A CORRELATION OF HRD CLIMATE WITH JOB SATISFACTION OF EMPLOYEES: AN EMPIRICAL INVESTIGATION ON MCL, BURLA, SAMBALPUR, ODISHA

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ABSTRACT

HRD climate is the best tool which helps the employees to acquire required competencies for improving work life balance that would enable them to enhance their productivity for better Organizational Performance. Recently the MNCs and domestic companies find difficulties in identifying and assessing the factors having a net impact on HRD Climate with relations on job satisfaction among employees which have the highest degree of contribution for the success of the policies. Though, different tools have been used to measure of Organizational Performance i.e. financial to behavioural ones'. Hence, this paper is based on a survey conducted on a coal exploring public company in Odisha called Mahanadi Coal Field, Limited, Burla, Sambalpur, has provided an opportunity for an in-depth exploration of the perceptions and attitudes of the employees regarding the potential HRD climate variables which have relations with job satisfaction of employees. In this context, for this study, we have taken 60 responses from different demographic profile to make this study succession one. Though there are different statistical tool have been used to carry out the research works, but, we have used mean, standard deviation correlation, and regression analysis to prove significant relations and also T test has been used for testing hypothesis. 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 significant relationship exists with the Job Satisfaction. This indicates that there are considerable room for improvement in these areas.

KEYWORDS: HRD Climate and its Components, Correlation and Regression Analysis, T- Test, Job Satisfaction

INTRODUCTION

Globalization has been generating new concept of marketing which would compel to business to think about new markets, new Products, new mindsets of consumers, new competencies and new ways of thinking about business process. A major challenge for any organization in this world is that steep competition to become 'survival and sustainability'. It has been tremendously pressurised to the organizations to accept the challenges and take needful action to overcome the challenges. Hence, human resources can fall into this category, particularly, if they are effectively utilised allocated resource through appropriate human resource practices and management of organizational culture (Barney and Wright, 1998). In this context, human resources are being treated in one of the important factors of production and also HRD is needed to develop competencies of individual employees through its various innovative practices.

But with the process of globalization, it has been forced the country to open their economy for others to become more competitive. As a result, most of the public enterprises have been faced major threats and challenges across the world with the presence of private enterprises on the name of privatization. The continue losses and low performance have forced the government to developed a better policy for develop the business standard to revive of or to give red signal for

sick industries. This practice is prevailing not only in India but all over the world. Therefore, the public enterprises have been trying level best to cope up with the changing and challenging environment.

Over the last two decades, organizations the world over have increasingly become aware of the importance of the human resources. This awareness is very crucial for their organizational effectiveness. Organizations will find it very difficult to maintain their growth and effectiveness unless their human resources are complementary to their operations. Herbst (1975) observed that the product of work is people. The modern world is becoming far more competitive and volatile than ever before causing organizations to gain competitive advantage whenever and wherever possible in today's' globalize and informationalized world. Organizational survival and success will depend on how they respond to these challenges. For this, organizations have to effectively evolve internal capabilities for enhancing speed, quality, learning and building employee competencies.

HRD means building three Cs- Capabilities, Commitment and Culture. Capability building requires developing the knowledge and skills of the person. Capability has to be supported by commitment which comes through desire to excel, positive attitude towards work, co-operation, involvement and concern for one's own self and society. Another important factor of HRD is building culture. Culture is a way of life. It involves creating an awareness of what is ideal and desirable. Organizations are not static systems but keep evolving and developing forced by the ever changing environment and stemmed by their own needs. These dynamic efforts ensure the success and survival of the organizations in turbulent environments. Over the years of functioning, the impact of various leaders and the environmental adjustments would have forced every organization to develop certain psychological characteristics relating to its internal work environment. These characteristics or traits of the organization are called its culture. The culture of the organization determines what the organization ought to be and look like, how it should deal with its external and internal environment, how to manage and integrate its internal subsystems and their inter-relationship and what kind of an image it should project to the external environment. Cultural elements and their relationship create a pattern that is distinct to an organization. Different names are coined by theorists to specify a particular pattern of culture in an organization. However, broadly the following are the main elements/components of an organization's culture. Now, one of the challenges for HRD specialists is to ensure the development and management of an appropriate HRD climate since the HRD culture facilitates effective implementation of HR systems. Thus, a general supportive climate is important for HRD function, that is, if its programs have to be implemented effectively. HRD climate reveals the perceptions of the employees regarding the developmental environment of an organization. The concept of climate with special reference to HRD context i.e. HRD Climate has been developed by Rao and Abraham (1986). The study shows that a good HRD climate rather than HRD practices are responsible for organizational performance. HR practices create the atmosphere for the employees that facilitate their development. HRD climate is the perception of the employees about the prevailing HRD culture in the organization which is mostly brought out through surveys, covering the entire or a sample of employees. Mapping such HRD climate helps the organization to know the existing employees satisfaction and to take necessary steps to modify or change certain practices if they feel there remains a gap between what the employee want and what is prevalent. Map your HRD practice-profile instrument, developed by T.V Rao (1991), contains 95 activities clubbed under 9 different dimensions; HRD philosophy and liaison with top management, creating development motivation in line managers, strengthening HRD climate through HRD systems, directing HRD efforts to goal and strategies of the organization, monitoring HRD implementation, human process research, influencing HR policies, creating business linkages and networking and benchmarking. The study showed that HRD climate and employee job satisfaction had a high positive correlation among them. In order to measure the HRD climate and employee job satisfaction a structured questionnaire was developed by the centre for HRD at XLRI. It had 38

items grouped under three categories; general climate, OCTAPACE culture and HRD mechanisms to assess the level of HRD climate. General climate provides the views on the top management support for HRD, OCTAPACE culture reflects the degree of openness, confrontation, trust, autonomy, pro-activity, authenticity and collaboration that exists in the organization and HRD mechanisms takes in-to account potential appraisal, performance appraisal, training and development, career planning and development, and related activities. Job Satisfaction Scale developed by C.N. Daftuar consisting of 19 items including to 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).

