4.1 Introduction.

In the recent scenario the Life Insurance sector is evolving tremendously. Being a typical service Industry it is very much dependent on the efficiency and the competencies of its Employees. Human resources being one of the important factors of production, HRD is needed to develop competencies of individual employees through its various interventions.

A development oriented climate which we also term as Human Resource Developmental Climate is essential to let the workforce grow and evolve positively. One of the major components of this HRD Climate is off course the OCTAPACE Culture which eventually creates a climate or an environment within which it helps people to develop, motivate and perform.

It is also relevant to examine if the Job satisfaction level also enhances due to the given or mentioned orientations. Eisenberger, Fasolo and Davis-LaMastro (1990) found that the increased performance and positive work attitudes came from those employees who perceived that the HR department is concerned about them. From a practical point of view, this suggests that Job Satisfaction can be an important barometer of HRM effectiveness. Rohmetra (1998) found that there exists a positive relationship between developmental climate and the level of satisfaction of the employees. Thus, an improvement in HRD Climate is essential for improving the level of job satisfaction of the managers, which in turn will bring positive changes in Organizational Performance of the company.

The significance of the study can be well appreciated in context of growing importance of human resource development and the climate to be inculcated through the effective OCTAPACE Culture its due reflection in the level of satisfaction of
these employees in the Life insurance Sector foreseeing the rapid development and significance of this industry.

Through the review of the Books, Research articles and various papers in different journals the researcher tries to go through and accumulate the opinions and views related to the concerned field. These literatures belong to varied sectors and discusses the relevance of the topic as well.

4.2. Book Reviews.

- Mathur B.L (1989) in the Book, “Human Resource Development Strategic Approaches and Experiences” has discussed the analysis of various key issues confronting the Human Resource Development for improving the productivity through a new culture, encompassing positive attitude and high level of discipline. The author has complies the thoughts of eminent experts on strategic approaches and experiences of HRD.

- Rao, T.V. and E. Abraham S.J. (1991) in the book ‘HRD Climate in Organizations’, has used the 38-items human resource development climate questionnaire, which can be grouped into three categories, general climate, OCTAPACE culture (openness, confrontation, trust, autonomy, pro-activity, authenticity, collaboration and experimentation) and human resource development mechanisms. The questionnaire was administered on 1,614 respondents from 41 different organizations. Coefficients of correlation computed between 38 items of the instruments revealed a high inter term coefficients of correlation indicating high internal consistency among the items. Factor analysis indicated that there is one general factor running through all the items explaining about 36 percent of variance. The rest of the factors contributed to less than five percent variance each. A cluster analysis of the items using Cronbach alpha indicated that all the items belong to the same
cluster and dropping any item would not improve that one cluster. The questionnaire used a five-point scale.

Companies having percentage score above 60 percent is indicative of a reasonably good development climate in the survey. Only eight companies scored above 60 percent, another eight companies scored even less than 50 percent, none scored 75 percent.

The following were some of the trends in human resource development climate as observed from the survey. (i) The general human resource development climate in the surveyed organizations appeared to be at average level (percentage score = 54). (ii) The general indifference on the part of employees to their own development seems to be the most important factor, though they are making efforts to recognize their strengths and weaknesses. (iii) On the positive side employees seem to take training more seriously when they are sponsored. (iv) Fair performance appraisals, promotion decisions and tolerance for mistakes, are found in this study.

- **T.V Rao (1992)** in his book titled “**HRD – Missionary**” has dealt with the roles, responsibilities and the requirements of proper competencies of HRD managers. It also discusses the structure of the HRD function duly conducted in the Organizations.

In the very second part of the book some of the instruments are also discussed which are intended to help in assessing the effectiveness of the HRD department, Performance appraisal, HRD Climate, Training effectiveness etc.

Most of the researchers have followed the typology, ‘HRD Climate Survey’ as developed by Rao and Abraham (1986). It had 38 items grouped under three categories: General Climate, OCTAPACE Culture and HRD Mechanisms to assess the level of HRD Climate. The General Climate items deal with the importance given to human resource development in general by the line
managers and the top management but also concerns good personnel policies and positive attitudes towards development. OCTAPACE Culture depicts the degree of Openness, Confrontation, Trust, Autonomy, Pro-action, Authenticity, Collaboration and Experimentation the extent to which these values are promoted in the organization. HRD Mechanisms takes into account performance appraisal, potential appraisal, career planning, performance rewards, feedback and counseling, training, employee welfare, quality of work life, job rotation, self-renewal and institution building, personal growth laboratories and worker education programmes, quality circles, task forces, and assignment groups, managerial learning network, organizational development etc.

The above mentioned instruments are likely to help in diagnosing how effectively the HRD function is being performed in any Organization and plan the due strategies for the valuable improvements.

- **Dayal, Ishwar (1993),** in his book titled as “*Designing HRD Systems*”, has clarified both the differences and the links between HRD and HRM. He has discussed the important considerations for designing an effective HRD program me in an organization; the book has categorized HRD practices in Indian organizations.

  The author has discussed the various aspects of designing, developing and evaluating effectiveness of the program me from his own experiences as a consultant in several organizations in India and abroad.

