

# Role of Human Resource Development Climate on Organizational Commitment in Auto Component Manufacturing Units in India: An Empirical Investigation

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## ABSTRACT

*Human resource development and organizational commitment are some of the most discussed concepts among the researchers and Industrialists. The major purpose of the present study is to examine the psychometric properties of human resource development (HRD) climate scale and try to establish relationship between HRD climate and organizational commitment of employees working in auto component manufacturing companies. Data collected from 593 respondents and analyzed to check the relationship status between these two variables. Factor analysis was used to evaluate the psychometric properties of instrument and positive relationship was found between these HRD climate factors and organizational commitment. These findings presents the applicability and importance of HRD climate scale and its role in improving overall commitment level of auto component manufacturing companies' employees.*

**Keywords:** *Commitment, General Climate, Mechanism, Psychometric Properties, Internal Consistency, Auto - Component, Employees*

## INTRODUCTION

In today's challenging times, organizations are grappling with issues not only to hire the skillful employees but also use them in most efficient manner for longer time and make them ready for future challenges and organizational aspirations. As war of talent is so tough that high performers are of acute shortage. It's very crucial for any organization to make his HIPO (Hi-potential) employees committed towards the organizational

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goals. Employees like to work only with those organizations which provide them open and conducive environment for growth. So it's mandatory for employer and employee to develop/ work in a growth oriented culture. This kind of environment is a foundation of trust based bond between an employee and his employer and employee feels that it is his duty to be committed to his employer. A committed employee not only works with full dedication but also proves to be most productive and always ready to hone their required skills. So organizational commitment is one of the most widely discussed topics in the field of OB among the researchers, Psychologists, HR practitioners and Top Management employees. Human resource department/ professionals play an integral role to make employees committed to the organization, motivate them to achieve organization's goals & objectives.

Automobiles introduction in India was done in the late 1890's. But period during 1910 to 1920 was known as the time when automobile industry took a firm root in India when assembly lines were set up in Bombay, Calcutta and Madras. After the independence manufacturing industry reaches to new heights. In 1993, the de licensing helped in attracting several international players to the country. Companies like Daewoo, Hyundai, GM, Ford, Peugeot, Mitsubishi, Honda, and Fiat foray in Indian market and provide Indian automobile companies a necessary fuel for rapid growth in volumes and capacity. Currently, the automotive sector is one of the sunrise sectors in Indian economy and offers significant employment opportunities by employing more than half a million people directly and around ten million people indirectly. Moreover, India's technical knowledge base and huge population of skilled workforce attract many auto manufacturers to set up their plants in the country so every famous and renowned auto player wants to establish base here. According to The Government of India automotive sector is the key focus area for enhancing India's global competitiveness. The Government is crafting an Auto Policy for India with special emphasis to transform this sector by conversion of all traditional automobiles into electric automobiles by 2030.

India is one of the most important and attractive auto component market in the world and is going to become a key sourcing base for auto components. The industry's capability in design, engineering, cost effectiveness and efficiency have been recognized all over the world and number of automotive majors are looking forward to India as their important and strategic source for components. The auto-components

industry can be divided into the organized and unorganized sectors. The organized sector fulfils the requirements of original equipment manufacturers (OEMs) and consists of high-value precision instruments while the unorganized sector comprises low-valued products and fulfils the needs of aftermarket category. The auto components includes various parts of automobiles which includes Engine, Drive transmission, body and chassis, suspension, electrical parts and other things.

Having such a tremendous growth potential and large economic share, auto component manufacturing industry is one of an important sector from growth point of view. This growth can be possible with skilful employees and development oriented HR polices & human resource development climate of any organization play a crucial role in this front.

## LITERATURE SURVEY

The beginning of HRD may be traced back to the 1960's in the United States & after that it has been recognizing everywhere and is going to be used in almost all the Organizations. Nadler's from George Washington University was admired as the first user of this term in 1968. It was 25 years ago when India had witnessed the emergence of HRD climate with Professor Uday Pareek and Professor T.V. Rao leading the movement. Their work as consultant for reviewing exercise of the Performance Appraisal System of L&T resulted in the development of HRD climate & HRD climate is the perceptions that the employees have about the policies, procedures, practices and conditions which exist in the work environment. Rao & Abraham (1989) highlighted various mechanisms of HRD like potential appraisal, performance appraisal, counseling and performance feedback, career planning, Training and development, OD interventions and role analysis. During the HRD practice survey in 68 Indian organization Rao and Abraham (1989) found various HRD elements like performance management practices, career planning training, promotions & rewards etc. They also found that the employee's understanding on HRD climate was more important than the HRD practice itself. According to their viewpoint HRD culture is very important and powerful tool in transforming HRD practices into profit and implementation of general supporting climate is imminent for HRD.

