CHAPTER 1

INTRODUCTION

1.1 PREAMBLE

Manufacturing industry is the backbone of any economy that fuels growth, employment generation and acts as a catalyst for agriculture and service sectors. Manufacturing industries have uniqueness in terms of product line, work force requirements, trade unionism, infrastructure, statutory implications, expense overheads, work division, working hours and a host of other factors which makes it different from other sectors. Manufacturing is inextricably linked with other sectors. As it acts as a barometer of the overall health of the economy the progress or downturn of manufacturing has a cascading effect on all other sectors of the economy.

India is on the fast track of development and the Indian economy has opened up to face global competition and there is already a rush of foreign capital and industry into this country. According to the Global Competitiveness Report (2012-13), India was ranked 56th among 144 countries in 2011-12, and 59th in 2012-13. Indian manufacturing industry has an unquestionable potential to be a world manufacturing power with current growth rate of 7% and 17% share of the GDP. Our national aspiration is for inclusive and rapid economic growth. This can only happen with large-scale employment creation.
McKinsey analysis (2012) on Indian manufacturing sector finds that rising demand in India, together with the multinationals’ desire to diversify their production to include low-cost plants in countries other than China could together help India’s manufacturing sector to grow sixfold by 2025, to $1 trillion, while creating up to 90 million domestic jobs. If India’s manufacturing sector realized its full potential, it could generate 25 to 30 percent of GDP by 2025, thus propelling the country into the manufacturing big leagues, along with China, Germany, Japan, and the United States. The objectives of our employment policy should be to attract manufacturing investments from domestic and overseas sources, generate employment, ensure competitiveness of Indian goods, support internal harmony, equity and fairness resulting in better shop floor climate, reduced social tensions and simple labour laws.

When we look at the changing business environment around us mostly the focus has been on economic variables, competitive pressure and financials. It seems that we either miss out or give much lower focus to the changing social structure and related issues – the socio-cultural perspective, work force dynamics, demography changes, changing income, spending habits, the changes in the life of rural population linked to land compensation, emerging employment opportunities in underdeveloped states, education, upbringing, newer aspirations of the upcoming young workforce, wider reach of technology impacting the daily life and last but not the least IT driven personal communication network.

This competition driven industrial scenario is pushing organizations to look for ways to get an edge over competitors. This volatility in the business environment has affected the management and workers in different ways. Clearly, the nature of industrial relations is changing, the impetus for the same being provided by the changing scenario. In the Human Resources
domain also we generally get more influenced by the economic variables of the changing business environment since they seem to have a direct and more telling impact on the success of the business model. Thus the social structure variables get either ignored or get relatively lower focus. What we perhaps ignore is that it often disrupts industrial operations and negatively impacts the business growth potential not only for a company but for the region and at times for our country. Additionally, 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 stand off between management and workers.

Today, Indian industry operates in a volatile and extremely competitive global economic environment. Complex, interlinked supply chains extend across continents and production centers, focussing on geographies that are most efficient and productive.

Across Indian industries, the customary worker-management conflict has attained a new twist in contemporary period as companies tackling the tough business scenario resort to cost control in all areas, including wages. Workers are upset as this has an adverse effect on their consumerist lifestyle. The recent unfortunate incident at the Manesar plant of Maruti Suzuki has left one and all with a sense of anguish. This gruesome incident is not an isolated one, but indicative of an alarming trend. A trend, which is a cause of major concern, as it has the potential to not only adversely impact the growth story of India, but more importantly hurt the psyche. The recurrence of such incidents within a short period in Madras Cements, Regency Ceramics or Honda Motorcycle has an utmost effect on the image of Indian manufacturing industry as a long term prospect. Not only Gurgaon-Manesar cluster, but other areas like the Sriperumbudur industrial corridor, Pune, Hosur and Bangalore.
Employee-employer relations, management systems and worker motivation theories will be looked at differently post Maruthi Manesar Plant episode. Conventional wisdom and management practices have received a jolt and all the best practices in HR and IR are being challenged. Role of workers in this new situation needs to be properly redesigned in the context of new aspirations and expectations. Workplace democracy practiced in a spirit of trust and respect to the welfare and social security laws needs to be reviewed in the changed scenario and organizations realizing this must strive for creating a pleasant work environment that motivates employees through fulfillment of needs and makes them committed and effective partners.