REVIEW OF LITERATURE

HRD Climate

HRD encompasses the development oriented activities of the organization through employee satisfaction. For an Individual to perform productively, the climate prevailing in the organization needs to be Conducive for his development. A review of literature in area of 'HRD Climate' reveals that it has emerged as crucial factor for competitive advantage in current business scenario. Deal & Kennedy (1982) and Peter & Waterman (1982) suggest that organizational culture can influence performance and commitment in an organization and a high degree of organization performance is related to a strong culture that is a culture with well integrated and effective set of values, belief and behaviours. In this context, it has also been established in Helena et.al. (2003) investigation to find out how the perceived organizational climate of a work place was related to symptoms both of the organization and the employees and how these factors varied according to socio-demographic and work-related characteristics, it was found that part of the impact of the organizational climate on sickness absence was not caused by an increase in work-related symptoms. Even organizational climate seems to correspond not only with organizational practices and leadership but also with the occupational health. The organizational climate is used as research tool and it attempts to reduce the work–related, ill–health and sickness absenteeism. Also the study conducted by M. Srimannarayana (2010) on human resource development climate in manufacturing sector, having aims to explore extent of HRD climate prevalent in manufacturing organizations in India. Based on the information collected from 726 employees working in 18 organizations in manufacturing sector in India, this study has found that the overall HRD climate prevailing in this sector is of moderate level only. Also Category wise analysis leads to the conclusion that OCTAPAC culture has been more prevalent than HRD mechanisms and general HRD climate. Training and performance appraisal appear to be more mature practices rather than career planning, rewards and employee welfare. At last of the study, also it appeared that the organizations focus more on business rather than people. Ultimately, the researcher suggested that the organizations may introduce fair employee welfare programmes and reward systems to improve employee satisfaction levels and subsequently to gain advantage from the satisfied workers to increase productivity. However Rohmetra (1990) conducted a study on banking sector of J&K for determining in it the HRD climate and the attitudinal perception of 102 employees covering senior, middle and lower managerial levels as well as the clerical staff. The study has shown that there exists an intimate degree of trust and that attitudinally they are well-disposed towards each other.

Bhardwaj and Mishra (2002) conducted a study with a sample of 107 senior, middle and higher level managers of a private sector organization which is one of India's largest multi-business companies. On the whole, the existence of good HRD climate in the organization was covered by the study. The managers in general showed a favourable 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. In the same line by Ishwar Dayal et.al (1996) carried out a study of HRD Climate in Indian Oil Corporation and his study found that the prevailing HRD Climate was positive

one for employee for learning. In this context Gani and Rainayee (1996) conducted 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 genuine.

The comparative study on 20 leading firms in banking industry of India conducted by Priyadarshini and Venkatapathy (2004) was completed with the help of 200 complete responses which were collected from 20 leading banks. The study has highlighted that employees have a strong sense of belonging and that there is sense of equality with regard to the common facilities provided to the employees. Srimannarayan. M, (2007) also conducted a study in a local bank of Dubai and found that a good HRD climate was prevalent in the organization. He found out the difference in the perception of employees regarding the HRD climate on the basis of demographic variables.

In the same line, also Heny ford summarised and stated the connection between job satisfaction and organisational performance. He also said that the employees get satisfaction in their work performance, where as performance of employees depends the empowerment and facilities have been available in the workplace. It has been helped a lot to the employees to get encouragement and reward for their effort. In this context, also he stated that professional qualification can help to employee to provide faster, accurate and quality service to the customer and also able to take good decision without delay. So, this sense of ability and competency increase the level of job satisfaction.

In the same line, also it has been stated by Dr. Srinibash Dash and Professor J. Mohapatra(2012) in their study on HRD climate in Rourkela steel plant, one of the major steel producing public company in the country under the control of SAIL. The study is aimed at assessing the extent of developmental climate prevailing, through identifying and measuring the perceived organizational culture and its various dimensions. The findings of the study helped to identify the weaker aspects of culture in terms of values and beliefs that prevail in the organization. On the basis of these diagnoses the management can take the opportunity to work upon the identified weaker aspects and develop better organizational culture. RSP's top management needs to take Necessary steps for developing resource plans, action plans and work environment plans needs to be taken by the top management to reduce the perception gap between managements' belief in and support for HRD among the employees. According the researcher, they also stated that Performance-potential matrix across all grades should be prepared and posting, promotions, job rotation and succession plan should be integrated with this. Further, the management should focus on to gain the confidence of employees in its welfare activities through reintroduction of the schemes, which were partially or completely withdrawn, gather information about employee's welfare needs through a systematic survey etc. On the conclusion part of the study, they stated and it clearly reveals that there is considerable scope for the development and implementation of appropriate HRD programmes and interventions in RSP as well as various other sectors in the country. By doing this we can ensure enhancement of employee competencies, dynamism, motivation and effectiveness in a systematic and planned way.