- **Bhide P.V and Sayeed O.B. (2002)** has published their article in a book titled as “*HRD in Asia –Trends and Challenges*” (2002), they have concluded that leadership style has significant impact on creating favorable HRD climate and higher role efficacy, which can help in motivating and inspiring subordinates in the transformational change process.
Further they have added that Nurturing –Task Leadership style was found to be most effective leadership style to create favorable HRD climate and higher role efficacy.

- It is rather difficult for many managers to change their leadership styles drastically. The research shows that, depending on the high or low dependency of subordinates the leaders can vary their dominant style to a high or low level to get significantly better result for creating more favorable HRD climate and high role efficacy. Salokhe Vidya A (2003) in her book “Human Resource Development In Banks” strongly reported that, H.R. policies of each bank should be uniformly reoriented; there should be special Training program for bank employees, transparent performance appraisal system and post appraisal interview, separate career counseling and training information cell’ must be there. The bank may evolve appropriate modifications to the existing mechanisms of employee welfare and have HRD professionals appointed in the Banks.

She has strongly recommended the positive and valuable thoughts to the Banks to orient the utility and usage of having a better HRD attributes in the Organizations.

- Rao, T.V. Rao, Raju & Dixit, Soumya (2005), have attempted to identify the effectiveness with which various leadership and managerial roles are performed by Indian CEOs, in chapter 10 of the book titled as “HRD : Challenges & Opportunities” edited by Dr. Neelu Rohmetra.

In a case study of leadership roles, styles, delegation and qualities of CEOs across 26 firms, the results suggest that the Indian CEOs perform transactional roles more effectively than the transformational roles.

These CEOs follow a developmental style, characterized by consultative and transformative empowerment. Authors highlight how the development style of
the Indian CEOs is oriented towards transformative empowerment of their subordinates, where the subordinates are encouraged to learn from their own experiences.

4.3. **Research Paper and Article Reviews (National Journals & International Journals):**

- **Human Resource Development Climate and Attributes of Teachers in JNVs.**

  The present study was conducted by Dr. Sharad Kumar and Dr. Sabita P. Patnaik to analyze and determine the relationship between HRD Climate, Job Satisfaction, Attitude towards work and Role efficacy of the teachers at the Jawahar Navodaya Vidyalayas.

  A Sample of 135 PG Teacher (112 male & 23 female) were selected. These teachers were from four disciplines as; Hindi, History, Economics and Commerce. Age group was 30 to 53+ years and the years of teaching experience was between 3 years to 13 years.

  The tools used to conduct the respective study were; HRD Climate measured by the instrument developed by T.V Rao. Job Satisfaction was measured by Job diagnostic Survey questionnaire developed by Hackman & Oldham. Attitude towards work was measured by attitude towards work scale by J.R Jordon and the Role efficacy scale by Udai Pareek.

  The inter-correlation analysis between HRD Climate, Job Satisfaction, Attitude towards work and Role efficacy an overall positive correlation. An Inter correlation analysis is conducted in between the HRD Climate and the five components of the Job Satisfaction the five components of Attitude towards work and the ten components of Role efficacy where the relationship of role efficacy with HRD Climate, Job Satisfaction and attitude towards work is comparatively low.
• **Impact of HRD on Organizational Effectiveness in the banking Industry.**

This research study was done by R Rani Geetha Priyadarshini & R Venkatapathy in the Banking Sector to assess the influence of HRD on Organizational effectiveness. The respondents were the Managers and the Officers of having at least 5 years of experience from the Indian Banks which were ranked as top and low performers in Business Today’s Ranking for the year 2001. There are 20 Top and 20 low performing Banks chosen further classified into Nationalized and Private Banks having two branches each. Out of the 324 responses, 200 complete responses were collected from the respective 20 banks. Each category having 5 banks. For the respective study HRD Questionnaire and developed by the researchers was used.

A two way ANOVA is also computed to look into the interaction of the two factors as Ownership and Performance with sub-systems of HRD and the sub-systems of Organizational Effectiveness.

The results concluded that the Performance as well as the Ownership has an influence on the components of Organizational Effectiveness. Correlation analysis is conducted to show the impact or relation between HRD and OE and it shows that the correlation between HRD & OE is higher for the top performing nationalized banks followed by top performing private banks, low performing nationalized banks and finally low performing private banks respectively. Thus implying HRD practices enhance the Organizational Effectiveness.

• **Correlates of Human Resource Development Climate Dimensions: An Empirical Study in Engineering Institutes in Karnataka (India).**

This study has been undertaken by Lewlyn L.R Rodrigues to analyze the correlates of Human Resource Development Climate dimensions in the
Engineering Institutes of Karnataka. The study tests the relationship of HRD Climate with Experience and the type of Institutional Ownership.

A sample size of 200 teaching faculties was selected on proportionate representative random sampling basis. The sampling unit has three components as Model-I Central Govt. Institutes, Model-II Pvt. Institutes affiliated to the state Govt., Model-III Constituent Institute of a Deemed University.

Multiple comparisons dimension wise analysis is done between the type of Organizational ownership and HRDC. ANOVA is applied to formulate the analysis. The findings reveal that there is a significant difference in the level of overall satisfaction of faculty members with respect to HRDC and the type of Institutional Ownership.