Organizational commitment is the employee's willingness and the feeling of continuance for his Organization (Mowday, Steers and porter 1982). It is a state of employee's identification with a particular

organization and its goals, and that forces them to maintain membership in the organization. It is a belongingness feeling of an employee towards his organization which makes him ready to work wholeheartedly. Mowday, Steers & Porter, 1979 represent the *attitudinal approach*. According to their view point commitment was individual's identification with and involvement towards his Organization and they included motivation, intention to remain and identification with Organization measures in their questionnaire. According to another group of thinkers (Hrebiniak & Alutto, 1972) organization commitment was *calculated commitment* and they defined it as the employee's time investments in his Organization and side-bets transactions. Lastly, the *normative approach*, which refers to commitment as employees feeling of remain with Organization, was proposed by Wiener (1982). Although above researches tried to explain their meaning of Organizational commitment yet some of the researchers and theorists were tried to explain Organizational commitment with regard to multidimensional nature. And in this regard Meyer and Allen (1989) and Meyer & Allen (1990) proposed the three-component model of organizational commitment. According to their opinion Organizational commitment is a three dimensional approach and opened a path of research with this. As per their views, commitment is the complete result of three different but related components viz., Continuance Commitment, Affective Commitment and Normative Commitment. The three dimensions can be defined as below:

- **Affective Commitment:** Employee's emotional attachment towards his organization in such a manner that strongly committed employee enjoys membership in the organization (Allen and Meyer, 1990). This is the 'happy' state for an employee as he wants to stay with his Organization as he has an emotional attachment with the organization or he is psychologically attached to the organization.
- **Continuance Commitment:** Commitment based on the costs that the employee attaches with leaving the organization. 'Continuance commitment develops on the basis of two factors: 1) Magnitude of the investments individuals make, 2) perceived lack of alternatives' (Allen and Meyer, 1990).
- **Normative Commitment:** Normative commitment deals with employee's feelings of obligation to stay with his organization. 'Employee having strong normative commitment feels that he ought to stay within the organization because he/she believes he should' (Meyer and Allen, 1991). i.e. the employee feels that he is obliged to stay in the organization due to some reason.

So employee Organizational commitment refers to intention of any employee to stay and perform for his/her Organization. Every successful Organization in the world achieved its success because of its productive workforce. So every Organization wants its employees to be committed and this is the reason of popularity of Organization commitment concept. According to Solkhe & Chaudhary (2011) various elements of HRD Climate existence in an organization not only helped in increasing job satisfaction but also impetus on creating a cordial and healthy relationship among various members of Organization and which in turn finally enhance organizational performance. Affect of HRD climate on affective commitment is more than that continuance and normative commitment among the Nigerian banking sector employees as there was not so strong positive correlation between HRD climate and Normative and Continuance Commitment (Benjamin & David, 2012). There was significant impact of Organizational commitment (Affective, Normative, continuous) on sustained productivity in Auto component industry (Dixit & Bhati, 2012). Devi & Pujitha (2013) tried to study employees' perception about HRD climate and explore the relationship between HRD climate and organizational commitment among the employees working in IT companies. 226 employees were surveyed by using Rao and Abrahams HRD Climate scale and Allen and Meyer's organizational commitment scale and It was found that majority of respondents were highly satisfied with the development climate and there was positive correlation between HRD dimensions and organizational commitment. Among all the dimensions, Trainings had the highest positive correlation with Organizational commitment. Chew & Entekin (2005) also tried to investigate the impact of HR practices on organizational commitment. In their two steps approach they first used, Factor analysis to validate the measures and in next section, hierarchical regression analysis was used to identify the group of independent variables. It was found that independent variables have significant positive relation with Organizational commitment. While using age and gender as control variables, the study suggested that HR practices, irrespective of Organizational features, influence the commitment. It was also found that only two HR practices selection and reward and recognition were statistically significant predictors of commitment.

## **OBJECTIVES OF THE STUDY**

Above discussion on HRD climate and organizational commitment shows that human resource is one of the most important and core area for any

organization as it not only impacts the performance of employees but also make employees committed to their respective Organization and that is why it the major focus in many Organizations. The present research focuses not only check the validity of HRD climate scale but also to find the relationship between HRD climate and organizational commitment of employees working in auto component manufacturing industry.