Job Satisfaction

According to the Spector (1997), he stated that job satisfaction is simply how people feel about their jobs and different aspects of their jobs. Also, he quoted that it to which people like (satisfaction) or dislike (dissatisfaction) their jobs. In this context, Anita singh (2010) did work on demographic profiles as determinants of job satisfaction in Indian insurance sector. The finding of the study said that employee psychology is an area which must be understood well by the managers in order to ensure the satisfaction of their employees and understanding the demographic profiles can be of major help to managers while developing strategies for employees. Also the investigation by European Foundation for the improvement of living and working conditions (2007), there is an unclear relationship between working time and job

satisfaction. Results indicated that there is a positive relationship between job satisfaction and working time flexibility, but a negative relationship exists between job satisfaction and overtime work where as relationship exist between work-life balance and job satisfaction.

Grebner, Semmer and Elfering (2005) have stated that job satisfaction is a pleasurable emotional state resulting from the appraisal of one's job. So those who are satisfied with their job experience are having high pleasure, but many have limited energy or aspirations. Research has shown that 85% of all employees in the European Union (Parent-Thirion, Fernadez-Maclias, Hurvey and Vermylen, 2007) and 86% of all employees in the USA (Handel, 2005) are very satisfied with their jobs. So, high levels of job satisfaction coincide with high levels of job performance.

In the same line, Malcolm et. al. (2005) highlighted the association between the company's climate and the productivity that would be mediated by job satisfaction. In his study of 42 manufacturing companies, subsequently productivity was significantly correlated in controlled analysis with eight aspects of the organizational climate and with job satisfaction. An overall analysis showed that a company's productivity was more strongly correlated with those aspects of climate that had stronger job satisfaction.

Bakker, B. Arnold, (2010) tried to prove that high levels of job satisfaction coincide with high levels of job performance or whether more is needed than job satisfaction alone. And, he suggested that optimal job performance is most likely when subjective well-being is a combination of high activation and high pleasure. Job satisfaction reflects only low to average levels of activation.

NEED OF THE STUDY

The Industries in India today finds itself facing competition in an increasingly volatile environment, brought by globalization as well as by liberalization of the domestic market. Many private and international players have entered India keeping in mind the availability of resources in this geography and the potential of the market in the region. Therefore the domestic players faced with the challenges of the new liberalized global economic environment and it has to ensure a congenial HRD climate to grow by creating a competitive advantage over others and achieve its ultimate business goal through employee's satisfaction. This study is an attempt at understanding the correlation between HRD Climate and employee's job satisfaction in MCL. It makes a sincere effort to gauge the employees' perception on about job satisfaction on the core aspects of HRD Climate i.e. 1) General Supportive Climate, 2) Functioning of HRD Mechanisms and 3) HRD Cultural Dimensions and OCTAPACE Culture.

Research Objectives

To keep in mind the fast changing environment, the followings main objectives of the study are:

- To assess the organizational climate of the company, especially HRD Climate and OCTAPACE culture.

- To study the level of correlation between job satisfaction and components of HRD Climate.

- To assess the existence of job satisfaction level of employees in MCL

Research Hypothesis

Based on extant literature review and objectives of the study, the following null hypothesis was formulated.

- Significant relationships do not exist in the perception regarding HRD climate and level of job satisfaction in the MCL.

RESEARCH METHODOLOGY

Data

Full time employees belonging to MCL, Burla constituted the respondents of the study. The present study being a problem identification research, a sample size of 100 was targeted from managerial and non managerial employees, and finally a sample size of 60 was achieved. The technique of quota sampling was employed to ensure a representative all section of the employees.

During the sample design some of the control categories/characteristics (based on the nature of population) were developed/ identified like work groups, hierarchical levels, age, length of service and function and the quotas were assigned so that the proportion of the sample elements possessing the control characteristics will be the same as the proportion of population elements with these characteristics.

Instruments of HRD Climate and Job Satisfaction

In this study for HRD climate, we have used standard research questionnaire 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. This research questionnaire having 38 questions (items) 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 supportive Climate, OCTAPACE Culture, and HRD Mechanisms.

On the other hand standard questionnaire has been used to measure level of job satisfaction of employees developed by C.N. Daftuar having of 19 items which measure overall satisfaction with the company as well as overall satisfaction with the work. The respondents were asked to rate each item on a five point scale ranging from 5 (strongly agree) to 1 (strongly disagree).

