



HRD CLIMATE AND ORGANIZATIONAL COMMITMENT AMONG THE EMPLOYEES OF INSURANCE COMPANY IN MADURAI

S.Charles

Assistant Professor, P.G. & Research Department of Social Work, Madurai Institute of Social Sciences, Madurai-625002.

ABSTRACT

Today's world is more competitive, the organisations are striving very hard to sustain in the market. To achieve the goals and success in an organisation employees are to be considered as the valuable assets. So the organisation has to create an environment which increases the commitment and the loyalty of the employees. The provisions of the organization should be sufficient to meet the needs of the employees and it should be pertaining to the needs of the achievement of the target. Many of the organizations are providing the facilities in a better manner as it will bring the commitment and dedication to their organization. The particular study has under taken the back ground where the provisions of insurance policies are being carried, it analyses how the HRD climate influence the organization commitment and what are the specific features of the particular topic. When the organization provides a friendly environment, it will be helpful to increase the entire target. When considering these facts, the study is very relevant in this scenario.

KEYWORDS : HRD Climate, Organisational commitment, Loyalty

Introduction

Managerial concepts are drastically changing now days. In beginning human resource development was prevailing, then it transformed in to Human Resource management and finally it is shaped as Human Capital management. Karl Weick in social psychology of Organizing refers both the concepts of Non-person and person to human beings. Those who belong to person category will increasingly the vanguard of the movement which we have come to refer as HRD. Non-persons will do the opposite and they will hinder the development of human beings. As there are several dimensions of Human Resources to be considered as inter disciplinary one, HRD is a very fascinating as well as confusing subject.

HRD has gained increased attention in the last decade from Human Resource Specialists, Training and Development professionals, Chief Executives and managers. Many dimensions of HRD have been integrated in to Research, Training and Organizational Design and Change. In next decade it is likely to be a knowledge explosion in HRD. To utilize this knowledge, we must understand concepts behind how HRD systems work and contribute to Organizations. We also must understand the different Mechanisms for developing Human Resources and the links between them. This project encountered, as the researcher has pointed out earlier, is an attempt to provide such understanding.

HRD CLIMATE

A congenial HRD climate is extremely important for the ultimate achievement of the business goals. It is a phenomenon experienced by employees and often referred by expressions like "environment", atmosphere and so on. Climate at the individual level is a summery perception of the organization's work environment that is descriptive rather than evaluative in nature. Another approach to climate is the cultural approach which proposes that climate arises from intersubjectivity of members, as they interact with in a context established by an organization's culture. Organizational climate is the way in organization by which deep structures of culture are manifested in the interplay between situational contingencies, interacting group members, & ultimately culture it. Climates operate at levels of attitudes & values, while culture operates at these as well as the basic assumptions.

ORGANIZATIONAL COMMITMENT

Organizational commitment is "The relative strength of an individual's identification with involvement in an organization." The three components are

- A desire to maintain membership in the organization.
- Belief in and acceptance of the values and goals of the organization

- Willingness to accept influence on behalf of the organization

METHODOLOGY

Descriptive research methodology was adopted by the researcher. The data was collected from the employees in an insurance company in Madurai. It constitute of 325 employees. Among them 120 respondents were selected using simple random sampling through the use of lottery method. Questionnaire was used to collect the data from the respondents. The contents of the questionnaire are 1) Personal data, 2) Scale to measure the HRD climate - developed by T V Roa 3) Scale to measure the organizational commitment - developed by Balaji.

Findings

Personal Profile: It has been found that that 28.3 per cent of the respondents were in the age group 22-26yrs, 45.8 per cent of the respondents were in the age of 27-31yrs and 25.8 per cent of the respondents were in the age group of 32 and above. 86.7 per cent of respondents were male and the remaining 13.3 per cent of respondents were female. Among the total respondents 42.5 per cent are from operations, 52.5 per cent of respondents are from sales and 5.0 per cent of respondents are from training department, 70.8 per cent of respondents designated as manager and 29.2 per cent of respondents designated as executives. It is also found that 88.3 per cent of the respondents experience and is between 1-10 years, and the remaining 11.7 per cent of the respondents are having 11-20 years of experience. The respondents have stated that 52.5 per cent had completed post graduation, and 47.5 per cent had completed under graduation. The income analysis reveals that 77.0 per cent of the respondent's income is between RS 10000 – 30000, 14.2 per cent of the respondent's income is between RS 31000 – 50000 and 8.3 per cent of the respondents income is between RS.51000 - 70000. Nearly half of the respondents i.e., 53.3 per cent of the respondents are married and 46.7 per cent of the respondents are bachelors. 75.0 per cent of the respondents are from Nuclear family and 25.0 per cent of the respondents are from joint family, 61.7 per cent of respondents have 1 to 2 dependents and 38.8 per cent of the respondents have 3 to 4 dependents.