Today’s work place has uniqueness through presence of workers from diverse backgrounds and various generations with individual attitude about the organizations and their roles. This complexity in workplace makes it difficult for the managements to motivate their workers to discharge their roles effectively. Fierce competition, changing customer preferences, mounting costs and squeezed delivery deadlines have increased the expectations of employers from their employees and resort to cost control and heavy dependence on contract labour. Moreover, Trade Unions with diverse interests and political affiliation have been extending their influence over workers creating a gap between them and management. Consequently, the Indian manufacturing industry is experiencing the conflict between employee and employer in recent period, which has resulted in workers resorting to violence at workplace and attacking HR and top company executives. Within this scenario, Indian industry must adapt to global practices and benchmarks.

Reacting to the recent violence at Maruti’s Manesar Plant, the National HRD Network executive committee has passed the following resolution which clearly highlights the present turbulent situation witnessed in the manufacturing sector: “Infact we are extremely concerned at the
increasing frequency of such incidents in the recent past, be it at Pricol, or Madras Cements or Regency Ceramics or Honda Motorcycle. Such incidents would have a severe impact on the brand equity of India, and also impact long-term competitiveness of Indian industry. With employee relations being an essential competence of the Human Resource portfolio, the NHRD Network strives to inculcate professional conduct, practices and processes, which foster industrial harmony and a culture of collaboration and mutuality. The Board resolved to further strengthen its efforts in this area by taking concrete and visible steps to help create a congenial industrial atmosphere and reinforce a climate of alignment and harmony, where differences if any are resolved through dialogue and within the established frameworks”.

According to King’s State of HR Survey (2012) “Employee engagement remains the primary HR challenge and organizations are failing to deal with the primary sources of staff grievances and relation between staff and management is the largest driver of employee complaints”. 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. The Human Resource Development Climate of an organization plays a significant role in ensuring the competency, motivation and development of its employees. It can be created using appropriate human resource development systems and leadership styles of top management. It is both a means to an end as well as an end in itself (Tanvir 2008).

The key findings of SHRM Survey on Workplace Violence (2012) indicate that employees are affected in several ways in the organizations where such incidents took place (Figure 1). The survey also found out that the organizations are experiencing following three most common costs associated with workplace: management time/expense (55%), productivity loss (37%)}
and staff replacement costs resulting from turnover caused by the incident (34%).

![Figure 1.1 SHRM survey-costs of workplace violence](image)

HRD believes that individuals in an organization have unlimited potential for growth and development and that their potential can be developed and multiplied through appropriate and systematic efforts. Given proper opportunities and by providing right type of HRD climate in the organization, individuals can be developed to give full expression of their
potential, contributing thereby to the organizational success ensuring optimization of human resources. Thus, optimal level of HRD climate is a precondition for facilitating HRD (Praveen 2013). 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. However, in retrospect, it appears that the organizations focus more on business rather than people. Ultimately, it is 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 (Srimannarayana 2009).

An individual’s perception of the psychological climate in the organization has a significant positive impact on his/her willingness to engage in organization oriented behaviour as well as on his/her job satisfaction levels. Further all these will have a significant impact on individuals’ performance (Soumendu & Arup 2007). The individuals whose needs are satisfied will show a better performance. The extent of needs may vary, but every individual has needs and tries to satisfy them in their organizational roles. Individual’s performance in an organization depends on personal effectiveness in the role and the organizational climate. Effectiveness in the role is found to be influenced by general satisfaction and more specifically by role satisfaction. Role satisfaction is the extent of satisfaction of emotional needs of an individual in his/her role in an organization. The extent of role satisfaction depended upon the opportunities and climate existing for satisfying the needs.

The role satisfaction can be achieved by an organization by providing a favorable climate for satisfying needs of employees in their role. Some are primary needs, such as food, sleep, and water—needs that deal with
the physical aspects of behavior, biological in nature and relatively stable. Their influences on behavior are usually obvious and hence easy to identify. Secondary needs, on the other hand, are psychological, which means that they are learned primarily through experience. These needs vary significantly by culture and by individual. Secondary needs consist of internal states, such as the desire for power, achievement, and love. Identifying and interpreting these needs is more difficult because they are demonstrated in a variety of ways. Secondary needs are responsible for most of the behavior that a supervisor is concerned with and for the rewards a person seeks in an organization.