Demographic Profile of Sample

The demographic profile of respondents for the HRD Climate survey is presented in Table-1

Table 1: Demographic Profile of Respondents

Demographic Profile of Respondents (N=60, HRD Climate Survey and Job Satisfaction)			
Stratification Variables	**Category**	**Frequency**	**Percentage**
Work Groups	Executives	45	75
	Non-Executives	15	25
Hierarchical Levels	Junior Management	30	50
	Middle & Senior Management	30	50
Length of Service	Less than 15 Years	25	42
	More than 15 Years	35	58
Age	Less than 45 Years	32	53
	More than 45 Years	28	47
Function	Engineering	23	38
	Service	37	62

Final Reliability Analysis

By convention, a lenient cut-off of 0.6 is acceptable in exploratory research. The data was tested for reliability and yielded a Cronbach alpha score mention below. The below table-2 indicates a very high internal consistency. Hence, the collected data is fit for further study

Table 2: Reliability Analysis: Cronbach Alpha

Reliability Analysis: Cronbach ALPHA (Table-2)	
Hrd Climate and Job Satsfaction	Cronbach Alpha
OVER ALL HRD CLIMATE (38 Items)	0.844543218
GROUP-I: General Supportive Climate (9 Items)	0.878359903
GROUP II: Functioning of HRD Mechanisms (9 Items)	0.796119136
GROUP III: HRD Cultural Dimensions (20 Items)	0.812273323
GROUP IV:JOB SATISFACTION (19)	1.036785489

Statistical Instruments Used for Measures

The role of statistics in research is to function as a tool in designing research, analyzing its data and drawing conclusions there-from. In this study, to analyse the results, various statistical measures have been used such as Mean, Standard Deviation, Variance, Skewness, kurtosis, Correlation and Regression analysis were performed through SPSS 19(trial version) and MS Excel 2007. The variance is the mean squared deviation from the mean. The variance can never be negative. When the data points are clustered around the mean, the variance is very small. When the data is scattered, the variance is large.

Skewness is the tendency of the deviations from the mean to be larger in one direction than in the other. It can be thought as the tendency for one tail of the distribution to be heavier than the other. Also in the same line, the tendency of kurtosis is a measure of the relative peakedness or flatness of the curve defined by the frequency distribution. The kurtosis of a normal distribution is zero. If the kurtosis is positive, then the distribution is more peaked than a normal distribution. A negative value means that the distribution is flatter than a normal distribution.

ANALYSIS AND RESULTS OF HRD CLIMATE AND JOB SATISFACTION

HRD Climate

The question wise mean scores of the total sample of 60 employees in MCL at Burla are presented in the table- 3. Since the questionnaire used 5 point scale, average mean score of 2.5 indicate a moderate tendency on that dimension. Scores around 4 indicate a fairly good degree of existence. Here the overall score is 2.85 which indicate the existence of HRD Climate is just above the average. Examining the three major components of HRD Climate i.e. General Climate, HRD Mechanisms and OCTAPAC Culture the results indicates:

General Supportive Climate

Three important factors contributing to general supportive climate for HRD are namely, "Top management belief in HRD", "Importance Given to HRD", "Conduciveness of Personnel Policies", "Managers' Support to HRD" and "Conduciveness of Psychological Climate" with their individual mean values 2.88, 2.85, 2.77, 2.78 and 2.90 respectively which are significantly higher than the group average i.e. 2.75.

However, there are some factors that do not score that well: "Top management support to HRD", "Time & Resources for HRD", "Help for competence development" and "Time & Resources for HRD" with their individual mean values of 2.62, 2.67, 2.62 and 2.68 respectively which are significantly lower than the group average i.e. 2.75.

The findings indicate that there is a gap between top management belief and action towards development of its human resources. Further, the line managers are believed to be neither considering the development of their subordinates an important part of their job nor helping people lacking their competence.

Table 3: Statistical Information of HRD Climate Survey Responded by Employees of MCL, Burla

HRD Climate							
HRD Climate Components		Statements	Statistical Data: (N=60)				
		General Supportive Climate	Mean	S.D	Variance	Skewness	Kurtosis
GENERAL SUPPORATIVE CLIMATE	1	The top management of this organization goes out of its way to make sure that employees enjoy their work.	**2.62**	**0.92**	**0.85**	**-0.89**	**1.52**
	2	The top management believes that human resources are an extremely important resource and that they have to be treated as humanly.	**2.88**	**0.85**	**0.71**	**-0.12**	**-0.90**
	3	Development of the subordinates is seen as an important part of their job by the managers/officers here.	2.85	0.76	0.57	0.01	-0.70
	4	The personnel policies in this organization facilitate employee development.	2.77	0.67	0.45	-0.38	0.41
	5	The top management is willing to invest a considerable part of their time and other resources to ensure the development of employees.	2.67	0.75	0.56	0.15	-0.47
	6	The organization's future plans are made known to the managerial staff to help them develop their juniors and prepare them for future.	2.78	0.83	0.68	0.24	-1.13
	7	People lacking competence in doing their jobs are helped to acquire competence rather than being left unattended.	2.62	0.96	0.92	-0.46	0.36
	8	The managers in this organization believe that employee behavior can be changed and people can be developed at any stage of their life.	2.68	1.05	1.10	-0.32	-0.68
	9	The psychological climate in this organization is very conducive to any employee interested in developing himself by acquiring new knowledge and skills.	2.90	0.95	0.91	-0.65	-0.36
Over All General Supportive Climate			2.75	0.87	0.75	-0.36	0.00
FUNCTIONING HRD MECHANISMS	10	The top management of this organization makes effort to identify and utilize the potential of the employees.	2.75	1.07	1.14	-0.51	-0.59
	11	Promotion decisions are based on the suitability of the promotee rather than on favoritism.	2.73	0.99	0.98	-0.19	-1.01
	12	There are mechanisms in this organization to reward any good work done or any contribution made by employees.	2.50	1.00	1	-0.11	-1.02
	13	When an employee does good work his supervising officers take special care to appreciate it.	2.97	0.97	0.95	-0.50	-0.82
	14	Performance appraisal reports in our organization are based on objective assessment and adequate information and not on favoritism.	2.78	1.11	1.22	-0.56	-0.69
	15	Weaknesses of employees are communicated to them in a- non- threatening way.	1.55	1.19	1.40	0.76	-0.28
	16	There is genuine sharing of information, feeling and thoughts in meetings.	2.55	0.95	0.90	-0.58	-0.17
	17	This organization ensures employee welfare to such an extent that the employees can save a lot of their mental energy for work purposes.	2.43	1.01	1.03	0.04	-0.65
	18	Job rotation in this organization facilitates employee development.	2.52	0.93	0.86	-0.05	-0.80

