

Relationship between Human Resource Development Climate and Role of Motivation: An Empirical Study in Manufacturing Sector

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ABSTRACT: The present study examines the relationship between the three subsets of HRD climate dimensions with the role of motivation in the Indian manufacturing sector. Data was collected using a survey questionnaire from 195 permanent employees working in the manufacturing company. Data analysis was performed using correlation & regression and study found that there is a positive relationship between HRD climates with role of motivation. So, that organisation which have a favourable HRD climate and motivation in their organisation. Implications for research and practice are discussed.

Keywords: Human Resource Development, Motivation

INTRODUCTION

Human Resource Development (HRD) is a process by which the employees of an organization are helped, in a continues, planned way, to: 1) acquire or sharpen capabilities required to perform various functions associated with their present or expected future roles, 2) develop their general cap-abilities as individuals and discover and exploit their potentials for their own and/or organizational development purposes, and 3) develop an organizational culture in which supervisor-subordinate relationships, teamwork, and collaboration among sub-units are strong and contribute to the professional well-being, motivation, and pride of employees (Rao, 1985).

Organizational climate is a concept that enables the industrial/organizational psychologist to identify how the organization is a psychologically meaningful environment for individual organization members (Payne & Pugh, 1976). Descriptively, it represents the individual member's perceptions of the conditions, factors, and events that occur in the organization (Ekvall, 1987). The concept is useful in attempting to diagnose problems in organizational settings. Just as the perceptions of the individual are at the centre of any clinical intervention in clinical psychology, so are the perceptions of the characteristics of the organization, by the members of the organization, central to the diagnosis of organization's problems and dysfunctions.

There is evidence to suggest that organizational climate can influence both job performance and employee satisfaction (Lawler *et al.*, 1974). Unlike the weather, which is unable to be controlled, some organizational climates can be promoted to facilitate the achievement of organizational goals (Muchinsky, 1987). This makes organizational climate a worthwhile concept to study in industrial and organizational psychology, despite difficulties with its definition. The HRD Climate results in the development of both employee competence and commitment (Rao, 1999).

In a study conducted by Rohmetra in 1998, job satisfaction was positively associated with HRD Climate. A positive relationship was reported between HRD Climate and job satisfaction, attitude and role efficacy (Kumar & Patnaik, 2002). Also Krishnaveni and Ramkumar (2006) in their study titled "Impact of developmental climate on individual's behavior in organizations" which reported HRD Climate to be associated positively with the level of role satisfaction of individuals in the organization. No significant difference in the perception of HRD Climate was found between the knowledge workers in an engineering institute and a public sector organization (Rodrigues, 2005).

The objective of this study is to assess the impact of HRD climate and its effect on the role motivation in Glass manufacturing industry. The results of this study will highlight the areas for improving the HRD Climate, which is an independent variable resulting in the improvement of the role motivation, the dependent variable. This will result in improved job satisfaction and employee retention in the company. The study also will bring out the significance of demographics on the HRD Climate and motivational aspects amongst the employees. This will prepare the management to ward off unforeseen contingencies like layoffs or retrenchment due to resentment of employees which can occur due from global meltdown or poor demand supply equation to trivial issues causing unrest.

THEORY AND HYPOTHESES

Research on strategic HRM suggests that bundles of interconnected HRM practices, so-called High-performance work systems, are especially effective in enhancing employee motivation and performance, and in contributing to the competitive advantage of an organization (Combs *et al.*, 2006).

HRD CLIMATE

HRD Climate constitutes of General Climate, HRD Mechanisms and OCTAPAC (Openness, Confrontation, Trust, Autonomy, Proactively, Authenticity and Collaboration) Culture. General climate highlights the extent to which the management of an organization has sincere intention, determined will and takes supportive actions for developing its manpower. HRD Mechanism constitutes subsystems like performance management, training and development, Potential appraisal, career planning and development, reward management, quality of work life, self-renewal mechanisms etc. Research studies have shown that HRD Climate effects performance of the organization positively and enhances organizational commitment as well as job involvement and performance. HRD Climate affects individual performance in three ways:-

- (a) By defining the stimuli, that confronts the individual.
- (b) By placing constraints on the individual's freedom of choice.
- (c) By providing a source of reward and punishment (Pattanayak, 1998).

