsored for training on basis of genuine training needs	3.07
27.	People trust each other in the organisation	2.91
28.	Employees not afraid to discuss feelings with supervisors	3.07
29.	Employees not afraid to discuss feelings with subordinates	3.22
30.	Employees encouraged to take initiative	2.79
31.	Delegation of authority to encourage juniors	2.78
32.	Juniors use the delegated authority for development	3.36
33.	Team spirit is of higher order	2.81
34.	People discuss problems openly, don't accuse each other	2.71
35.	Career opportunities are pointed to juniors by seniors	2.69
36.	Career opportunities are pointed to juniors by seniors	2.93
37.	Organisation's future plans are made known to managers to develop juniors	2.34
38.	Organisation ensures employee welfare	2.55
	Total mean score of HRD Climate	2.98

The total mean score of 38 dimensions of HRD Climate questionnaire is calculated to be 2.98 on a five-point scale of 1 – 5. As the attained score is less than 4, so the HRD Climate in the organisation is not perceived as high. Thus the Hypothesis H1 is rejected. The point to note here is that none of the 38 dimensions

included in the HRD Climate questionnaire attained the score of 4. Exhibit 4 represents the mean score of each dimension of Job Satisfaction questionnaire along with percentage rating. Exhibit 5,6,7 and 8 represents the means scores of each dimension of job Behavior questionnaire along with percentage ratings.

Exhibit 4 : Mean Scores of Job Satisfaction Variables

Sr. No	Dimensions	Mean Score
1	Satisfaction with persons in work group	3.71
2	Satisfaction with supervisor	3.69
3	Satisfaction with job	3.74
4	Satisfaction with organisation	3.60
5	Satisfaction with pay	3.93
6	Satisfaction with progress made in the organisation	3.59
7	Satisfaction with chances of getting ahead	3.43
	Total Mean Score of Job Satisfaction	3.66

Exhibit 5 : Mean Scores of Positive Work Behavior Variables

Sr. No	Dimensions	Mean Score
1	Work more than required	3.81
2	Volunteer to work overtime	3.55
3	Attempt to change work conditions	3.70
4	Negotiate with supervisor to improve job	3.57
5	Try to think of ways to do the job better	4.28
	Total Mean Score of Positive Work Behavior	3.78

Exhibit 6 : Mean Scores of Psychological Withdrawal Behavior Variables

Sr. No	Dimensions	Mean Score
1	Thought of being absent	1.95
2	Chat with co-workers about non-work topics	2.64
3	Left work situation for unnecessary reasons	1.57
4	Do day dreaming	1.91
5	Spend time on personal matters in office	1.85
6	Put less effort into job than required	2.03
7	Think of leaving current job	2.31
8	Let others do your job	1.88
	Total Mean Score of Psychological Withdrawal Behavior	2.17

Exhibit 7: Mean Scores of Physical Withdrawal Behavior Variables

Sr. No	Dimensions	Mean Score
1	Leave work early without permission	1.33
2	Take longer lunch or rest breaks than allowed	1.69
3	Take supplies or equipment without permission	1.36
4	Fall asleep at work	1.14
	Total Mean Score of Physical Withdrawal Behavior	1.38

Exhibit 8 : Mean Scores of Antagonistic Work Behavior Variables

Sr. No	Dimensions	Mean Score
1	Report about others for breaking rules/ policies	1.59
2	File formal complaints	1.32
3	Argue with co-workers	1.95
4	Disobey superior's instructions	1.64
5	Spread rumors or gossips about co-workers	1.27
	Total Mean Score of Antagonistic Work Behavior	1.55

Exhibit 9 : Correlation Analysis between HRD Climate, Job Satisfaction & Positive Work Behavior

		HRD Climate	Job Satisfaction	Positive Work Behavior
HRD Climate	Pearson Correlation	1	.627**	0.376**
	Sig. (2-tailed)		0.000	0.004
	N	58	58	58
Job Satisfaction	Pearson Correlation	0.627**	1	0.558**
	Sig.(2-tailed)	0.000		0.000
	N	58	58	58
Positive Work Behavior	Pearson Correlation	0.376**	0.558**	1
	Sig. (2-tailed)	0.004	0.000	
	N	58	58	58

