ABSTRACT

INTRODUCTION TO THE STUDY

Today’s work place is very different and has evolved into a very complex phenomena comprising workmen belonging to different generations and diverse backgrounds having varying attitudes about their jobs at one end. Managements on the other hand are finding it difficult to keep employees motivated to perform their roles effectively. Added to this, Trade Unions with vested interests and political background have been expanding their control over workmen driving a wedge between them and the employers. As a result, Indian manufacturing industry which has the unquestionable potential to be a world manufacturing power is constrained by the face-off between management and labour in recent times.

The HRD Climate of an organization plays a significant role in ensuring the competency, motivation and development of its employees. The human resource development climate can be created using appropriate human resource development systems and leadership styles of top management (Tanvir, 2008). Hence there is a need for the organizations to realize the value of creating a work climate that is pleasant and motivational for employees to be committed and effective performers.

According to the Annual Employment Survey 2012, the criteria that would lead the charge as employees turned to new opportunities. Role
satisfaction is the extent of satisfaction of emotional needs of individual in his/her role in an organization. The Role Satisfaction can be achieved by an organization by providing a conducive climate for satisfying needs of employees in their role. Every person has some need from work. Organizational climate should be able to meet the needs of all employees.

This study examines workmen’s perceptions about their organization's human resource development climate and Role Satisfaction in the context of the manufacturing industry which is witnessing a lot of workplace unrest in recent times and thus aims to contribute to better understanding of workers needs and also the effectiveness of HRD Climate in contribution of Role Satisfaction of workers.

RESEARCH PROBLEM

Reputed manufacturing companies in India have witnessed and witnessing turbulent incidents in the recent times. Factors like global competition, need for cost reduction, low productivity of permanent workers, interference of unions and outside forces, excess deployment of contract labour have impacted the workplace dynamics leading to a standoff between management and workers. The organizational climate has to take care of the basic needs and make them feel comfortable.

While there are many studies focusing on HRD Climate, only few have been done in manufacturing sector, which has an important role to play in the development of Indian Economy. Most of the available studies are done by foreign researchers in a different geographical context. Almost all the
existing studies relate HRD Climate to variables like Organizational Culture, Leadership and others. Majority of the studies have focused on either middle management or top management. All the above calls for a research study focusing on workmen in manufacturing companies linking the two variables HRD Climate and Role Satisfaction. Demographic variables also have been taken into account.

METHODOLOGY

This research can be classified as descriptive research, as the researcher has conducted a survey of workmen in manufacturing companies to collect information about HRD Climate and Role Satisfaction in manufacturing industry. The researcher has done extensive review of available literature on the research subject to get a clear idea of the subject, variables and arriving at a theoretical model.

Survey method of data collection employed. Two standard questionnaires detailed below have been used to collect data. Keeping in view representation in terms of company and demographic variables, stratified random sampling method was deployed and 1072 respondents were selected for data collection. In all about 450 questionnaires were collected and out of them only 415 were found to be suitable for analysis. The collected information was processed through SPSS package and the following tools were employed to analyse the data in line with the objectives of the study: Percentage analysis, Descriptive analysis, Analysis of Variance (ANOVA) and Correlation. Apart from the above statistical tools, Structural Equation
Modelling has also been used to test the reliability of attributes and theoretical model.

**FINDINGS**

Analysis of overall picture shows that only an average HRD Climate exists in the organizations leaving a huge scope for improvement. In case of role satisfaction the employees are able to fulfill their motivational needs in their respective roles but to a very average extent leaving much more to be done by the management.

In case of role satisfaction, while analyzing the individual needs fulfillment, there is scope for providing more opportunities for developing relationships and able to contribute being part of large group. Organizations should foster a need for achievement in their employees because it can mean performance improvement, increased productivity and employee retention. When you look at the correlation between the attributes of HRD Climate and attributes of role motivation it is positive except for few. The overall correlation between HRD climate and role satisfaction is not significant.

Also, demographic variables like gender, age, qualification, experience and pay have very little impact in determining the HRD climate and role satisfaction. The perception of employees does not vary much due to pay scales, experience, gender and qualification.