- **Impact of HRD Climate on Empowerment and Organizational Citizenship Behavior.**

Anukool M Hyde and Sanjyot Pethe have conducted the research to evaluate the influence of HRD Climate over Empowerment and the Organizational Citizenship Behavior. They have done a comparative study with Private and Government Organizations. The sample consists of 50 respondents from a Private sector Organization and equal number of respondents from a government Organization.

Tools which are used for the study are the HRD Climate instrument, Organizational Citizenship Behavior, Psychological Empowerment.

Here, Z-test has been implied for studying all the HRD Climate, Organizational Citizenship Behavior and the Psychological Empowerment. Correlation analysis between HRD climate and OCB, OCB and Empowerment and HRD Climate and Empowerment is done which shows all positive correlations.
• **Impact of Developmental Climate on Individual’s Behavior in the Organization.**

This research has been done by R. Krishnaveni and N RamKumar to analyze and determine the relationship and impact of HRD Climate on the Motivational need Satisfaction of the individual’s in the Organization. Five Companies from the different sectors that are in existence for more than two decades are selected for the respective study. The Middle level Managers are chosen as the sample.

The instrument related to HRD Climate and Motivational Need Satisfaction was administered. Correlation analysis is conducted to test the relationship between HRD Climate and Motivational Need Satisfaction. The findings reveal their exists a positive relationship between their dimensions. Another correlation analysis was conducted between HRD Climate and the Role Satisfaction and it was a positive correlation between them.

• **Human Resource Developmental Climate in Indian IT Companies.**

The researcher Sonal Saxena has conducted this study in IT industries for studying the HRD climate. The researcher has taken the response of 5 top management personnel and 25 marketing personnel from the sample of 5 selected IT organizations in the year 2005.

It is basically a comparative analysis of the HRD climate of the randomly selected IT organizations.

• **Need for OCTAPACE Culture in Tourism Sector: An Instrument for Organizational Dynamics.**

HRD Climate and its relevance to the organization by having a congenial OCTAPACE is very important in an Organization which is ultimately affecting the organizational effectiveness and good governance.
This paper gives us an opportunity to explore into aspects which come up when we study the factors or dimensions of OCTAPACE for a given Organization. S.A Mufeed and S.N Rafai (2006) have conducted this empirical study to evaluate the difference in perception of HRD Climate between the Managers and the Non-Managers of JKTD and the JKTDC. They have taken a sample of 190 (Managers=60; Non – Managers=130) and 160 (Managers=55; Non – Managers=105) from JKTD and JKTDC respectively. Their findings depict there is a significant difference in the perception of JKTDC and JKTD Managers and the Non-Managers towards the OCTAPACE Culture and thus the HRD Climate also differs.

In this study researchers have identified the difference in the overall HRD Climate but as they have stated about their claim of non-promotion of the Organizational Effectiveness due to lack of HRD Climate remains incomplete as no relation or association has been established or proved between HRD Climate and Organizational Effectiveness in the first place.

- **Profiling the OCTAPACE Culture: An Empirical Study of Banking and IT Sectors in India.**

There are innumerable factors which are constantly affecting the survival of business Organizations. Increase in the expectations of the customers, cut-throat competition among the competitors, environmental pressures etc. With such challenges, Organization Culture is one of the important aspects and the opportunity to attain strategic leadership and competitive advantage too.

Feza Tabassum Azmi and Richa Sharma (2007) conducted a study for studying the comparative analysis of the organizational culture of companies in IT and the Banking sector. The study is based on using the concept of OCTAPACE culture.
In this study primary data has been collected from the executives and the Managerial Cadre. The sample includes Five IT and Three Banking Organizations. Respondents were chosen from each different departments and divisions within each strata. The number of usable questionnaires were 165.

As an Instrument they used the OCTAPACE profile by Pareek (2002). Hypotheses was framed having null and alternate separately for all the eight dimensions. The test used was Independent sample t- test to evaluate the difference in mean of both the sectors in terms of OCTAPACE Culture. For evaluating the difference of mean within and between the organizations in the sector, one-way ANOVA was performed.

As per the findings, there is no significant difference exists in the mean scores of the two sectors ,so the null hypotheses is accepted. Although the result of one-way ANOVA reveals as there exists a significant difference in the mean values (on all the dimensions of OCTAPACE) when the sample Organizations are compared with each other.

Eventually a Scheffe test was also performed for multiple comparisons. The results are:

- Between IT Companies: Significant difference exists in several cases.
- Between IT and Banks: Significant differences in a few cases.
- Between Banks: No Significant differences were found.

Thus to be inferred as difference in the Organizational culture can be perceived within the sectors also than in between the sectors.

- **Aura and Ambience in Human Relations: Private Banks Scene.**

Anukool Manish Hyde, Sulakshana Deshpande and D.P.Mishra studied the level of HRD climate in Banks in Indore City. The study is based on the
respondents from the private banks of Indore City. The sample consists of clerks, officers & managers and the sample size was 50.