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Table 3: Contd.,						
Over All Functioning HRD Mechanism			**2.53**	**1.09**	**1.18**	**-0.27**	**-0.84**

	19	People in this organization are helpful to each other.	2.75	1.00	1.00	-0.73	0.39
	20	Employees in this organization are very informal and do not hesitate to discuss their personal problems with their supervisor.	2.93	0.88	0.78	-0.79	0.98
	21	Seniors guide their juniors and prepare them for future responsibilities.	3.00	0.64	0.41	0.00	-0.44
	22	People in this organization do not have any fixed mental impressions about each other.	3.08	0.67	0.45	-0.10	-0.71
	23	Employees are encouraged to experiment with new methods and try out creative ideas.	3.23	0.65	0.42	-0.26	-0.64
	24	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.	3.22	0.78	0.61	-0.63	-0.39
	25	When behavior feedback is given to employees they take it seriously and use it for development.	2.97	0.69	0.47	0.04	-0.82
	26	Employees in this organization take pains to find out their strengths and weaknesses from their supervising officers or colleagues.	3.07	0.90	0.81	-1.00	1.25
	27	When employees are sponsored for training, they take it seriously and try to learn from the programmes they attend.	3.13	0.93	0.86	-1.06	1.08
	28	Employees returning from training programs are given opportunities to try out what they have learnt.	3.10	0.95	0.91	-0.82	0.30
	29	Employees are sponsored for training programs on the basis of genuine training needs.	2.97	0.78	0.61	-0.16	-0.77
HRD CULTURAL DIMENSIONS	30	People trust each other in this organization.	2.92	0.85	0.72	-0.18	-0.89
	31	Employees are not afraid to express or discuss their feelings with their superiors.	3.03	0.84	0.71	-0.42	-0.65
	32	Employees are not afraid to express or discuss their feelings with their subordinates.	2.95	0.81	0.66	-0.69	0.40
	33	Employees are encouraged to take initiative and do things on their own without having to wait for instructions from supervisors.	3.05	0.77	0.59	-0.32	-0.57
	34	When seniors delegate authority to juniors, the juniors use it as an opportunity for development.	3.05	0.79	0.62	-0.30	-0.75
	35	Delegation of authority to encourage juniors to develop handling higher responsibilities is quite common in this organization.	3.08	0.79	0.62	-0.15	-1.36
	36	Team spirit is of higher order in this organization.	3.05	0.77	0.59	-0.09	-1.28
	37	When problems arise people discuss these problems openly and try to solve them rather than keep accusing each other behind the back.	2.95	0.67	0.46	0.06	-0.73
	38	Career opportunities are pointed out to, juniors by senior officers in the organization.	3.05	0.81	0.66	-0.29	-0.90
		Over All HRD Cultural Dimensions	**3.03**	**0.81**	**0.65**	**-0.51**	**0.04**
		Over All HRD Climate	**2.85**	**0.92**	**0.84**	**-0.53**	**-0.10**

This indicates considerable room for improvement in these areas. Also, the indication came from employees that MCL has good Conduciveness of Psychological Climate might have chance for only manager's support.

Functioning of HRD Mechanism

Among the HRD Mechanisms, we found some important factors contributing towards parameters are namely, "Identification of Employee's Potential", "Rationality of Promotion Decisions", "Appreciation by Supervisors", "Performance Appraisal - Objectivity" and "Management Information System", with their individual mean score for Items No.10 (2.75), Item No. 11 (2.73), Item No. 13 (2.97), Item No. 14 (2.78) and Item No. 16 (2.55) was found to be higher than the group average i.e. 2.55 or other items which indicates that the employees in MCL are quite satisfied with the existing performance appraisal objectivity and also good perception on management information system of in the company. In the same line, also employees are satisfied with respect to the Rationality of promotion decisions in the company through proper identification of Employee's potential. Ii indicates that performance of employees directly linked to the individual performance of each employee. It's a good result toward HRD Climate of the company.

On the other side, the study found that the employees are quite dis -satisfied with respect to the "Reward Mechanism", "Non Threatening Performance Feedback", "Employee's Welfare Activities", and "Job Rotation" with their individual mean value 2.50, 1.55, 2.43 and 2.53 respectively which are significantly lower than group mean. This indicates that there are considerable room for improvement in these areas.