The efficiency the effectiveness of organization depends on the effective utilization of human the modern human resource development has emerged after many stages of evolution, which may be the Industrial Revolution, Trade Unionism, Scientific Management, Industry Psychology, Human Relations resources. Movement, Behavioral Sciences, Human Resource Specialist and Employee Welfare. The effectiveness of Human resource development on employee satisfaction is immense. Appraisal and reward, managing people, Industrial relations, Performance management, are considered as the contributors to job satisfaction (Gopinath & Shibu, 2016). Job satisfaction is the feeling an employee gets when the job he does fulfils all his expectations. While morale refers to the attitude of the employees of an organization and is a group concept, job satisfaction is the feeling of an individual employee. Job satisfaction has been defined as a 'pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences'. It expresses the amount of agreement between one's expectation of the job and the rewards that the job provides. The nature of one's environment of job is an important part of life as Job Satisfaction influences one's general life satisfaction (Gopinath & Shibu, 2014 d). And the influence of job satisfaction has been investigated by Gopinath (2016 a) and found that HRD has impact in job satisfaction parameters like work, pay, promotion, supervision and co-workers. And the manifestation of competition requires the satisfied employees to sustain (Gopinath & Shibu, 2014 b). By enhancing the level of satisfaction HDR practices has an effective role on increasing the productivity of the organization (Gopinath, 2016 b; Gopinath & Shibu, 2014 c). Along with these factors HRD practices' influence on Industrial relations and Recruitment and section is also considered as prominent (Gopinath & Shibu, 2014 a).

Gopinath (2016 c) has studied HRD factor of Performance Management in BSNL with Special Reference to Job Satisfaction in Three Different SSAs Using Modeling. Gopinath (2016 d) has investigated on HRD practices of Is Promotion and Transfer helps to Employee's Job Satisfaction? An Empirical Study at BSNL with special reference in three different SSAs, explained positive influence of promotion and transfer policies on all the job satisfaction variables and he suggested that timely action on promotion and transfer has great influence on overall enhancement of employee job satisfaction.

Gopinath (2016 e) has studied the relationship between HRD factor of Recruitment and Selection process in BSNL and Job Satisfaction. The results of structural equation modeling explained significant relationship between HRD factors of Recruitment and Selection process and the job satisfaction. Similarly, HRD practices of training and motivation on the job satisfaction of employees (Gopinath, 2016 h). An investigation of HRD Practices (Appraisal and reward system & Industrial relation) influences on job satisfaction of employees at BSNL (Gopinath, 2016 i; Gopinath, 2016 j). The results of research analysis have explained significant and positive relationship between appraisal and reward system and Industrial relation with the job satisfaction.

Studies linking climate and performance (Denison, 1990; West *et al.*, 1998; Burke & Litwin, 1992; and Kangis *et al.*, 2000) claim that when employees perceive greater involvement in decision-making, information sharing and management support as favourable, it results in greater corporate effectiveness. Well motivated and committed work force, possessing high level of competency and experiencing optimum level of job satisfaction, having a fulfilling relationship with supervisors and subordinates, driven by organizational commitment could possibly perform their jobs better and deliver proper standardized service to the internal and external customers effectively and efficiently with minimization of errors and enhanced productivity.

The human resource development 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. The human resource development climate is both a means to an end as well as an end in itself (Kayani, 2008). 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 HR policies and practices (Saxena & Tiwari,2009).