The study reveals that the HRD climate based on general climate, HRD Mechanism and OCTAPACE culture is high in private banks where the presence of OCTAPACE culture is 23%, General climate is 37% and HRD Mechanism in reality.

- **Influence of HRD Climate on the Learning Orientation of Bank Employees.**

  Prakash .R. Pillai has analyzed the Influence of HRD Climate on the Learning Orientation of Bank Employees. The researcher has chosen the respondents by Stratified Random Sampling method from the two Public and two Private sector banks in Kerela. The respondents are both the Officers and the Clerical Staff.

  For Studying the HRD Climate the HRD Climate survey questionnaire by T.v Rao and to analyze the Learning Orientation a standardized instrument developed by Martinez,1997 was used. The Cognitive, Conative and affective aspects of Learning are explained by the Learning Orientation construct .Based on these three factors the employees in the banks were classified into four types of learners as; Transforming Learners, Performing Learners, Conforming Learners and the Resistant Learners.

  The analysis comprises of Z-test and the correlation test between HRD Climate and the Learning Orientation of Employees. As the results for HRD Climate shows 57% response are moderate. Nearly 30% are responding to be as good and 13% respondents perceived the HRD Climate existing in the Organization is as poor.

  The Banks insight of Learning and development also shows a moderate level response as more than two third of the employees found lower Learning Orientations as resistant learners,53% who perceived it to be average are Conforming learners and the 31% were perceived as Performing Learners.
**Organizational Culture and its impact on Organizational Effectiveness: An empirical study of selected Textile units of Northern India.**

The present study has been done by Sanjeev Sharma and Aditi Sharma to study the impact of Organizational Culture on Organizational Effectiveness. The present study is an amalgamation of Quantitative and qualitative methods.

The study was undertaken in the Textile Industries in Himachal Pradesh. A Sample of 180 employees was taken for the respective study. All the departments of the Organization were duly taken in the Sample. The OCTAPACE Culture instrument of Rao was used to access the HRD Climate. Researcher has also used the Organizational Effectiveness Questionnaire by Banerjee and Srivastava, 1997. For the second instrument the researcher has performed the content and factorial Validity test as the questionnaire has 56 items and a correlation has to be done between the dimensions of the HRD Climate and the Organizational Effectiveness.

The present study reflects that there is a positive association between the two variables i.e., Organizational Culture and the Organizational Effectiveness. Hence, it can be assumed that Organizational Culture plays a critical role in affecting the Overall effectiveness of an Organization.

**Employee Engagement as a function of HRD in NGO’s: A study of NGO employees in Southern India.**

The Researcher S. F Chandrasekhar has conducted the study of Employee Engagement as a function of HRD amongst the selected large NGO’s in Southern India. The respondents are the 200 employees representing all the three levels of functioning from 10 NGO’s. They are categorized as, Research and Training Organizations, Funding Organizations and the Action Development Organizations.
A 3x3 factorial design was adopted for representing the three types of Organizations and the three different levels of functionaries. The self-designed HRD Climate questionnaire was used based on the one developed by T.V Rao. The 18 item scale developed by Thomas 2007 to study the Employee engagement level was also used. Further, it was perceived from the relevant findings that the employees do differ in their perception about HRD Climate dimensions according the vary type of the Organization. And the other finding which is based on the level of functioning reveals that the employees may not differ on the aspect of employee engagement as per the change or difference in HRD Climate.

- **Organizational Culture- A Study of selected Organizations in the Manufacturing Sector in the NCR.**

The study has been done by Anu Singh Lather, Janos Puskas, Ajay Kumar Singh and Nisha Gupta. The research is to compare the Organizational Culture of the selected companies in the Manufacturing sector. The sample has been collected from 70 respondents of the two Organizations from NCR. The response has been taken on the 4 point scale questionnaire based on the OCTAPACE profile developed by Udai Pareek.

The zero order correlations have been computed of the Organization whose HRD Climate culture is better in comparison to the other Organization and the correlation is computed to see the variables of OCTAPACE culture associated with each other by implying the Pearson’s r coefficient.

- **HRD Climate and Organizational Performance with focus on Job Satisfaction as a correlate.**

HRD Climate has a definite impact on Job Satisfaction which in turn leads to the increased Organizational Performance. The improvement in the HRD
Climate is essential for improving the level of Job Satisfaction of the managers, which in turn brings in positive changes in the Organizational Performance of the organization.

Ajay Solkhe and Nirmala Choudhary (2010) has conducted a study which is based on the relationship and impact of HRD Climate on Job Satisfaction as an eminent measure for Organizational Performance. They have conducted it in a Public sector organization (HMT Ltd.) on the basis of the responses collected from 71 junior and the middle level managers from various departments of the organization. The researcher has used the HRD Climate Survey instrument developed by T.V Rao to study the extent of developmental climate in the Organization and to measure the Job satisfaction level of the managers they have used Daftuar’s Job satisfaction scale. Further an correlation analysis to relate HRD Climate and Job satisfaction has been done. The amount of association of the variables i.e., HRD Climate and Job satisfaction a regression analysis has also been conducted by the researcher. The finding concludes, as there exists a significant relationship between HRD Climate and the level of Job Satisfaction of the managers in the respective Organization.