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

Exhibit 10: Correlation Analysis between HRD Climate, Job Satisfaction & Psychological Withdrawal Behavior

		HRD Climate	Job Satisfaction	Psychological Withdrawal Behavior
HRD Climate	Pearson Correlation	1	0.627**	-0.338**
	Sig.(2-tailed)		0.000	0.009
	N	58	58	58
Job Satisfaction	Pearson Correlation	0.627**	1	-0.321*
	Sig. (2-tailed)	0.000		0.014
	N	58	58	58
Physical Work Behavior	Pearson Correlation	-0.338**	-0.321	1
	Sig. (2-tailed)	0.009	0.014	
	N	58	58	58

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

*. Correlation is significant at the 0.05 level (2-tailed).

To find out the correlation between HRD Climate, Job Satisfaction and four types of Job Behavior, Correlation Analysis was done on SPSS. Exhibit 9 indicates that the HRD Climate has positive and significant correlation with Job Satisfaction & Positive Job Behavior. The hypotheses H2 and H3 are therefore

accepted. Also Job Satisfaction has positive and significant correlation with Positive Job Behavior. Exhibit 10 indicates that the HRD Climate has negative and significant correlation with Psychological Withdrawal Behavior. Also Job Satisfaction has negative and significant correlation with Psychological Withdrawal Behavior.

Exhibit 11: Correlation Analysis between HRD Climate, Job Satisfaction & Physical Withdrawal Behavior

		HRD Climate	Job Satisfaction	Physical Withdrawal Behavior
HRD Climate	Pearson Correlation	1	0.627**	-0.158
	Sig.(2-tailed)		0.000	0.236
	N	58	58	58
Job Satisfaction	Pearson Correlation	0.627**	1	-0.164
	Sig. (2-tailed)	0.000		0.219
	N	58	58	58\
Physical Withdrawal Behavior	Pearson Correlation	-0.158	-0.164	1
	Sig. (2-tailed)	0.236	0.219	
	N	58	58	58

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

Exhibit 12: Correlation Analysis between HRD Climate, Job Satisfaction & Antagonistic Work Behavior

		HRD Climate	Job Satisfaction	Antagonistic Work Behavior
HRD Climate	Pearson Correlation	1	0.627**	-0.140
	Sig.(2-tailed)		0.000	0.295
	N	58	58	58
Job Satisfaction	Pearson Correlation	0.627**	1	-0.063
	Sig. (2-tailed)	0.000		0.636
	N	58	58	58
Physical Work Behavior	Pearson Correlation	-0.140	-0.063	1
	Sig. (2-tailed)	0.295	0.636	
	N	58	58	58

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

Exhibit 11 indicates that the HRD Climate and Job Satisfaction have negative but not significant correlation with Physical Withdrawal Behavior. Exhibit 12 indicates that the HRD Climate and Job Satisfaction have negative but not significant correlation with Antagonistic Work Behavior.

To address the relationship between HRD climate and Job Satisfaction step wise regression analysis was done on the collected data. 38 variables of HRD climate questionnaire served as independent variables and the overall Job Satisfaction as dependent variable. Exhibit 13 indicates the results Regression Analysis between HRD Climate variables & Job Satisfaction.

The regression analysis showed that the HRD Climate variables viz. employee welfare measures, supervisory support and team spirit are significant predictors of Job Satisfaction. Employee welfare measures had most powerful impact on Job Satisfaction, followed by supervisory support (second most powerful) and team spirit (third most powerful). Whereas the training variable (independent variable of HRD Climate) is negatively related to Job

Satisfaction (dependent variable). Possible reasons for the same could be:

1. Employees don't take the training seriously, which leads to poor performance and thus dissatisfaction at job.
2. The quality/ quantity of training imparted to the employees don't enhance the Job Satisfaction.
3. Organisation doesn't provide opportunity for implementing the things learnt through training.

However to explore the exact reason behind this negative relation between the training dimension and job satisfaction, further study will be required. So recommend it for future scope of work.