The most successful organizations are those that can adapt their organizational climate to suit the requirements of the work force in fulfilling their needs and motivating them to perform their roles with innovation, creativity and flexibility. Several theorists, including Abraham Maslow, Frederick Herzberg, David McClelland, and Clayton Alderfer have provided theories to help explain needs as a source of satisfaction. It must be remembered that good pay and perks can always be matched and even made better by competitors - it is only the great work places that will make significant difference to the quality of the organization. Every person has some need from work. Organizational climate should be able to meet the needs of all employees. When employees perceive that their organization provides a climate conducive for their growth and development, they are more likely to respond by investing time and energy and by being psychologically involved in the work Thus the work environment has the potential to influence employee engagement levels (Richa et al 2012).

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. This study aims to contribute to better
understanding of workers’ needs and also the effectiveness of HRD Climate in contribution of role satisfaction of workers which leads to individual and organizational success.

1.2 NEED FOR THE STUDY

The Human Capital Report (2013) by World Economic Forum prepared in collaboration with Mercer reported that India ranked 78th out of 122 countries on overall index and scored 49th rank on the Workforce and Employment pillar.

According to Kelly Global Workforce Index (2013), a global survey on work and workplace, the difficult economic environment tested the employee-employer partnership in many organizations. Employees appear less content in their positions and are mindful about the importance of keeping their options open. In this relatively fickle environment, employees are readily making judgment calls about the reputation of their employers and are ready to switch jobs should the need arise. Even employees who are happy in their jobs spend a considerable amount of time canvassing employment alternatives. Many workers have experienced a significant shift in their attachment to employers in the wake of the global financial crisis, and this phenomenon is still shaping the employment relationship. The economic upheaval over recent years has had an unsettling impact on many employees who have chosen to switch jobs in search of career certainty and financial security. Unfortunately, many of those who do make the switch face difficulties settling in to their new roles, with uncertain outcomes for them and their new employers. There is a big challenge for employers in managing the on boarding of new recruits so that they are productive and integrate well into the organization. Simply changing jobs does not make for contented
employees, and a big factor is the way that managers and supervisors handle the transition.

The world of work plays a pivotal part in all our lives, and the factors that contribute to a successful job or career are complex and intertwined. Happiness in work is often defined as a key determinant of success, but jobs also need to fulfill a range of emotional, cultural, and economic needs. The way that people feel about their work, view their work, and the manner in which they select certain jobs all play an important part in the way workforces are developed and managed understanding what works.

The global economic recession had an intense impact on the way workforces assess their work and their owners. For employees globally, job safety became important than increased salaries and benefits as economy slowed and thousands were laid off. Many firms that had built employee goodwill over decades had to make the difficult decision to scale down operations and reduce headcount. It is only after a long gap after the worst of this economic crisis that we are seeing the lasting effect on employee attitude and behavior-staying or switching.

Employees have attitude or viewpoints about many aspects of their jobs, their careers, and their organizations. In addition, ongoing research will provide more in-depth understanding of the effects of employee attitude and job satisfaction on organizational measures, such as customer satisfaction and financial measures. Greater insights on the relationship between employee attitude and business performance will assist HR professionals as they strive to enhance the essential people side of the business in a highly competitive, global arena. Employee surveys, used effectively, can be catalysts for
improving employee attitude and producing organizational change (Lise & Timothy 2004).

For organizational effectiveness in the era of discontinuity, intense competition, globalization and constant change resulting from internal and external environment, a highly congenial developmental climate is indispensable (Benjamin 2011). A favorable HRD climate is needed in any organization to achieve employee role satisfaction which facilitates individual performance and contributes to organizational success. Committed and loyal employees are the assets of any organization and organizations face significant challenges in developing a favorable climate which motivates, energizes and engages workforces.

HRD is the process of improving, moulding and changing skills, knowledge, creative abilities, aptitude, attitude, values, commitment, etc., based on present and future job and organizational requirements. HRD Climate is a measure of the perceptions about the prevailing nature of HRD (Lewlyn & Chincholkar 2005). Early identification of human resource potential and development of their skill are the major objectives of HRD. This can be achieved only when a conducive HRD Climate is existent (Prasanna 1997).