Muthukumar *et al.*,(2015) this study explores the relationship between demographic factors and HRD climate in manufacturing industry in the Union Territory of Pondicherry. The questionnaire was distributed to employees working in manufacturing industry employing simple random sampling technique. Sample size consists of 195 respondents. Descriptive statistics was used to analyse the demographics and the ANOVA test were also used to analyse the research objective. Finally it is concluded in the present study that hypothesis is partially accepted, as there are partially significant relations between demographic variables and HRD climate for employees working in manufacturing sector.

Gopinath (2016 f) examined this study how HRD factor of Compensation management & welfare measure gives impact to job satisfaction with BSNL employees in three different SSAs. The result of Structural Equation Modeling ensures significant influence of compensation management and welfare measures on all the factors of job description index. And he also suggested proper management of compensation and welfare will strongly support to enhance the job satisfaction.

Gopinath (2016 g) has investigated the relationship between employee's health and safety and job satisfaction among BSNL Employees with Special Reference in three different SSAs. The outcome of the statistical analysis explained positive and significant relationship between health and safety and job satisfaction factors. And it also ensures that the job satisfaction level can be enhanced by improving the health and safety conditions of the employees.

ROLE OF MOTIVATION

OPERATIONAL DEFINITION OF ROLE MOTIVATION

Role motivation is the extent of satisfaction of emotional needs of individual in his/her role in an organization. The extent of role satisfaction depended upon the opportunities and climate existing for satisfying the needs.

CONCEPT OF MOTIVATION

Tella *et al.*, (2007) in study suggest that the management of people at work is an integral part of the management process. An organization is effective to the degree to which it achieves its goals. An effective organization will make sure that there is a spirit of cooperation and sense of commitment and satisfaction within the sphere of its influence. In order to make employees satisfied and committed to their jobs in academic and research libraries, there is need for strong and effective motivation at the various levels.

Role motivation is the extent of satisfaction of emotional needs of individual in his/her role in an organization. Some are primary needs, such as those for food, sleep, and water--needs that needs are biological in nature and relatively stable. Their influences on behaviour 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 behaviour that a supervisor is concerned with and for rewards; a person seeks in an organization. Every person has some need from work. Organizational climate should be able to meet the needs of all employees.

Factors Influencing Role Motivation

In her investigative study "Basic need satisfaction, work motivation, and job performance in an industrial company in Iran" Arshadia (2010) tested the applicability of self-determination theory in the workplace. This study tested a self-determination model, with perceived autonomy support can influence satisfaction of the intrinsic needs for competence, autonomy and relatedness, and satisfaction of these needs can exert pervasive effects on work motivation and job performance. Exploring workplace motivational and managerial factors associated with Generation Y. Baldonado (2008) explores the motivational needs of Gen Y and their impact on workplace based on Herzberg's two factor theory of motivation which states that individuals are influenced by two factors satisfaction and dissatisfaction.

In their investigative study "Goal Setting Tendencies, Work Motivation and Organizational Climate as Perceived by the Employees" Bhattacharya & Neogi (2006), to study the goal setting tendencies, work motivation and organizational climate as perceived by the employees considered five categories of needs Basic needs, Safety needs, Belongingness needs, Esteem needs and self-actualisation needs. "Motivational work needs and personality factors in aircrew" is a study by Catherine. The Motivation and Need Satisfaction of the Thai Managerial Elite", Runglertkengkrai & Engkaninan (1986) have dealt with the following factors: Security needs, Social needs, esteem needs, Autonomy needs and Self-Actualization needs.

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Gopinath (2020 a) Confirmed that the employees' attitude is strongly influenced by their job satisfaction, job involvement and organisational commitment. Gopinath (2020 b) Stated that prominence of self-actualization in organizational environment especially related to job satisfaction, job involvement and organizational commitment. Gopinath (2020 g) Concluded on relationship between emotional intelligence and self-actualisation has found that, emotional intelligence is the most influencing variable in determining the self-actualization, especially self-awareness factor of emotional intelligence is doing prominent role in self-actualization of Individuals. Gopinath (2020 h) deciphered that the relationship between self-actualization and job involvement. Results of correlation analysis explained the relationship between self-actualization factors like, Acceptance, Authenticity, Purpose, Efficient Perception of Reality, Humanitarianism, Good Moral Intuition, Creative Spirit, Peak Experiences, Equanimity and Continued Freshness of Appreciation with job involvement. Gopinath (2020 i) inferred that the factors of self-actualization have prominent influence on job satisfaction. The results of rank correlation exhibit the priority of self-actualisation factors on influencing the job satisfaction and equanimity, humanitarianism and creativity are the found as the top most influencing factors. Gopinath (2020 j) Confirmed that the impact of job satisfaction and organizational commitment has found positive relationship between job satisfaction and organizational commitment and he also exhibit significant influence of job satisfaction on organizational commitment.