An inspection of coefficient of determination (R²) for stepwise regression (results) also show that HRD Climate is effective predictor of Job Satisfaction. R² and adjusted R² value of Job satisfaction was found to be 0.567 and 0.535 respectively.

Exhibit 14 gives results of Regression Analysis between HRD climate variables & Positive Work Behavior.

Exhibit 13: Regression Analysis Between HRD Climate Variables & Job Satisfaction

Dependent variable	Independent variable	Standardized regression coefficients (β)	t value	Significance Probability
Job Satisfaction	Constant		9.457	.000
	Organisation ensures employee welfare to such an extent that the employees can save a lot of their mental energy for work purposes	0.415	3.240	0.002
	When an employee makes a mistake his supervisor treat it with understanding and help him to learn from such mistakes rather than punish him or discourage him	0.287	2.681	0.010
	When employees are sponsored for training, they take it seriously and try to learn from the programmes they attend	-0.293	-2.959	0.005
	Team spirit is of higher order in this organisation	0.261	2.190	0.033
	R ²	0.567		
	Adjusted R ²	0.535		
	F	17.379	0.000	
	Sample size	58		

* Beta Coefficient is the standardized regression coefficient, which allows comparison of the relatives on the dependent variable of each independent variable ** t-statistics help to determine the relative importance of each variable in the model

Exhibit 14: Regression Analysis Between HRD Climate Variables & Positive Work Behavior

Dependent variable	Independent Variable	Standardized regression coefficients (β)	t value	Significance Probability
Positive Work Behavior	Constant		13.684	.000
	Career opportunities are pointed out to juniors by senior officers in the organisation	0.418	3.443	0.001
	R ²	0.175		
	Adjusted R ²	0.160		
	F	11.856	0.001	
	Sample size	58		

The regression analysis showed that the HRD Climate variable 'career opportunities being pointed out to juniors by seniors' is significant predictors of Positive Work Behavior.

Exhibit 15 gives results of Regression Analysis between HRD Climate variables & Psychological Withdrawal Behavior.

Exhibit 15 : Regression Analysis Between HRD Climate Variables & Psychological Withdrawal Behavior

Dependent variable	Independent variable	Standardized regression coefficients (β)	t value	Significance Probability
Psychological Withdrawal Behavior	Constant		14.827	.000
	The top management of this organisation goes out of its way to make sure that employees enjoy their work	-0.418	-3.438	0.001
	R ²	0.174		
	Adjusted R ²	0.160		
	F	11.822		0.001
	Sample size	58		

Exhibit 16: Regression Analysis between HRD Climate Variables & Physical Withdrawal Behavior

Dependent variable	Independent variable	Standardized regression coefficients (β)	t value	Significance Probability
Psychological Withdrawal Behavior	Constant	8.086	0.000	
	Promotion decisions are based on the suitability of the promotee rather than on favoritism	-0.464	-3.805	0.000
	Job rotation in this organisation facilitates employee development	0.372	3.013	0.004
	Employees in this organisation takes pains to find out their strengths and weaknesses from their supervising officers or colleagues	-0.302	-2.463	0.017
	Employees are sponsored for training programmes of the basis of genuine training needs	0.276	2.265	0.028
	R ²	0.362		
	Adjusted R ²	0.314		
	F	7.521		0.000
	Sample size	58		

The regression analysis showed that the HRD Climate variables viz. 'job rotation facilitating employee development' and 'sponsoring employees for training programmes on basis of genuine training needs' are positively related to Physical Withdrawal Behavior. Job rotation in Government R&D sector is not perceived as a developmental move and is generally thought to be based on the reason that the employee is not performing well at all at the assigned position. This may be to the extent that he/ she is showing Physical Withdrawal Behavior. Secondly, that the employees are sent on the training based on genuine training needs requires systematic examination of efforts (if any) of the prevailing HR department towards Training Needs Analysis. This positive relation between physical withdrawal behavior and training based on genuine training need can be because of lack of communication between the employee nominated for training and his senior or HR department of the organisation. To explore the exact reason behind this positive relation between physical withdrawal behavior and these dimensions related to job rotation & training, further study will be required. This present research doesn't attempt to explore into the issue further and recommend it for future scope of work. Other two variables viz. 'Promotion decisions based on the suitability of the promotee rather than on favoritism' and 'Employees in this organisation takes pains to find out their strengths and weaknesses from their supervising officers or colleagues' are negatively related to Physical Withdrawal Behavior. Exhibit 17 gives results of Regression Analysis between HRD Climate variables & Antagonistic Work Behavior.