- **A study of HRD Climate and its impact on Job Satisfaction & Job Behavior of Indian Defence R&D Employees.**

This research study has been conducted by Aman Arora on the very status of HRD Climate in one of the government supported Chandigarh based Laboratory of Indian Defense R&D Sector. The study deals with the impact of HRD Climate on Job Satisfaction & Job Behavior of the employees.

The researcher has used ‘Systematic Random Sampling’ for the sampling technique to be followed in the study. Three standard instruments have been used as: For studying the HRD Climate 38 item questionnaire by T.V Rao, for evaluating the ‘Overall Job Satisfaction’ the questionnaire designed by Taylor
& Bowers and for measuring the Job Behavior of employees ‘On the Job Behavior’ questionnaire designed by Lehman & Simpson was used.

The reliability test for all the three instruments were duly done and were found to be strongly reliable. Correlation analysis was conducted which shows HRD Climate significant correlations with Job Satisfaction and positive Job Behavior.

To look into the level of association between HRD Climate and Job Satisfaction, HRD Climate and Job Behavior surely regression analysis was conducted which showed a mixed response as a few factors have powerful positive impact on Job Satisfaction, whereas, factors like training is negatively related.

- “Future Directions for HRD: Aligning the HR Function to Organizational Goals”

Chauhan Daisy & Chauhan S.P (2002) in their article has concluded that HRD is a continuous process. With the accomplishment of certain goals there is need to re-examine the HRD needs, priorities, instruments and strategies, HRD can be considered as an end and a means towards an end. HRD actually transforms the organization into a human system by developing their commitment and integrating the individual employees with the organization.

HRD holds the key for economic development through enabling people to become more productive and investing in human resources pays in the long run. The main challenge for organizations is therefore to create an “HRD spirit” within the organizations where the emphasis is more on approaches that are result-oriented and employee centered, integrating the HRD Strategy with the organization.
• “Human Resource Development in Cooperative Milk Supply Society, Tirunelveli”

This article has been written by Selvaraj V.M. & Deivakani M. Muthu (2005) which concludes that, the management should conduct job satisfaction survey at least once in two years. This enables the management to improve job satisfaction of their employees and improve HRD climate. The authors have suggested that management must take responsibility to, aim and equip their employees, check if salaries of the employees are periodically revised, the superiors should grant due recognition on the basis of a fair performance appraisal and job satisfaction should be an important factor related to variables like job involvement, area, organization, and commitment.

The authors strongly feel and recommend that HRD activities are related to employees’ job-satisfaction.

• “Enhancing educational Institutions effectiveness through HRD climate: An Empirical Assessment.”

Mufeed S. A. & Gurkoo F.A. (2006) have attempted, in their paper to study the whole extent of HRD climate in universities and other equivalent level academic institutions. They have attempted to do the research by obtaining employee perceptions on HRD climate for which the University of Kashmir, Srinagar is selected as the main focal point of study by the authors.

They found that on the whole HRD climate of the sample study organization was perceived as significantly more motivational characterized by the OCTAPACE culture. This culture is to be practiced by providing infrastructure facilities. The study indicated that there is still considerable scope for improving HRD practices at the University based on study findings.
“Influence of Organizational Climate on Managerial Effectiveness a Study of Selected Pharmaceutical Companies”.

Dangwal R.C and Sacher Arun (2007), has examined the influence of various factors of organizational climate on managerial effectiveness in Pharmaceutical industry in their article studying both companies as Glaxo India Ltd and Novartis India Ltd.

They revealed existence of favorable organizational climate which leads to managerial effectiveness as compared to the other two Indian multinational pharmaceutical companies – Ranbaxy Labs Ltd and Nicholas Piramals Ltd.

“Dimensions of HRD Climate Enhancing Organizational Commitment in Indian Organizations”

Purang Pooja (2008) in her article measures the HRD climate in terms of various dimensions like job enrichment, succession planning, training, participation, performance and its relationship between the ten dimensions of HRD climate and Organizational Commitment. The study propounds the positive perception which further enhances the performance of managers.

‘Perception of Organizational Climate and Job Satisfaction’.

Aileni, Vidyadhar Reddy (1995) examined the relationship between organizational climate and job satisfaction of the lower level managers in a public sector undertaking which is in the business of power in the state of Andhra Pradesh.

In order to ascertain the information relating to organizational climate and job satisfaction, two questionnaires have been prepared and administered on 50 lower level managers in the study organization. The statistical technique of chi-square test is applied to test the relationship between organizational climate and
job satisfaction, whereas coefficient of correlation is applied to ascertain the degree of relationship between these two variables.

The study reveals that there is difference in the priority given to various organizational variables by the satisfied and dissatisfied sample respondents. The worth point in this respect is that the satisfied group gave top ranks to interpersonal relationship, risk taking and management of rewards. On the other side, the dissatisfied group gave top priority to (i) supervision, (ii) communication and (iii) decision-making.

- ‘The Effect of Organizational Climate on Organizational Success.’

Tripathi, Sangeeta and Nachiketa Tripathi (2002) studied the relationship between organizational climate and organizational success; which includes effectiveness, job satisfaction, organizational commitment and intention to quit.