HRD Cultural Dimensions (OCTAPACE)

Among the HRD Cultural Dimensions or OCTAPAC Values, the mean score for Item No. 21, "Guidance to Juniors" (3.00), Item No. 22, 23, 24, "Free from Biased Impression" (3.08), "Encouragement for Innovation", (3.23),"Understanding" and Help in Case of Mistake"(3.22) respectively which are significantly higher than group average i.e. 3.03. In this context, also the study found that some other factors contributing to HRD Cultural Dimension in MCL, Burla namely, Item No.26. "Initiative to Know Self Strength and Weakness" (3.07), Item No.27. "Concern for Learning during Training" (3.13), Item No.28. "Opportunity for Apllying Knowledge after Training" (3.10), Item No.31. "Expression of Feelings to Seniors" (3.03), Item No.33. "Actions without Close Supervision" (3.05), Item No.34. "Delegation of Authority" (3.05), Item No.35. "Team Spirit among Employees" (3.08) and Item No.38, "concern for Career Development of Subordinates" respectively which are also higher than group average. The analysis of data reveals that relationship between seniors, juniors and colleagues is cordial and often they are helpful to each other. Juniors get guidance from their seniors with having high team sprit among the employees. The results also found that employees are quite satisfied with the learning and training programmes and also they are getting adequate scope for applying knowledge after completion of training. However, the study found that the management of the company so much concerns for career development of subordinates through giving them higher responsibilities without close supervision as well as delegation of authority are being given to the potential employees accordingly the company policy.

The main problem areas in the HRD cultural dimensions identified in the survey are: "Helping Attitude among Employees", "Informal Discussion with Seniors", "Self Development Initiative based on Feedback", and "Trust among Employees", "Expression of Feelings to Juniors", and "Team approach to Problem Solving" with their individual mean values 2.75, 2.93, 2.97, 2.97, 2.95 and 2.95 respectively which are significantly lower than group mean. This indicates that there are considerable room for improvement in these areas.

Job Satisfaction

The item wise mean scores of total sample of 60 executives and non-executives of MCL, Burla are presented in the **table. 4** to measure their satisfaction level. This study, we have used standard questionnaire having 5 point scale, ranging from 5 strongly agree to 1 strongly disagree. Here the overall score was 3.17 which indicate that job satisfaction

levels of employees are just above average. The results indicate that management should be taken care different dimensions to improve employee satisfaction level. The study on Job Satisfaction, we found some important factors contributing towards satisfaction level are namely, Item No.1, "My job provides adequate opportunities to do different things from time to time."(3.25), Item No.2, "My job provides adequate opportunities to be "some body" in the Community", (3.32). Also, the researchers found different other items where employees are being satisfied i.e. Item No.3, (3.42) Item No. 4, (3.30), Item No.9, (3.20), Item No.12, (3.33), Item No.14, (3.32), Item No.16, (3.28) and Item No17,(3.37)) respectively which are significantly higher than group mean i.e.(3.17). The results revealed that the employees are highly satisfied on the different aspects of job and supervisor is quite competent in making decision which has been helped employees to give stable employment in suitable ways. In the same line, the study also found that the employees perception towards company policies are satisfied.

Table 4: Statistics Information of Job Satisfaction Survey Responded by Employees of MCL, Burla

Job Satisfaction	Sl. No.	Dimensions	Statistical Data : (N=61)				
		Job Satisfaction	Mean	S.D	Variance	Skewness	Kurtosis
JOB SATISFACTION	1	My job provides adequate opportunities to do different things from time to time.	3.25	0.79	0.63	-0.90	0.45
JOB SATISFACTION	2	My job provides adequate opportunities to be "some body" in the Community.	3.32	0.68	0.46	-0.48	-0.74
JOB SATISFACTION	3	My supervisor is quite competent in making decisions.	3.42	0.62	0.38	-0.56	-0.56
JOB SATISFACTION	4	My Job provides for stable employment in suitable ways.	3.30	0.65	0.42	-0.38	-0.66
JOB SATISFACTION	5	My job provides adequate opportunities to do something that makes use of my abilities.	3.10	0.54	0.29	0.08	0.44
JOB SATISFACTION	6	My job provides fair Pay.	2.88	0.61	0.38	-0.39	0.93
JOB SATISFACTION	7	My job provides adequate opportunities for advancement on this job.	3.13	0.50	0.25	0.26	0.76
JOB SATISFACTION	8	I'm happy with the working conditions.	2.67	0.63	0.40	0.39	-0.63
JOB SATISFACTION	9	I'm happy with the way my co-workers get along with each other.	3.20	0.44	0.20	0.92	0.47
JOB SATISFACTION	10	My Job provides me a feeling of accomplishment.	3.17	0.53	0.28	0.19	0.32
JOB SATISFACTION	11	I'm happy with the General management of the company.	3.07	0.55	0.30	0.05	0.46
JOB SATISFACTION	12	I'm happy with my past advancements' in this organization.	3.33	0.54	0.29	0.05	-0.74
JOB SATISFACTION	13	There are adequate opportunities for future growth (in efficiency)	3.08	0.56	0.31	0.03	0.27
JOB SATISFACTION	14	Social conditions are appropriate for the job within the organization	3.32	0.62	0.39	-0.34	-0.62
JOB SATISFACTION	15	My work is suitably recognized in the organization.	3.07	0.52	0.27	0.11	0.89
JOB SATISFACTION	16	I'm happy with the kind and amount of responsibilities assigned to me	3.28	0.56	0.31	0.02	-0.46
JOB SATISFACTION	17	I'm happy with the Company's policies.	3.37	0.55	0.30	-0.07	-0.83
JOB SATISFACTION	18	I'm happy with my work as a whole.	3.07	0.55	0.30	0.05	0.46
JOB SATISFACTION	19	I'm happy with my company/organization as a whole.	3.17	0.46	0.21	0.65	0.93
		Over All Job Satisfaction	**3.17**	**0.60**	**0.36**	**-0.16**	**-0.06**