HRD Climate variable viz. 'People lacking competence are helped to acquire competence rather than being left unattended' is negatively related with Antagonistic Work Behavior which indicates that higher the people are supported in acquiring the required competencies lesser will be the demonstration of Antagonistic Work Behavior.

Conclusions:

HRD Climate is found to be positively and significantly correlated to Job Satisfaction and Positive Job Behavior. Further HRD Climate is negatively correlated with Psychological Withdrawal Behavior, Physical Withdrawal Behavior and Antagonistic Work Behavior. These conclusions are based upon the Correlation Analysis conducted between the three (HRD Climate, Job Satisfaction & Job Behavior). Examining the prevailing HRD Climate in the organisation under study, clarified that the HRD Climate is not being perceived as high. Moreover, none of the 38 dimensions included in the HRD Climate questionnaire attained a high mean rating (a rating of 4 or above). This is a matter of concern for the organisation under study, as a higher HRD Climate score will improve the Job Satisfaction and Positive Job Behavior ratings (as seen from correlation analysis). To address the relationship between HRD Climate and Job Satisfaction step wise regression analysis was done keeping all HRD Climate variables as independent variables and overall Job Satisfaction as dependent variable. The regression analysis showed that the HRD Climate variables viz. employee welfare measures, supervisory support and team spirit are significant predictors of Job Satisfaction. Employee welfare measures had most powerful impact on Job Satisfaction, followed by supervisory support (second most powerful) and team spirit (third most powerful). Whereas the variable 'employees take training seriously' is negatively related to Job Satisfaction (dependent variable). This negative relation needs to be explored further, but is beyond the scope of present study. The regression analysis between HRD Climate and Positive Work Behavior showed that the HRD Climate variable 'career opportunities being pointed out to juniors by seniors' is positive and significant predictors of Positive Work Behavior. The variable 'top management ensures employees enjoy work' is negatively related to Psychological Withdrawal Behavior. HRD Climate

Exhibit 17: Regression Analysis Between HRD Climate Variables & Antagonistic Work Behavior

Dependent variable	Independent variable	Standardized regression coefficients (β)	t value	Significance Probability
Antagonistic Work Behavior	Constant		13.35	0.000
	People lacking competence in doing their jobs are helped to acquire competence rather than being left unattended	-0.334	-2.656	0.010
	R ²	0.112		
	Adjusted R ²	0.096		
	F	7.054		0.010
	Sample size	58		

variables 'promotion decisions based on the suitability of the promote rather than on favoritism' and 'employees takes pains to find out their strengths and weaknesses from their supervising officers or colleagues' are negatively related to Physical Withdrawal Behavior. Whereas 'job rotation facilitating employee development' and 'sponsoring employees for training programmes on basis of genuine training needs' are positively related to Physical Withdrawal Behavior. This requires a further systematic examination of job rotation and training needs analysis practices prevailing and the perceptions of the employees regarding these, and is therefore recommended for future scope of work. HRD Climate variable viz. 'people lacking competence are helped to acquire competence' is negatively related with Antagonistic Work Behavior which indicates that higher the people are supported in acquiring the required competencies lesser will be the demonstration of Antagonistic Work Behavior. Based on the results, H1 is rejected as the current research proved otherwise whereas H2 and H3 are accepted. Analysis has revealed the scope of improvement in Job Satisfaction & Positive Job Behavior through improved HRD Climate. For increased Job Satisfaction, it is recommended that organisation ensures employee welfare to the extent that employees enjoy their work, create learn from mistakes and team culture. Training function of the organisation requires a close scrutiny, for which it is recommended that external experts should be called. Similar is the case of job rotation within the organisation, which also calls for close scrutiny. These areas need to be further worked upon for the improvement of the levels of job satisfaction and lessening of withdrawal behavior.

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