HRD signifies an effort aimed at qualitative improvement of human beings in their specific role as assets of an organization (Vidya 2002). Additionally, the work force comprises of individuals from different generations and backgrounds, whose motivations, beliefs and value structures differ vastly from each other. Even though such an employee base gives companies a powerful human capital with depth of knowledge and organizational strength, it is a challenge to keep them motivated to perform their roles to their fullest abilities. In reality, HRD climate has to create a
combination of factors to influence employees’ satisfaction in their roles. Some of these factors include satisfying work, a sense of job security, clear opportunities for advancement, flexibility regarding work and family issues, opportunity for individual growth coupled with the ability to contribute to the organization's success and a feeling that their skills are being effectively used and challenged.

HRD climate plays a very important role in the success of any organization because directly or indirectly it affects the performance of the employees. If the HRD climate is good then the employees will contribute their maximum for the achievement of the organizational objectives. The management can improve the HRD climate by introducing the changes in HR policies and practices (Karunesh & Pankaj 2009).

Role satisfaction is the terminology used to describe whether employees are happy and contented and fulfilling their desires and needs at work through their respective roles. According to the Annual Employment Survey Results (2012), the criteria that would lead the charge as employees turned to new opportunities-compensation, role, and culture reigned as the top three factors.

<table>
<thead>
<tr>
<th>Compensation &amp; Benefits</th>
<th>71.4%</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Role/Function</strong></td>
<td>52.0%</td>
</tr>
<tr>
<td>Company Culture</td>
<td>40.8%</td>
</tr>
<tr>
<td>Work Location</td>
<td>37.7%</td>
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</tbody>
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Today, employees are looking at their roles as a means of satisfying their individual needs and achieving personal goals rather than simply earning the tag of committed and loyal employee. Therefore the organizations have to cater to the needs and objectives of the employees and earn their services for
fulfillment of organizational goals. Any organization which likes to be growth oriented and want to achieve its objectives has to take care of its human resources and facilitate development. Understanding the determinants of organizational climate is helpful in finding ways and means for strengthening the functional climate and de-emphasizing the dysfunctional climate. Organizational climate depends on the perception of the organizational members (Avinash 2006). The concept of intrinsic psychological needs, defined as the nutrients necessary for human survival and growth, is useful for studying motivation and performance in the workplace. The implication of these findings is that managers may need to be more autonomy supportive in their attempts to promote positive work-related outcomes like work motivation and job performance (Nasrin 2010).

However, there is plenty of research to show that increased employee commitment can positively impact the company's bottom line and can be achieved through a conducive HRD Climate. In fact, an organization can achieve its full potential if the productivity level of all individuals and teams are fully aligned, committed and energized to successfully accomplish the goals of the organization. Individual’s needs and organization’s goals are compatible and if they are in the same direction result in the success of an organization (Roongrawee 2008).

The key to the long term success of an organization depends on the workforce, infact motivated workforce. The performance of the organization is directly linked with the motivation of the people working in that organization. Whatever be the behaviour of a person, there is some force behind it. This force depends upon the motive of the person concerned. It is, however, necessary to create an environment in which all employees can contribute to the best of their ability in order to satisfy their motives and achieve organizational goals. The word motivation means any need, emotion
or motive that prompts a man into action. The management should try to understand the motives of the individuals, which causes different type of the behavior at different point of time and link them up with the organizational motives. By assessing the present motivational level of its employees, we can easily find out the areas which need special attention to motivate employees (Sonika & Kawaljeet 2011).

Psychological climate would significantly and positively impact an individual’s level of job satisfaction. Employees in Indian organizations are increasingly satisfied with their jobs in cases where they perceive a favourable climate. Understanding the needs and requirements of the employees is clearly critical in order to provide employees with the elements needed to help them enjoy their work. In addition, it is clear that when employees feel that they are valued members of the organization, their level of job satisfaction is significantly affected in the desired direction. Psychological attachment of an employee to his/her job would make them contribute more and more towards in-role requirements. Higher the involvement with the organization higher would be the individual employee’s levels of extra-role performance (Soumendu & Arup 2007).

An organizational climate study enables a successful organization to operate more efficiently through the use of worker input and satisfaction ratings (Anita 2008). A research based study which attempts to find out the state of HRD Climate, level of role satisfaction of employees and correlation between the two in selected organizations is very much needed. This helps to find out the impact of various factors on HRD climate and Role Satisfaction and also how the HRD Climate impacts employee role satisfaction and thereby organizational success.
1.3 CRITERIA FOR SELECTING MANUFACTURING INDUSTRY

Definition of manufacturing

The process of converting raw materials, components, or parts into finished goods that meets a customer's expectations or specifications. Manufacturing commonly employs a man-machine setup with division of labor in a large scale production. (Source: http://www.businessdictionary.com/definition/manufacturing.html).