## **METHODOLOGY**

### **Sample and Procedure**

The participants were employees from various auto component manufacturing units located in Delhi and its nearby places. A total 630 filled questionnaire were received from 700 respondents and out of these filled questionnaires thirty-seven questionnaires were also not include in the study due to incomplete and missing information. So at last, a total of 593 filled questionnaires were considered by the researcher for the study. On the demographic front majority of respondents (80%) were male. About 52% were in age group of 25 – 35 years and 14% were from below 25 years and remaining belonged to above 35 years age category. 51% respondents had tenure of less than 5 years, 39 % between 5 to 15 years, and the rest had tenure more than 15 years. Around 75% of respondents were married and rests were bachelor.

### **Instrument Used**

HRD Climate scale developed by Rao and Abharaham (1986) & Organizational commitment developed by Allen and Meyer (1993) were used for the study.

### **Data Analysis**

This study used the two-phase approach, in the first phase; exploratory and confirmatory factor analysis was used to examine the HRD climate factors. In second Phase regression analysis was used to find relationship between HRD climate component and organizational commitment. To conduct these analysis statistical packages SPSS 22 and AMOS 21 were used.

## RESULTS AND CALCULATIONS

### Psychometric Properties of HRD Climate Scale

An exploratory factor analysis was performed on HRD Climate 38 items with oblique rotation (promax). The Kaiser-Meyer-Olkin measures proved sampling adequacy for the sample, KMO = .97. Bartlett's test of sphericity  $\chi^2 (.496) = 1.3820.61$ ,  $p < 0.001$ , showed that variables correlation was large enough for EFA. The EFA analysis produced a 3 factor structure. Table 1 represents items and their respective loadings. Only items with factor loadings above .5 were retained.

**Table 1: HRD Climate Scale Factors and Their Loadings**

Items	1	2	3
<b>HRD Mechanism</b>			
HRD24 When employees are sponsored for training; they take it seriously and try to learn from the programs they attend.	0.80		
HRD25 Employees returning from training programmes are given opportunities to try out what they have learnt.	0.78		
HRD17 Performance appraisal reports in our organization are based on objective assessment and adequate information and not on any favouritism	0.77		
HRD19 Employees are encouraged to experiment with new methods and try out creative ideas	0.77		
HRD14 Promotion decisions are based on the suitability of the promotee rather than on favouritism	0.75		
HRD16 When an employee does good work his supervising officers take special care to appreciate it.	0.73		
Hrd20 When any employee makes a mistake his supervisors treat it with understanding and help him to learn from such mistakes rather than punishing him or discouraging him	0.72		
HRD21 Weaknesses of employees are communicated to them in a non-threatening way.	0.72		
HRD26 Employees are sponsored for trainin programmes on the basis of genuine training needs.	0.71		
HRD37 This organization ensures employee's welfare to such an extent that the employees can save a lot of their mental energy for work	0.71		
HRD22 When behaviour feedback is given to employees they take it seriously and use it for development.	0.69		
HRD38 Job-rotation in this organization facilitates employee development.	0.68		