Job Satisfaction: N = 60

However, there are some factors that do not score well that means employees are not satisfied i.e. Item No.5,(3.10), Item No.6,(2.88), Item No.7,(3.13), Item No,8(2.67),Item No.11,(3.07), Item No.13(3.08), Item No15, (3.07) and Item No18,(3.07) with their individual mean values are significantly lower than the group average i.e. 3.17. The findings indicate that there is some areas of the company still employees are not satisfied with their work and the

organization in general. Hence, company would like to go through the root cause of the problem and create right organisational climate to overcome it.

Correlations between HRD Climate and Job Satisfaction

The study found comparing the mean score of both the parameters (HRD climate and Job Satisfaction) and come to conclusion that there is negative relationship exists between HRD climate and job satisfaction of the organisation. It has been proved by using correlation and regression analysis which is the important appropriate statistical tool. Usually, correlation and regression analysis are performed together where correlation measures the degree of the association between two or more set of variables and regression is used to explain the variations in one variable- usually called the dependent variable- by set of independent variables. However, there are three type of correlation namely; positive, Negative and Zero correlation exists. When two variables move in the same direction is called positive correlation and if two variables moves opposite direction is called negative correlation, that means if one variable increases, the other decreases and vice versa. On the other hand, Zero correlation is called when two variables is zero and when the variables move in no connection with each other. If the one variable increases, other variable may increase or decrease in some situation.

Table 5: Correlation Results between Job Satisfaction and HRD Climate, its Components (General Climate, HRD Mechanisms and HRD Cultural Dimensions)

Correlations					
	Over All HRD Climate	**Job Satisfaction**	**General Supportive Climate**	**HRD Mechanism**	**HRD Cultural Dimensions**
OVERALL HRD CLIMATE, Pearson Correlation Sig. (2-tailed) N	1	-.199	.620**	.738**	.805**
		.127	.000	.000	.000
	60	60	60	60	60
Job Satisfaction, Pearson Correlation Sig. (2-tailed) N	-.199	1	-.222	-.139	-.108
	.127		.089	.291	.412
	60	60	60	60	60
General Supportive Climate, Pearson Correlation Sig. (2-tailed) N	.620**	-.222	1	.342**	.214
	.000	.089		.007	.101
	60	60	60	60	60
HRD Mechanism, Pearson Correlation Sig. (2-tailed) N	.738**	-.139	.342**	1	.339**
	.000	.291	.007		.008
	60	60	60	60	60
HRD Cultural Dimensions, Pearson Correlation Sig. (2-tailed) N	.805**	-.108	.214	.339	1
	.000	.412	.101	.008	
	60	60	60	60	60

**Correlation is significant at the 0.01 Level (2-Tailed)

Through above correlation analysis, we found the study that there is negative significant correlation exist between HRDC and Job Satisfaction (-.199) of MCl, Burla. Therefore, it rejected the null hypothesis and makes clear that there are lots of scopes for further improvement in the company. In this context, management should focused right HR policy(problem areas of HRD climate and job satisfaction found in this study) to improve in HRD Climate which is essential for improving the level of job satisfaction of the employees, which would positively help company management to improve organisational performance of the company. In the same line, further correlation analysis carried out between job satisfaction and components of HRD climate i.e. General supportive climate, HRD Mechanism and HRD cultural dimensions to know the relationships. The analysis revealed the same result as it was predicted between HRDC and JS. That means, there are negative relationship exists between different components of HRD Climate and Job satisfaction. The correlation coefficient was -.222 (JS*General Supportive Climate), -.139 (JS*HRD Mechanisms) and -.108 (JS*HRD Cultural Dimension) respectively.

Impact of HRD Climate on Job Satisfaction

Regression analysis is a powerful and flexible procedure for analysing associative relationships between metric dependent variables and one or more independent variables. It can be used to determine whether the independent variables explain a significant variation in the dependent variable: whether a relationship exists. On the other hand, it determines how much of the variation in the dependent variable can be explained by the independent variables that means strength of relationship. Hence, this study for carrying out regression analysis, we have been used HRDC as independent variable and Job satisfaction as a dependent variable.

Table 6: Regression Model between Job Satisfaction and HRD Climate

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	.199	.040	.023	.17725	.040	2.397	1	58	.127

ANOVAb						
	Model	**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	.075	1	.075	2.397	.127
2	Residual	1.822	58	.031		
	Total	**1.897**	**59**			

a. Predictors:(Constant),HRDC
b. Dependants Variable's

The regression analysis revealed in this study that the F- Value is only 2.397 at 5% significant level to explain the impact of HRD Climate on job satisfaction. In this context, we found during the regression analysis that R Square value is 4% of the variance in job satisfaction is explained by the HRD Climate variables which are referring very negligible correlation exists. Hence, from this, it cannot be interpreted and could not come to conclusion because of the existence of negligible F- , and R square value, which may distract the results. However it has been proved by using T test that there is significant relationship exists between HRD climate and job satisfaction in the company. Hence, the study comes to conclusion that null hypothesis "significant relationships do not exist in the perception regarding HRD climate and level of job satisfaction" is rejected.