RELATIONSHIP BETWEEN HRD CLIMATE AND ROLE MOTIVATION

HRD Climate and its relationship to Role Motivation - A study among blue-collar workers in Indian manufacturing companies by Sekar *et al.*, (2012) explored the nature of HRD Climate prevalent in manufacturing sector and the extent to which workers interests are satisfied besides suggesting areas for improvement based on workers perception. The results indicate that there was a positive correlation between HRD Climate and Role Motivation for most of the dimensions except Top Management Belief in HRD. The study reinforced the need for organisation to review the workplace climate based on worker perception and create a pleasing environment to ensure a high level of motivation amongst the employees.

Impact of Developmental Climate on Individual's Behaviour in the Organization is a study by Krishnaveni & Ramkumar (2006) which analyses the relationship and impact of HRD climate on motivational need satisfaction of individuals in organizations. The findings of this study indicate that there is a definite impact of HRD Climate on motivational need satisfaction of individuals in the organization which leads to improvement in overall performance of the organization.

Motivation to improve work through learning in human resource development by Sharon & Holton (2003) argues that this concept of motivation is too limited because it does not incorporate motivation to use learning to improve performance and propose a higher-order construct called motivation to improve work through learning.

Gopinath (2021 b) Confirmed that Self-Actualization is a vital contribution to job influences Job Satisfaction of Academic Leaders in Tamil Nadu Universities. Gopinath (2021 a) inferred that self-actualization is an essential contributor to organizational commitment and job involvement and influencing Job Satisfaction. Gopinath (2020 c) confirmed that there is significant positive relationship between self-actualisation and job satisfaction indicating higher level of self-actualisation are more satisfied and committed in their job. And concluded that academic leader's self-actualisation is significantly and positively related to organizational commitment, job satisfaction. The positive influence of self-actualization factors on job satisfaction, job involvement and organizational commitment of academic leaders should be taken as a case in point (Gopinath, 2020 d). Based on the results of the study, Job Involvement has mediation effect between job satisfaction and self-actualization (Gopinath, 2020 e). It's concluded that self-actualization is a vital contribution to job involvement and influences job satisfaction. Motivating the Academic Leaders towards self-actualization, will enhance their level and indirectly it supports to enhance the level of students community. So by giving training on Emotional Intelligence especially on self awareness and social skills the intention of Academic Leaders for becoming self actualized can be increased (Gopinath, 2020 f).

RESEARCH HYPOTHESIS

In view of the objectives set for the study, following null hypothesis was formulated:

H1: There exists no significant relationship between HRD Climate and the role motivation

H2: The Role Motivation will serve as a predictor and explain variance in HRD Climate.

METHODS

PROCEDURE AND SAMPLE

Data were collected in a glass industries in India, which provides approximately 1000 employees of which comprises of permanent and casual employees. The study focussed only on permanent employees. As described in the theoretical framework, ward was the point the point of reference in our study. This includes employees of various levels ranging from Technicians to Assistant Manager having educational qualifications

ranging from 8th standard till Post Graduation. Since the population is well defined and the source list was available for the study, the samples were selected using simple random sampling method. The final sample consisted of 195 employees from different glass industries.