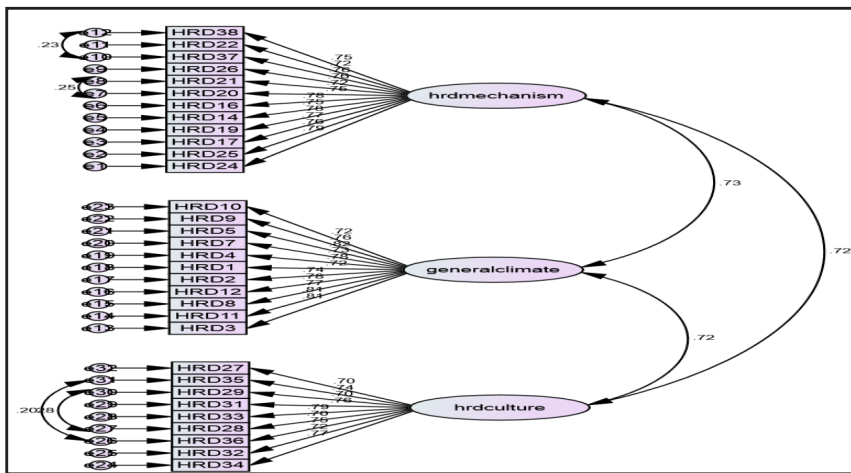
### HRD General Climate

HRD3 Development of the subordinates is seen as an important part of their job by the managers/officers here.	0.80
HRD11 The psychological climate in this organization is very conducive to any employee interested in developing himself by acquiring new knowledge and skills.	0.78
HRD8 Managers in this organization believe that employee behaviour can be changed and people can be developed at any stage of their life.	0.77
HRD12 Seniors guide their juniors and prepare them for future responsibilities/ roles they are likely to take up.	0.75
HRD2 The top management believes that human resources are an extremely important resource and that they have to be treated more humanely.	0.74
HRD 1 The top management of this organization goes out of its way to make sure that employees enjoy their work.	0.74
HRD4 The personnel policies in this organization facilitate employee development.	0.73
HRD7 People lacking competence in doing their jobs are helped to acquire competence rather than being left unattended.	0.72
HRD5 The top management Is willing to invest a considerable part of their time and other resources to ensure the development of employees.	0.71
HRD9 People in this organization are helpful to each other.	0.71
HRD10 Employees in this organization are very informal and do not hesitate to discuss their personal problems with their super visors	0.68

### HRD Culture

HRD34 When problems arise people discuss these problems openly and try to solve them rather than keep accusing each other behind the back.	
HRD32 When seniors delegate authority to juniors, the juniors use it as an opportunity for development	
HRD36 The organization's future plans are made known to the managerial staff to help them develop their juniors and prepare them for	
HRD28 Employees are not afraid to express or discussion of their feelings with their superiors.	
HRD33 Team spint is of high order in this organization	
HRD31 Delegation of authority to encourage juniors to develop handling higher responsibilities is quite common in this organization.	
HRD29 Employees are not afraid to express or discuss their feelings with their subordinates.	
HRD35 Career opportunities are pointed out to juniors by senior officers in the organization.	
HRD27 People trust each other in this organization.	

<b>Eigen Values</b>	<b>15.44</b>	<b>2.25</b>
<b>% of Variance</b>	<b>46.94</b>	<b>5.72</b>
<b>Cumulative % of Variance</b>	<b>46.94</b>	<b>52.66</b>
<b>Cronbach alpha</b>	<b>0.94</b>	<b>0.94</b>



**Fig. 1: HRD Climate Model**

The first factor covers items like performance appraisal reports, promotion decisions, employee appreciation and employee training sponsorship on the basis of his capabilities etc. and it was labelled as HRD Mechanism. Second factor covers variables like psychological climate of organization, senior’s role in employee development, and top management belief about the importance of human resources etc. so it was named as HRD – General Climate. Third factor consist the variables like team spirit in Organization, employee trust and openness and it was named as HRD Culture. The internal consistency reliability coefficients for the three factors were  $\alpha = .94, .94, .92$  respectively.

After exploratory factor analysis a confirmatory factor analysis with maximum likelihood procedure was used to explain the factor structure that was obtained from exploratory factor analysis. In our model three latent constructs named HRD – General Climate, HRD Mechanism and HRD culture were present as shown in figure 1.

The model fit indices also provides a reasonable fit for the model as shown in Table 2. The Chi Sq./d.f value is 2.506 . The Goodness of Fit Index - GFI (0.888), The Adjusted Goodness of Fit Index -AGFI (0.871), The Normed fit index – NFI (0.915), The Comparative Fit Index – CFI (0.947), Tucker Lewis Index – TLI (0.943), Root Mean Error of Approximation – RMSEA (0.05) and PCLOSE (0.417). Hence it is concluded that the proposed research model fits the data reasonable

**Table 2: HRD Climate CFA Goodness - of - Fit Statistics**

<p><b>Chi - Square (<math>\chi^2</math>)</b></p> <p>Chi - Square = 1145.11</p> <p>Degrees of Freedom (df) = 457</p> <p>Chi - Square / df= 2.506</p>
<p><b>Absolute Fit Measures</b></p> <p>Goodness - of -fit index (GFI) = 0.88</p> <p>Root mean square error of approximation = 0.05</p> <p>Root mean square residual (RMR) = 0.035</p>
<p><b>Incremental Fit Indices</b></p> <p>Normed fit Index (NFI) = .92</p> <p>Comparative fit index (CFI) = .95</p> <p>Relative fit index (RFI) = .91</p>
<p><b>Parsimony Fit Indices</b></p> <p>Adjusted goodness-of-fit index (AGFI) = .87</p> <p>Parsimony normed fit index (PNFI) = .84</p>

Table 3 explained complete results of validity and reliability status of the HRD climate scale by showing composite reliability, average variance extracted, maximum shared variance and correlation among three factors.