Manufacturing is a critical driver of economic growth and job creation in emerging economies such as Brazil, China and India. Notwithstanding the Indian manufacturing industry’s current growth rate of 7 per cent and its 17 percent share of the GDP, India has the unquestionable potential to be a world manufacturing power. A large number of companies are shifting their manufacturing base to India to make the best of its labour cost advantage, English-speaking work-force, democratic regime and other advantages. The country has the largest number of companies, outside of Japan, that have been recognised for excellence in quality.

Manufacturing industry in India has evolved over time undergoing various stages of development. Since independence in 1947, the Indian manufacturing sector has moved from the first stage of laying the industrial foundation in 1950’s and early 1960’s, to the license-permit Raj in the period of 1965–1980, to a phase of liberalization of 1990’s, evolving into the present phase of global competitiveness. It has grown at a healthy rate over the past several years and has been one of the top performing manufacturing economies. Studies have projected that every job created in manufacturing has a cascading effect, creating 2–3 jobs in the services sector. In a country
like India, where employment generation is one of the key policy issues, this makes this sector a critical sector to achieve inclusiveness in growth.

Manufacturing industry denotes to those industries which involve in the manufacturing and processing of items and indulge in both creation of new commodities or in value addition. The manufacturing industry accounts for a major share of the industrial sector in India. Manufacturing industries are important for an economy as they employ a huge share of the labour force and produce materials required by sectors of strategic importance such as national infrastructure and defence. In an industrialized country like India, the manufacturing industries are the pillars of the national economy, as it is predominantly through their activities that the real wealth is created. The average stake of manufacturing sector in real GDP increased from about 13 percent during 1970-75 to about 17 percent for India in 2010-11.

According to Government of India’s National Manufacturing Policy document (2011): “Though in the recent past, the growth of the manufacturing sector has generally outpaced the overall growth rate of the economy, at just over 16 percent of GDP, the contribution of the manufacturing sector in India is much below its potential. Over the next decade, India has to create gainful employment opportunities for a large section of its population, with varying degrees of skills and qualifications. This will entail creation of 220 million jobs by 2025 in order to reap the demographic dividend. The manufacturing sector would have to be the bulwark of this employment creation initiative. Every job created in manufacturing has a multiplier effect of creating two to three additional jobs in related activities. Therefore, a thrust on manufacturing is integral to the inclusive growth agenda of the government”.

Indian manufacturing industry including big companies, is increasingly finding it difficult to attract talent, retain and engage them
because of the craze in youth towards IT and other service sector jobs. Presence of multiple Trade Unions with varied interests, workers belonging to different generations with diverse mindsets, impact of variations in economic climate, increased global competition have further complicated the scenario. Even after paying higher salaries and providing various facilities, managers are struggling to keep their work force motivated and perform to the best of their abilities in assigned roles.

All the above factors have an implication on the manufacturing organization’s ability to create a HRD Climate which fulfills the needs of the employees, which enables satisfaction in the assigned roles and thereby motivates to perform to the best of abilities and contribute to organizational success.

1.4 STATEMENT OF THE PROBLEM

Cut-throat competition, rising cost of inputs and declining demand push industries to closure. Workers agitate for wage increase and benefits to fight inflation. Along with the existential needs of taking care of children and parents, they have aspirational needs of having modern necessities that are accentuated by ads and films. It is a tug-of-war between promoters and workmen. At stake is the livelihood of both. This is evident from the lower growth of manufacturing in the June quarter (Kanoria 2012).

Industry today needs to focus on the most important area - the shop floor. Most of the decisions of the boardroom get implemented on the shop floor through the workers and it is high time that we recognize this fact and acknowledge their contribution to India's growth story. The blue collar workers show more loyalty to the company and are more connected to the product that the company manufactures; hence their contribution should be duly acknowledged. The trust deficit that we witness today needs to be
addressed through effective dialogue between the management and workers in all companies (Anmol 2012).

"Today, and for the foreseeable future, the manufacturing game is going to look like a global talent competition – one in which countries and companies contend to find and develop highly skilled workers who can handle the advanced manufacturing processes needed to make innovative, high-value products" stresses Deloitte Vice-Chairman, Consumer and Industrial Products Industry Leader Craig Giffi.

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 stand off between management and workers.