**ANALYSIS AND RESULTS
CORRELATIONS**

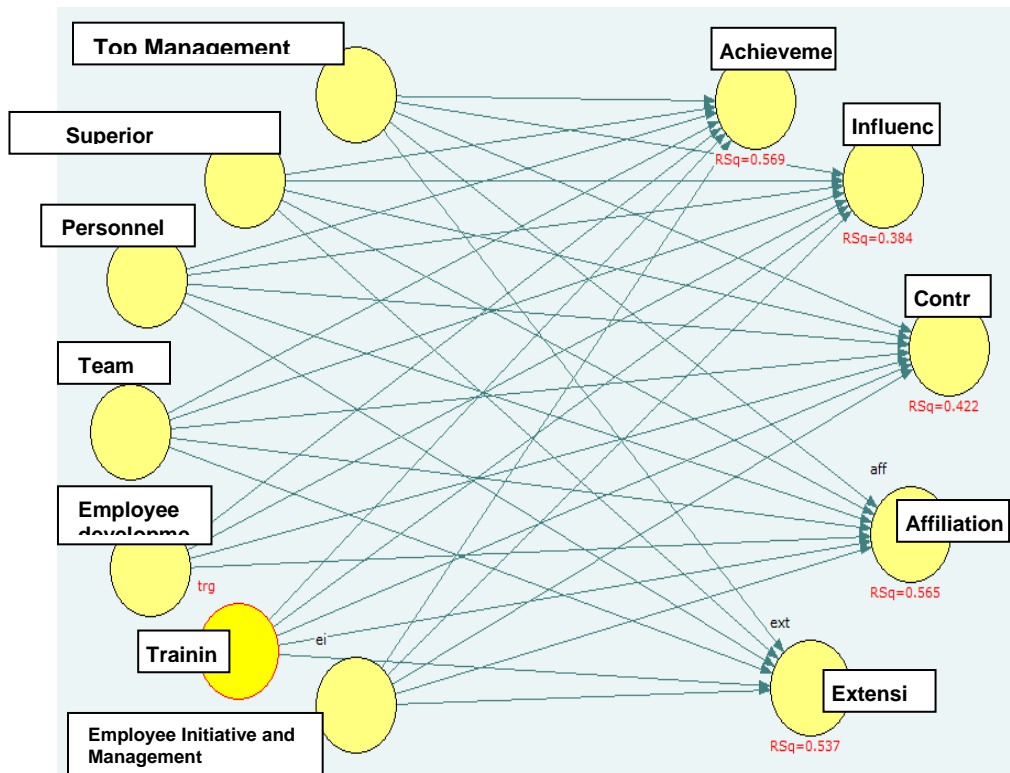
As all measures in present study were collected from a source at one time point, a correlations analyses were conducted to assess the relationship. Which the various HRD Climate and role of motivation. There is positive correlation between the different dimensions of HRD Climate and Role of Motivation.

Table No. 1 : Correlation between HRD Climate and Role of Motivation												
Pearson Correlation	TMB	SSR	PP	TS	ED	T	EI	MA	MI	MC	M aff.	ME
Top Management Belief	1.00	.502**	.447**	.278**	.242*	.384**	.326**	.358**	0.17	.218*	.346**	.354**
Superior Subordinate Relation	.502**	1.00	.672**	.561**	.515**	.576**	.629**	.507**	.462**	.483**	.629**	.547**
Personnel Policies	.447**	.672**	1.00	.660**	.633**	.647**	.719**	.536**	.561**	.569**	.582**	.574**
Team Spirit	.278**	.561**	.660**	1.00	.697**	.496**	.639**	.533**	.477**	.432**	.426**	.475**
Employee Development	.242*	.515**	.633**	.697**	1.00	.439**	.540**	.365**	.382**	.504**	.300**	.432**
Training	.384**	.576**	.647**	.496**	.439**	1.00	.662**	.448**	.396**	.344**	.582**	.488**
Employee Initiative	.326**	.629**	.719**	.639**	.540**	.662**	1.00	.560**	.490**	.538**	.666**	.709**
Achievement	.358**	.507**	.536**	.533**	.365**	.448**	.560**	1.00	.508**	.552**	.583**	.585**
Influence	0.17	.462**	.561**	.477**	.382**	.396**	.490**	.508**	1.00	.543**	.465**	.536**
Control	.218*	.483**	.569**	.432**	.504**	.344**	.538**	.552**	.543**	1.00	.503**	.631**
Affiliation	.346**	.629**	.582**	.426**	.300**	.582**	.666**	.583**	.465**	.503**	1.00	.657**
Extension	.354**	.547**	.574**	.475**	.432**	.488**	.709**	.585**	.536**	.631**	.657**	1.00
**. Correlation is significant at the 0.01 level (2-tailed).												
*. Correlation is significant at the 0.05 level (2-tailed).												