**Table 3: Validity and Reliability Analysis of HRD Climate Scale**

	CR	AVE	MSV	MaxR(H)	HRD - General Climate	HRD Mechanism	HRD Culture
<b>General Climate</b>	0.941	0.591	0.539	0.943	<b>0.769</b>		
<b>HRD Mechanism</b>	0.942	0.577	0.539	0.971	0.734	<b>0.759</b>	
<b>HRD Culture</b>	0.915	0.544	0.518	0.978	0.716	0.72	<b>0.737</b>

The result of Table 3 shows that composite reliability (CR) of measurable variable ranged between 0.91 and 0.94. It was also found that  $CR > 0.7$ ,  $CR > AVE$  &  $AVE > 0.5$  as well as  $MSV < AVE$  and square root of AVE greater than inter-construct correlation. So HRD climate scale is having sound psychometric properties to be used in current data set

Overall HRD climate score of auto component manufacturing industry

From the table 4, it was found that overall average mean score of HRD climate is 3.69 out of 5, if converted into percentage the overall score comes out to be 67 percent. It was also found that out of three components, HRD-culture has got the lowest score (3.66) as compared to other two components HRD – General climate (3.70) and HRD – Mechanism (3.69).

**Table 4: HRD Climate Statistics**

	N	Mean	Std. Deviation
HRD - General Climate	593	3.70	0.86
HRD - Mechanism	593	3.69	0.84
HRD - Culture	593	3.66	0.81
OVERALL HRD CLIMATE	593	3.69	0.73

Further a deeper analysis was done to identify the areas of HRD climate which can be improved or needs special attention of HR people or senior management. These results are depicted in table 5.

**Table 5: HRD Climate Low Scoring Items Statistics**

<b>HRD Climate Components</b>	<b>Item No.</b>	<b>Item Description</b>	<b>Mean</b>	<b>Std. Deviation</b>
HRD - General Climate	HRD1	The top management of this organization goes out of its way to make sure that employees enjoy their work.	3.64	1.06
	HRD4	The personnel policies in this organization facilitate employee development.	3.64	1.09
	HRD5	The top management Is willing to invest a considerable part of their time and other resources to ensure the development of employees.	3.63	1.13
	HRD7	People lacking competence in doing their jobs are helped to acquire competence rather than being left unattended.	3.66	1.09
	HRD10	Employees in this organization are very informal and do not hesitate to discuss their personal problems with their super visors	3.63	1.08
HRD – Mechanism	HRD14	Promotion decisions are based on the suitability of the promotee rather than on favouritism	3.63	1.12
	HRD16	When an employee does good work his supervising officers take special care to appreciate it.	3.63	1.07
	HRD37	This organization ensures employee’s welfare to such an extent that the employees can save a lot of their mental energy for work purposes.	3.66	1.09
	HRD38	Job-rotation in this organization facilitates employee development.	3.62	1.10

HRD Climate Components	Item No.	Item Description	Mean	Std. Deviation
HRD – Culture	HRD27	People trust each other in this organization.	3.61	1.08
	HRD28	Employees are not afraid to express or discussion of their feelings with their superiors.	3.63	1.03
	HRD31	Delegation of authority to encourage juniors to develop handling higher responsibilities is quite common in this organization.	3.58	1.07
	HRD35	Career opportunities are pointed out to juniors by senior officers in the organization.	3.59	1.06

From the table 5, it was clear that organizations need to focus on all the items mentioned above as these were having lower score than the overall mean score. HRD-General Climate areas like top management willingness to invest in development of employees (3.63) and lack of informal relationship between supervisor and subordinate (3.63) which make employees a bit hesitate to discuss their personal problem with their supervisor and lack of employee development oriented personnel policies (3.64) are areas which requires some improvements. Among HRD Mechanism dimensions areas like job rotation (3.62), promotion decisions (3.63), welfare schemes (3.66) and employee's appreciation by supervisor (3.63) are major areas which need to be work on. Among HRD Culture dimension, concerns are related to trust among the people (3.61) in the organization, lack of practice of delegation of authority by seniors (3.58), senior's role on pointing out career opportunities to juniors (3.59) and employees fear to express their feelings with their superiors (3.63) had got lower score than overall commitment score and these need be work upon.

Overall organizational commitment score of auto component manufacturing industry.

To achieve this objective mean score of organizational commitment and its component was calculated and results of the same were presented in Table 6.