Table 7: T- Test for Null Hypothesis

T-Test: Paired Two Sample for Means		
	HRDC	**Job Satisfaction**
Mean	3.029166667	3.16754386
Variance	0.141889124	0.032160352
Observations	60	60
Pearson Correlation	-0.10790108	
Hypothesized Mean Difference	0	
Df	59	
t Stat	**-2.467959017**	
P(T<=t) one-tail	0.008253676	
t Critical one-tail	**1.671093033**	
P(T<=t) two-tail	0.016507352	
t Critical two-tail	**2.000995361**	

CONCLUSIONS AND IMPLICATIONS

The present study provides information on the functioning of HRD mechanisms, prevailing organizational culture and nature of management support towards human resource development as well as job satisfaction level of employees in

the organisation. The study also highlights the strengths and weaknesses of the HRD climate and job satisfaction of employees. The study (major highlights mentioned below) has provided useful inputs to the management to restructure its HRD functions and build a strong organization through employee's job satisfaction. Thus on the whole, the researcher finds the existence of medium to good HRD Climate in the organization according to the perceptions of employees which has been proved using their individual mean value through the scale constructed for measuring the same. The top management and line manager in general showed a favourable attitude towards HRD Policies and practices of the organization. They were over all 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 which has been proved using their respective mean, standard deviation values. Most importantly the researchers have attempted to explore the relationship of HRD Climate and Job Satisfaction of employees in MCL, Burla It was concluded that there is a positive significant relationship exists between HRDC and its components whereas the finding revealed that there is negative significant relationship exists between JS and HRDC which has been proved using correlation analysis. That means any positive change in HRD Climate and its components may not bring about positive changes' in Job Satisfaction or vice versa. However, earlier, we have proved in our study that null hypothesis is reject which has been proved by T test **(Table-6).** 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 given below:-

General Supportive Climate

- MCL's top management needs to take necessary steps for developing resource plans, action plans and work environment plans and work accordingly in the process of policy implementation to reduce the perception gap between managements' belief in and support for HRD among the employees. This will be a corrective step according to employee perceptions.

- The managements' system for competence development is only partially followed for a few groups of employee. Hence, continuous focus on competence development is required and mapping should be done for identifying needs of individual groups for competence development.

- As analysis shows (The top management is willing to invest a considerable part of their time and other resources to ensure the development of employees) that perception of employee's on Item no. 6 significantly lower than group mean. Hence, it's a matter of concern for management of MCL, Burla and should be focused proper utilisation of all allocated resource for employee development through policy formulation and implementation.

Functioning of HRD Mechanism

In this study, we found that there is considerable room for improvement in the HRD mechanisms. The following measures are suggested for strengthening the HRD mechanisms in MCL, Burla.

- The performance feedback system should be more fair and acceptable rather than becoming a threatening one. The task and target of the managers and supervisors need to be realistic, aimed at the company's objectives. They have to be difficult but achievable. The fulfilment of task and target should provide satisfaction to employees and create a sense of accomplishment. To avoid any threatening performance feedback the organization should adopt peer evaluation as a sub-system of employee evaluation. Employee's welfare activities system should be improved for the increasing interest and trust of the employees which would help increase satisfaction level of employees.

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- In the same line, it is being suggested to the management of MCL, Burla to formulate and implement job rotation policy among the employees in various department which may help the interested stake holders to overcome boredom and monotonous. This can also consider as a powerful tool in the hand of management to increase the level of satisfaction among the un satisfied employees.

HRD Cultural Dimension

- The present study reflects that people in this organisation do not have helping attitude with each other and also junior employees hesitate to discuss their personal problems with their supervisor. As a result, it may negatively influence the satisfaction level of employees. Hence, it is advisable to the management to create OCTAPACE Climate where the employees get autonomy and freedom to reduce this perception. In this context, it is suggested to the management that when behaviour feedback is given to employees they take it seriously and use it for development.

- The present study reflects that sometimes there is a mismatch between training needs and sponsorship of trainees. Trainees normally take interest in learning while attending training programmes. They get limited opportunity to apply their knowledge to work after attending training. So it is advice to the management that trainees need to be accountable in matters of learning and transfer learning to the job. Employees should be informed about the reason for sponsoring for training and what they are expected to do after training. They should be encouraged and given an opportunity to apply knowledge and skill acquired during training to their jobs.

- Management should also draw its attention towards bringing good trust among Employees which can improve team approach to problem solving.

SCOPE FOR FURTHER STUDY

The outcome of this study is focused PSUs in India specifically MCL, Burla, but in general it can be applied to the other PSUs in India and abroad. However, this research study has substantial scope for extension – both in terms of breadth as well as depth. The present study attempts to uncover the culture of the organization i.e. MCL, under study. It clearly reveals that there is considerable scope for the development and implementation of appropriate HRD programmes and interventions to influencing employee's satisfaction level in MCL as well as various other sectors in the country. By doing this we can ensure enhancement of employee competencies, dynamism, motivation and effectiveness in a systematic and planned way.

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