Level of HRD Climate

It has been found that 32.5 per cent of the respondents are with low level of commitment, 37.5 per cent of the respondents are with moderate level of commitment and 30.0 per cent of respondents are with high level of commitment.

Level of Organisational Commitment

The analysis shows that 25.8 per cent of the respondent are with low level, 46.7 per cent are with moderate level and 27.5 per cent of the respondents are high level

Association between Personal variables and HRD Climate, Organisational commitment

In order to find out the association between the personal variables and HRD Climate, Organisational climate chi-square test was used. It has been found that there is no association between the personal variables such age, gender, department, designation, experience, education, monthly income, marital status and type of family with HRD Climate and Organisational Commitment. But there is an association between HRD Climate and organisational climate.

Conclusion

Employees are the valuable assets of any organization. The present study is an attempt to contribute to a better understanding of the HRD climate prevailing in the organization. Based on the overall analysis it can be concluded that there is an association between HRD climate and organisational commitment.. For organizational and employees performance it is important to focus on various aspects of the HRD climate prevalent in the organization.

REFERENCE

1. Athreya,M.B(1988)Integrated HRD System-intervention strategy",in Rao T.V,Velma k,k,khandelwal Anil,K and Abraham.E(Eds).Alternative approachs and strategies of Human Resource Development,Salpur:Raioat:378.
2. Bateman .S.Thomas and Strasser Stephen. 1984. A Longitudinal analysis of the antecedents of organizational commitment,Vol.27, No.1, 95-112.
3. Dubin.R., Champoux. J.E. and Porter. L.W. 1975." Central life interests and organizational commitment of blue collar and clerical workers," Administrative Science Quarterly,Vol.20, 411-421.
4. Jamal Muhammed. 1990." Relationship of job stress, and type -A behavior pattern to employees job satisfaction, organizational commitment, psychomotor health problems and turnover motivation".Human Relations, Vol.43, No.8, 727-738.
5. Jeongkoo Yoon., Mouraine R.Baker., and Jong-wook ko.1994. "Interpersonal attachment and organizational commitment: Subgroup hypothesis revisited." Human Relations, Vol.47, No.3, 329-350.
6. Lingard Helen and Jasmine Lin. 2004. "Career, Family and work environment determinants of organizational commitment among women in the Australian construction industry", Construction management and Economics, 22, 409-420.
7. Oliver Nick. 1990. "work rewards, work values and organizational commitment in a employee-owned firm: Evidence from U.K.". Human Relations, Vol.43, No.6, 513-526.
9. Agarwal,Tanosa(2002),Innovative Human Resource practices and HRD climate : A Comparison of automobile and IT industries ,"in Human Resource Development Asia ,Newdelhi:Oxford and 1BH:3-10
10. Rao,T.V(1985) Integrated Human Resource Development system in Goodstein D Leonard&Pfeitler J William The 1985 annual :DevelopingHuman Resource San DiegoCA:University Associates:227
11. Srimannararayana, M (2001)HRD climate in a software organization"HRD news letter,2((2001)HRD climate in a software organization"HRD news letter,2(3):6-14
12. Rodrigues,Lewlyn L.R(2004),"CORREALTES OF HUMAN RESOURCE DEVELOPMENT climate decisions :An empirical students in engineering institute in India",south asian journal of mgt,vol.11 (2):81.
13. Meshia ,P Bhadias ,(2002) HUMAN RESOURCE DEVELOPMENT climate :An empirical study among private sector managers",Indian journal of industrial relations,38(1):66