**Table 6: Organizational Commitment & Its Components**

	N	Mean	Std. Deviation
Affective Commitment	593	3.68	0.87
Continuous Commitment	593	3.49	0.82
Normative Commitment	593	3.73	0.83
Organization Commitment	593	3.65	0.65

From the table 6, it was found that Organizational commitment score is 3.65 out of 5 & if we saw the mean score of components of organizational commitment we found that score of Continuous commitment (3.49), Affective commitment (3.68) and normative commitment (3.73) respectively. So auto component manufacturing companies has to work upon their employee’s continuous commitment in their organization.

Relationship between HRD Climate components and organizational commitment.

Multiple regressions were performed to find best predictors of Organizational commitment among auto component manufacturing employees. The means, standard deviations and inter correlations can be found in table 7 when the combination of variables to predict Organization commitment included HRD – General climate, HRD Mechanism and HRD culture,  $F(3, 589) = 134.67, p < .001$ .

**Table 7: Means, Standard Deviations, and Inter correlations for Organization Commitment and Predictor Variables (N=593)**

Variable	M	SD	HRD - General Climate	HRD Mechanism	HRD Culture
Organisation Commitment	3.65	0.65	0.59**	0.57**	0.53**
Predictor Variable					
1. HRD - General Climate	3.70	0.86	....	0.69**	0.66**
2. HRD Mechanism	3.69	0.84		...	0.66**
3. HRD Culture	3.66	0.73			...
**P < .01					

The beta coefficients are shown in table 8. It is all the independent variables significantly predict Organization commitment. The adjusted R squared value was 0.40, which indicates that 40 percent of variance in Organization commitment was explained by the model and which is large effect (Cohan, 1988).

**Table 8: Simultaneous Multiple Regression Analysis Summary for HRD - General Climate, HRD Mechanism, and HRD Culture**

Variables	B	SEB	
HRD - General Climate	0.23	0.04	0.31**
HRD Mechanism	0.20	0.04	0.25**
HRD Culture	0.13	0.04	0.16*
Constant	1.60	0.11	

*Note . R Sq. = .41; F(3,589) = 134.67, p < 0.001.*  
\*p < .01 ; \*\*p < .001

The relationship between HRD climate components and Organizational commitment can be explain with the help of below equation.

Organizational Commitment = 1.60 + .23 (HRD - General climate) + .20 (HRD Mechanism) + .13 (HRD Culture)

This formula helps us to predict individual's organizational commitment score when three components of HRD climate considered together but one should be very cautious in doing this as HRD climate only explains 40 percent of variance in organizational commitment.

## FINDINGS & CONCLUSIONS

The study was aimed to measure psychometric properties of HRD climate scale developed by Rao and Abraham among the employees of auto component manufacturing companies in India. Three factors of HRD mechanism, HRD - General Climate and HRD Culture climate showed convergent and discriminate validity. These new variables were found to be stable. Convergent and discriminate validity is supplemented by internal reliability.

The overall mean score of HRD climate prevailing in auto component manufacturing companies comes out as 3.69 out of 5 and it accounts for 67 percent. The three components have mean scores HRD culture (3.66), HRD Mechanism (3.69) and HRD - General Climate (3.70) respectively. Organizational Commitment mean was found 3.65 out of 5. The score of three components of organizational commitment affective commitment (3.68), continuous commitment (3.49) and normative commitment (3.73) are respectively. HRD climate variables accounts 40 percent variations in

organizational commitment, organizations should include other variables like performance management, technology change and automation etc should also include in organizational focus areas. The Results of study is very helpful to understand current HRD climate prevailing in the Auto component industry and also put some light on focus areas like delegation of authority, career opportunities, job rotation, informal relationships & subordinate superior relationships which needs special attention to improve overall HRD climate. The study also points out that continuous commitment (employee want to) is a area of concern for companies, as more and more options are opening for competent employees and this could mitigate the positive effects of affective (employee need to) and normative commitment (employee ought to), but this scenario can be changed by implementing right HRD practices like open culture, Job rotation and delegation of authority and organizations must consider these in their core employee development programs.

## FUTURE SCOPE OF RESEARCH

Since the study was conducted in auto component manufacturing industry, the findings may not be applicable in other organizations working in different sectors. Therefore, further studies are needed using other sectors in India, and also in different parts of India. Some newer items related to performance management, technology change and automation should also be included in the present HRD construct and to get respondents views future researchers can use both closed and open ended questions.

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