The study was conducted in ten different organizations (five each in public and private sectors) of an industrial city in northern India. For this purpose, 200 lower and middle level managers were contacted personally and requested to fill the questionnaire comprising of measures of organizational climate.

The questionnaire consisted of five dimensions-participation and reward orientation structure, warmth and support, standards and responsibility. Respondents were given a set of 30 statements concerning their perceptions and observation’s about the organization, in which they were working. They rated each item on a seven-point scale. Reward, participation, proficiency, leniency and responsibility all the five factors have satisfactory reliabilities ranging from 0.66 to 0.86. The scales were moderately correlated with each other indicating an average of 0.54. An eight-item scale was used for measuring overall effectiveness. The scale consists of such dimensions as quality, quantity, efficiency, adaptability and flexibility.
Responses for effectiveness were obtained on a five-point scale. The results show that the climate is highly correlated with all components of effectiveness. All other low coefficients are insignificant except that of loyalty with responsibility. Climate has very low correlation coefficient with intention to quit. It appears from the results that reward and participation is the best predictor of overall effectiveness accounting for 37 percent of the total variance.

- ‘Organizational Climate for Perceptions of Procedural Fairness in Human Resource Practices and Role Efficacy’.

Agarwal, M. and Sudeepa Bose (2004) have examined the linkages between work climate dimensions, perception, justice in the HR practices and members’ role efficacy in two public and two private organizations.

The sample for the study consisted of 205 managerial and supervisory personnel belonging to two public sector organizations (N = 105) and two private sector organizations (N = 100) in north India. All four organizations are manufacturing organizations.

It is hypothesized that if an organization’s work climate is participative, innovation-supportive and is characterized by interpersonal trust, it would be positively related with employee’s perception of organization’s human resource practices as procedurally fair. The findings highlight the motivational role of innovation-supportive climate in augmenting perceptions of procedural fairness in work organizations. Results indicate that the dimensions of participative climate such as decision-making, work-related problems and members’ welfare are highly correlated with procedural fairness.

Finally the findings are strongly supportive of the hypothesis that the perception of procedural fairness would be positively related with members’ role efficacy.
“Human Resources Climate Survey of Chittaranjan Locomotive Workshop.”

Majee, Kunal K. (2006) in article, says that human resource climate is significant for companies. The human resource climate survey (HRCS) is an accurate, efficient, flexible tool for gathering critical information about organizational conditions and management practices.

The study is conducted in Chittaranjan Locomotive Workshop and data are collected through questionnaires. Sample-size has been taken as 100. The total score of all 38-items from each person is calculated. The questionnaire uses a five point rating scale.

The scores on all 38-items are added to get a composite score. Scores, above 114 indicate a good HRD climate, near to 150-indicate excellent HRD climate, below 76 indicate considerable Scope for improvement.

Findings show that the score is below 114, thus we can say that human resource development climate of Chittaranjan locomotive workshop is good, but there is a considerable scope for improvement.

By analyzing each of 38 questions individually and taking average of them and summing up all these, 84.25 scores are achieved. It shows further scope for improvement in HRD climate in Chittaranjan Locomotive Workshop because HRD climate is the lifeblood for it.

“HRD Climate: A Comparative Analysis of Public, Private and Multinational Organizations.”

This study done by Purang, Pooja (2006) reveals the human resource development climate perceptions of middle-level managers of five Indian organizations. The two are public sector organizations, the two are private sector organizations and the one is a multinational organization. The study
hypothesizes that the human resource development climate perceptions of the managers in the private and multinational organizations will be more positive than in the public sector.

The study adopts two-stage sampling for the selection of the sample. In the first stage the technique of purposive sampling was adopted in selecting the five organizations. In the second stage, the sampling units were taken to be middle-level managers across all functions of the organizations under consideration. The study used the survey research method for data collection.

Overall 247 middle level managers responded from all the five organizations. The human resource development climate questionnaire developed by Daftuar (1996) has been used, which included 27 items. It has a five point rating scale ranging from 1=quite false to 5=quite true. This scale also studies the human resource development climate on ten dimensions. The mean score of all the items for each dimension gives the dimension score and then total of all the means gives the total human resource development climate score of the organization.

This study shows that mean of the two private and the multinational organizations are higher than the means of the two public sector organizations.

The MNC has the highest mean score of 38.74 while the PSU in automobile sector has the lowest mean of 31.32. It shows that the performance of the two private sector organizations and the MNC are significantly better than the two PSUs.

- ‘Human Resource Development Climate in Dubai Organizations’.

Srimannarayana, M. (2007) carried out a research in selected organizations such as shipping, banking, tourism, trading and food businesses, to assess the extent of human resource development climate. The total 38- items present in
the questionnaire can be divided into three categories such as general climate, OCTAPACE culture (openness, confrontation, trust, autonomy, proactivity, authenticity, collaboration and experimentation) and human resource development mechanisms. Five-point Likert scale has been used in the present study. The sample-size in the study is 216.

In order to assess the general HRD climate prevailing in the organizations, 11 items questionnaire is prepared. The general HRD climate prevailing in the organizations moderate as revealed by the results of the study conducted. The human resources are extremely important resource as believed by the top Management and that more humane treatment must be given to them. To identify and utilize the potential of the employees the top management makes due efforts.