Manufacturing is the organized activity devoted to the transformation of raw materials into marketable goods, employing a series of value-adding processes to convert raw materials into more useful forms, and eventually into finished products. This involves long hours of work, understanding latest technology, working with a variety of complex machinery resulting in physical and mental stress. Absence of minimum facilities and infrastructure at the workplace affect employee's morale and interest in the organization. The organizational climate has to take care of the basic needs and make them feel comfortable. Apart from that motivational needs of workers as individuals and groups have to be understood and met to keep them satisfied and motivated in their roles. Lack of motivation in workmen leads to dysfunctional traits like absenteeism, overtime, a lackadaisical attitude towards safety, low productivity, poor product quality and labour unrest. Thus development of a positive work climate is essential in
order to prevent the erosion of productivity, lack of innovation, the rising cost of the end product and indiscipline in the workforce.

Organizational climate encompasses a broad range of objective organizational characteristics that could be perceived in either a positive or a negative way by organizational members. These perceptions consequently affect their behaviour and occupational well-being as well as important organizational outcomes such as organizational commitment. Research highlights various shortcomings within the environment. The quantitative findings contribute to the understanding of how the organizational climate aspects relate to the organizational commitment aspects within the given setting. The organizations could use these findings to focus on the areas highlighted in both the qualitative as well as the quantitative findings to improve the organizational climate perceptions of employees, and thus improve organizational commitment (John 2008).

The opening up of the Indian economy has ushered in considerable reorganization and restructuring of policies and procedures within Indian firms. At the same time, there has been a growth in demand for knowledge workers. Consequently, we observe that the present-day Indian workforce is more diverse. Additionally, today’s employees are willing to display behaviour not necessarily described by their job, provided they perceive a favourable day-to-day work environment (Soumendu & Arup 2007).

Managers should endeavour to provide a daily favourable working environment where employees are comfortable to develop and utilize their potentials without any form of inhibition. Managers should also regularly measure the prevailing climate within their units/organizations to understand the current nature of organizational developmental climate. This would provide managers with useful information that they could use to initiate series
of action to mitigate any problem associated with negative workplace climate (Benjamin 2011).

Meeting the Challenges of the 21st century, a survey by (Fiona et al 2008) indicates that the key element in relation to motivation is for the individual to be clear in his or her own mind about what it is that motivates them and how these needs can be satisfied at work. It then rests with the individual to share this information with their boss and relevant colleagues. The boss provides a crucial role in the motivation process, not only acting as a role model but also valuing each of their colleagues and staff in a way that makes them feel motivated. This means that as a boss you need to take time to understand each person’s needs and what makes them tick.

In the context of the above, time has come to take a relook at the dynamics of employee satisfaction specifically for blue collar employees and understand the impact of Human Resource Development Climate on workers detailing extent of need satisfaction in their respective roles and factors influencing role satisfaction.

In the context of the above factors, this study has been undertaken to understand:

a. The perception of workmen regarding HRD Climate
b. The contribution of different factors towards HRD Climate
c. The existing role satisfaction level of workmen
d. The extent of satisfaction of different needs among workmen
e. The extent of relationship between HRD Climate and Role Satisfaction among workmen
f. Whether demographic variables has any impact on the HRD Climate and Role Satisfaction
1.5 OPERATIONAL DEFINITION OF KEY TERMS

Climate survey

A tool used to solicit and assess employee opinions, feelings, perceptions and expectations regarding a variety of factors pertinent to maintaining the organization's climate, such as opportunities for growth, management, working relationships and environment.

Employee relations

A broad term used to refer to the general management and planning of activities related to developing, maintaining and improving employee relationships by communicating with employees, processing grievances/disputes and other activities.

Work/life balance

Having a measure of control over when, where and how individuals work, leading to their being able to enjoy an optimal quality of life. Work/life balance is achieved when an individual's right to a fulfilled life inside and outside paid work is accepted and respected as the norm, to the mutual benefit of the individual, business and society.

Union

A formal organization certified by the National Labor Relations Board and authorized to act on behalf of employees regarding wages, benefits, working conditions, conditions of employment and job security.
Workplace violence

Assaults and other violent acts or threats that occur in or are related to the workplace and entail a substantial risk of physical or emotional harm to individuals or damage to company resources or capabilities.

Globalization

The term used to describe increasingly mobile organizations that are performing their operations in foreign countries.

(Source: www.shrm.org).