Among all the values shown above, there is a high correlation between Personnel Policies and Employee Initiative (dimensions of HRD Climate) with all dimensions of Role Motivation.

The maximum correlation is between the Employee Initiative dimension of HRD Climate and Extension dimension of Role Motivation at 70.9%. There exists positive correlation between HRD Climate and Role Motivation. All the dimensions of dependent variable Role Motivation have strong relationship with the independent variables of HRD Climate.

Regression Analysis



The above diagram gives the regression coefficient using Partial Least Square

Analysis (PLS) software. It reveals that for the Independent Variable (HRDC) can predict 56.9% of variance in Achievement, 38.4% in Influence, 42.2% in Control, 56.5% in Affiliation and 53.7% in Extension dimensions of Role Motivation.

The table-2 results reveal that Team spirit contributes significantly ($F = 8.68, P < 0.05$) to predict 56.9% variance (Adjusted R^2 -value) with Achievement dimension. Also, helpful attitude among colleagues, treating mistakes with understandings, building trusts and discuss problems openly helps in contributing to the Team Spirit of employees.

Table No.2: Regression Analysis for Achievement by HRD Climate

Predictor Variables	β	t	P
Top Management Belief	0.115	1.169	0.246
Superior Subordinate Relation	0.117	0.938	0.351
Personnel Policies	0.115	0.780	0.437
Team Spirit	0.292	2.243	0.027
Employee Development	0.138	2.237	0.260
Training	0.016	0.137	0.892
Employee Initiative and Management Encouragement	0.244	1.794	0.076
<i>Adj R² = 0.569 F = 8.6811</i>			

Table No.3: Regression Analysis for Influence by HRD Climate

Predictor Variables	β	t	P
Top Management Belief	0.141	1.386	0.169
Superior Subordinate Relation	0.162	1.246	0.216
Personnel Policies	0.394	2.572	0.012
Team Spirit	0.164	1.209	0.230
Employee Development	0.078	.615	0.540
Training	0.006	.045	0.964
Employee Initiative and Management Encouragement	0.092	0.649	0.518
<i>Adj R² = 0.384 F = 7.070</i>			

The table-3 results reveal that the Personnel Policies ($F = 7.070$, $P < 0.05$) contribute significantly to predict 38.4% variance (Adjusted R^2 value) of Influence dimension.

This implies that the appropriate use of identification and utilisation of employee potential, transparent promotion policy and appraisal system helps in formulating policies which contributes significantly to the personnel policies of employees.

The table-4 results reveal that Personnel Policies and Employee Initiative and Management Encouragement ($F = 8.60$, $P < 0.05$) contribute significantly to the predict 42.2% of variance (Adjusted R^2 value) for control dimension of Role Motivation.

Table No.4: Regression Analysis for Control by HRD Climate

Predictor Variables	β	t	P
Top Management Belief	0.057	0.583	0.561
Superior Subordinate Relation	0.157	1.2578	0.212
Personnel Policies	0.319	2.164	0.033
Team Spirit	0.112	0.859	0.393
Employee Development	0.233	1.907	0.060
Training	0.166	1.395	0.166
Employee Initiative and Management Encouragement	0.283	2.083	0.040

$Adj R^2 = 0.422$ $F = 8.608$

This implies that optimal utilisation of Talent Management as per the employee potential, transparent promotion policy and appraisal system helps in formulating policies which contributes significantly to the personnel policies of employees at HNGIL.