Thus management is willing to invest time and resources for the development of employees. Near about 15-items deal with implementation of HRD mechanisms.

In the present study HRD mechanisms are prevailing at moderate rate. It is found that the banking business occupied the first place, followed by the insurance, trading and food businesses. In the tourism business there is low implementation of HRD mechanisms.

The overall OCTAPACE cultures in the organizations seem to be moderate. Banking business again takes the first place followed by insurance, shipping, food, trading and tourism. Study shows that OCTAPACE culture seems to be more favorable than other categories such as the general HRD climate and the implementation of HRD mechanisms.
“Achieving High Involvement & Satisfaction through OCTAPACE Culture in IT companies.”

The researcher Dr. M.U Subrahmanian tries to explain that the organizational culture helps to increase the organizational effectiveness and thus development.

The instrument used in this study is OCTAPACE Profile which is proposed by Udai k. Pareek. The OCTAPACE profile is a 40-item instrument that gives the profile of organization’s ethos in eight values.

The research performed through the study is a descriptive research. A total of 200 software employees were selected for the study. The study revealed that some of the OCTAPACE culture dimensions show value lower than the norms specified and there is variation in dimensions in the organization. Collaboration and Trust among employees should be cultivated among employees which is essential for every organization for its effectiveness. Thus, the management should work to develop the organizational culture that certainly requires the building in the culture of OCTAPACE.

“A Correlation of HRD Climate with Job Satisfaction of Employees : An Empirical Investigation on MCL, Burla, Sambalpur, Odisha.”

Srinibash Dash, J. Mohapatra, & Lipika Lipi Bhuyan has carried out the research which is based on a survey conducted on a coal exploring public company in Odisha called Mahanadi Coal Field, Limited, Burla, Sambalpur. This research talks about the 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, the researcher has taken 60 responses from different demographic profile. Though there are different statistical tool have been used to carry out the research works, but, primarily mean, standard
deviation correlation, and regression analysis has been incorporated 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 is considerable room for improvement in these areas.

- **Impact of Job Situation on the Motivation of Insurance Companies Officers: A Developmental Perspective.**

The three researchers G. Balachandar, Dr. N. Panchanatham and Dr. K. Subramanian in this Research work take factor of Job situation only instead of the different factors which are accountable for the motivation of the Insurance Company officers. An employee performs his duty in a Job situation which comprises of place, culture, environment and climate of the company. Organizations spend huge amount of money and efforts for the satisfaction of their officers so as to make them more productive and effective too. Motivation results in commitment and perseverance on the part of the officers in their duty.

The study is focused on the impact of job situation factor on the motivational level of the insurance company officers. For this research work the respondents are private, government owned life Insurance and General Insurance company officers. About the motivational efforts taken by the organization the results of the Z-Tests reveal that the officers of private and government insurance are of the same opinion. More than half of the total respondents are of the opinion that they are moderately influenced by the motivational factor as per the results of Correlation, Regression analysis.¹

“An Empirical Study of OCTAPACE Culture & Organizational Commitment.”

The present research is an exploratory research conducted by Mr. Mohammad Hassan Jafri.

It is to probe the impact of OCTAPACE culture on organizational commitment and also on the three dimensions (types) of organizational commitment (normative, affective and continuance commitment).

Data was gathered on a structured questionnaire from a total of 210 employees taken randomly and working in public sector organizations in Bhutan. All the variables of interest were covered. As per the result it was revealed that OCTAPACE Culture influences organizational commitment significantly.

It was also revealed from the results that different dimensions of OCTAPACE Culture have varying effects on different types of organizational commitment. Further the research has also implication in the sense that management can focus more on those areas / dimensions of OCTAPACE Culture which results into the types of commitment management actually wants to emphasize upon.  

“HRD Climate and its Relationship to Role Motivation- A Study among Blue Collar Workers in Indian Manufacturing Companies”

The present study has been done by N. Sekar, Krishnaveni Muttiah and B. R. Santosh. The research tries to explore the nature of HRD climate prevalent in Manufacturing organizations and the extent to which workers needs are satisfied through their roles to suggest areas for improvement based on the perception of workers.

Data collection is made from a sample size of 314 representing blue collar workmen of select Manufacturing organizations by administering two standard questionnaires. The data were analyzed using statistical tools like frequencies, mean, standard deviation, and Correlation to understand the employee perceptions.

The results indicate that there is a positive correlation between HRD Climate and role motivation for most factors except for top management’s belief in HRD. The study reinforces the need for organizations to review its workplace climate based on the employee perceptions and look towards creating a work environment that actually motivates employees to be committed and effective performers by fulfilling their needs.

- “Comparative Analysis of Organizational Culture: The Empirical study of IT Organizations in the Region of Mohali (Panjab, India)”

The study has been done by Vaneet Kashyap, Prince Vohra and Tejbir Kaur and it aims at assessing the extent of culture prevailing in Indian IT organizations. The information collected from 100 employees working in 4 organizations covering IT sector in Mohali.

The study emphasizes on comparative analysis of the organizational culture in IT industry. It was found that the extent of culture varies from organization to organization. Primary data is collected with the help of a survey with use of OCTAPACE profile - a standardized tool for cultural assessment.

To collect the primary data, in the first stage 25 employees from each of the organization under study were selected using random sampling. In second stage the data was analyzed by calculating the mean scores of the dimensions of the culture and the variation in four organizations with one way ANNOVA.
The findings suggest that human resource manager could consider employees as important stakeholder as far as organization culture is concerned.

- "An Empirical Study on HRD Climate & its Impact on Job Performance in Private Insurance Companies in Odisha."

Being a service Industry, Insurance is very much dependent on the competencies of its Employees. In this context the HRD climate has its influence on the performance of the employees. An amiable HRD climate is essential for sharpening competencies as well as motivating employees to perform.

The three researchers Dr. Birajit Mohanty , Ms. Susmita Parija & Mr. Ghanshyam Sahu have used the seven variables in a five point rating scale to study the Job performance. An Alpha Cronbach’s reliability test was conducted, which showed high internal consistency based on average inter-item correlation. The HRD mechanism was found to be more conducive than the General climate and OCTAPAC culture. The findings also proved that four important HRD outcomes like commitment, responsiveness, motivation of employee and job satisfaction were high in the prevailing HRD climate.

Regression analysis was performed to study the impact of HRD climate on job performance. It was concluded that HRD climate was good in the Private Insurance sector in Odisha and has a positive influence on job performance of the employees of private insurance companies in Odisha.3

Life insurance sector is one of the sectors where the employee’s monetary benefits are based on their sales targets although a reasonable salary is given to them which is fixed and not based on target achievements. Keeping this philosophy in mind, it is a challenge for the sales team to convince the prospects and sell them insurance products. This research paper is an attempt to find out the degree of stress between the employee’s of LIC and the employee’s of Bajaj Allianz Life Insurance Company. The Researchers Anil Chandhok and Mansi Monga conducted a study to analyze the impact of job stress on the performance of sales department employees in the selected cities of Haryana on the Relationship between Stress and Work Performance.

A sample of 160 employees have been contacted (80 each from LIC and BALIC). The samples were taken from the selected branches falling in the state of Haryana.

This study revealed that the employees of the Bajaj Allianz insurance company ltd has faced more job stress as compared to the Life Insurance Corporation of India due to many reasons and factors which must be looked upon as soon as possible.

The research was conducted by Dr. Prashant Mishra, Dr. Upinder Dhar & Dr. Santosh Dhar which is an investigation of the relationship between the variables as types of Industry & HRD Climate as Independent Variables and Job Satisfaction as Dependent variable.
The respondents are from manufacturing and Service Industries. The sample size is 200 respondents which is 100 from each Industry. The tool used in the test is 38 item HRD climate questionnaire and the Job Satisfaction scale developed by Wiebs et al (1967).

The findings of the study are indicative towards a growing need for organizations to inculcate a healthy HRD Climate to improve the Organizational effectiveness by fostering enhanced employee satisfaction and involvement.


The Government made a change in the economic policy by adopting the process of liberalization, privatization, and globalization by 1991. IRDA was set up as regulatory body and the private sector was allowed to enter both in general and life insurance sector in India.

Due to this impact, the private players came up with new and innovative marketing strategies. The benefits which LIC was enjoying due to its monopoly in the market were taken away, and it had to face tough competition to retain its market share. To fight this competition, LIC had to leave its traditional track and bring changes in its working.

It has been widely accepted that the human resources of an organization are the key towards success. The present research paper throws light on the changes which LIC brought in its HRM policies due to the impact of the private insurance players. The changes brought by LIC in the agents' recruitment, training, performance management system, and learning and development activities have been discussed in particular paper written by Ms. Sonal Purohit. The research design of the paper is descriptive in nature. Data which has been
used is secondary. The whole data which has been used in the study is a spread off of over 16 years. ⁴

- “Analyzing the impact of HRD Culture on Managerial Effectiveness”.

As the Business scenario is changing outside the biggest challenge for the Organizations is to create and maintain a work environment that not only attracts but also motivates its Human resource positively.

This research paper contributed by Dr. D. P Mishra, Dr. Babita Agarwal and Yogita Mandhanya deals with impact of the HRD culture on Managerial Effectiveness & to assess the Employees capabilities in adopting to the changing environment.

The sample of 60 respondents was chosen from the banking sector including both Private and the nationalized banks.

The findings of the study reveal that the HRD culture is very important in terms of increasing managerial effectiveness.

4.4. Conclusion:

The above discussed National and International Papers and Articles show that in various organizations, human resource development practices and climate have been implemented. Now-a-days, the top managements of different organizations have implemented human resource development practices like selection, recruitment, feedback and counseling, training and development, career planning, motivation, job evaluation, job design, wages and compensation, quality of work life, trade union, collective bargaining, grievance redressal procedure, benefits and securities, promotion, transfer, quality circles etc.

The effective human resource development climate has also been implemented in organizations to increase the efficiency and productivity of employees.

But satisfaction level of employees is not totally explored as yet in varied Organizations. Thus, there is a scope for considerable improvement in human resource development practices and climate of different organizations.