Also, encouragement by top management to be more creative, understanding and rewarding for the good work contributes significantly to improve the employee initiatives and management encouragement of employees.

Table No.5: Regression Analysis for affiliation by HRD Climate

Predictor Variables	β	t	P
Top Management Belief	0.008	0.095	0.924
Superior Subordinate Relation	0.333	3.087	0.003
Personnel Policies	0.128	1.011	0.315
Team Spirit	0.021	0.187	0.852
Employee Development	0.217	2.064	0.042
Training	0.154	1.502	0.137
Employee Initiative and Management Encouragement	0.396	3.375	0.001

$Adj R^2 = 0.565$ $F = 15.850$

The table-5 results reveal that Superior subordinate relationship, employee development and employee initiative ($F = 15.85$, $P < 0.05$) contributes significantly to predict 56.5% of variance (Adjusted R^2 value) for affiliation dimension of Role Motivation.

This implies that active interest by seniors in juniors, having informal relations, expressing feelings without fear and guiding subordinates in career development contributes significantly to the HRD climate of employees.

Table No.6: Regression Analysis for extension by HRD Climate

Predictor Variables	β	t	P
Top Management Belief	0.097	1.109	0.270
Superior Subordinate Relation	0.112	1.005	0.318
Personnel Policies	0.050	0.380	0.705
Team Spirit	0.39	0.338	0.736
Employee Development	0.04	0.367	0.714
Training	0.044	0.413	0.680
Employee Initiative and Management Encouragement	0.604	4.976	0.000

$Adj R^2 = 0.537$ $F = 14.011$

The table-6 results reveal that employee initiatives and management encouragement ($F = 14.011$, $P < 0.05$) contribute significantly to predict 53.7% of variance (Adjusted R^2 value) for extension dimension of role motivation.

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This implies that encouragement by top management towards employees to be to be more creative, understanding and rewarding for the good work contributes significantly to improve the employee initiatives and management encouragement of employees at glass industries.

DISCUSSION

The results of our study contribute to the literature on HRD Climate and Role of Motivation in a number of ways. The grades of the employees at glass industries were meeting the aspirations of the employees. However, the employees prefer vertical growth for the employees in the company through internal promotions. The employees were found to be reluctant to work in other geographical regions where there was requirement of additional manpower or expertise. It was found during discussion that the political environment was very favourable in terms of rations and lower cost of living as compared to other cities. The technical levels of employees are having higher aspirations towards the HRD Climate as compared to the managerial level of employees. This group expect the management to be more proactive and transparent in their dealings and show a caring attitude towards the technical level of employees. They expect better working conditions and safety standards. The employees would be highly motivated if basic medical care is provided to the employees at the right time with adequate financing.

The study highlights the fact that the top management has to involve them more and more in terms of resources and commitment besides contributing in a positive and constructive manner. Employees should be encouraged to approach the supervisors and seniors voluntarily to assess their strengths and weaknesses and strive for personal development. Employees should be given a more opportunities for autonomy so that they grab the opportunities to shoulder higher responsibilities and prepare themselves for future roles in the organization.

CONCLUSION

The study focus on the existence of an average HRD Climate in spite of realistic pay, safety mechanisms, welfare arrangements and training packages besides host of other employee friendly initiatives in glass industries. This study emphasizes the need for involvement of top management's time and other resources towards employee development, transparent HRD mechanisms, an open climate which promotes communication and trust between workmen and superiors. There is potential to involve employees more and more to make them strive for their own development and achievement of organizational goals. The Role Motivation serves as a significant predictor and explains the variances in HRD Climate. The dimensions of these factors will ease the working environment and increase job satisfaction. This can reduce most of the issues creating unrest and increase the relations between management and the employees.

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