SYNOPSIS

INTRODUCTION

An organisation's success is determined by the skills and motivation of the employees. Competent employees are the greatest assets of any organisation. Given the opportunities and by providing the right type of climate in an organization, individuals can be helped to give full contribution to their potentials, to achieve the goals of the organization, and thereby ensuring optimization of human resources.

Globalization dominates the competitive horizon and entails new markets, new markets, new products, new mindsets, new competencies and new ways of thinking about business. A major challenge for any organization in this era of international competition and recent economic recession seems to be ‘survival and sustainability’ amidst cut-throat competition. It is increasingly argued that the organizations, best able to meet the challenges will be those that can acquire and utilize valuable, scarce and inimitable resources. Human resources can fall into this category, particularly, if they are effectively deployed through appropriate human resource practices and management of organizational culture. An organization that has better HRD climate and processes is likely to be more effective than an organization that does not have them.

HUMAN RESOURCE DEVELOPMENT CLIMATE

An organisation's success is determined as much by the skill and motivation of its members as by almost any other factor. While this has always been true, recent changes focus attention on ways human resources
development activities can be used to ensure organisations have what it takes to successfully meet the challenges (Desimone, Werner & Harris 2002).

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.

**Pritchard and Marasick** (1973) define HRD climate as a relatively enduring quality of an organization's internal environment, distinguishing it from other organizations, which:
(a) results from the behaviour and practice of members of the organization especially in top management,
(b) is perceived by members of the organization,
(c) serves as a basis for interpreting the situation, and
(d) acts as a source of pressure for directing activity.

HRD climate can be grouped as General climate, HRD (OCTAPACE) culture and HRD mechanisms.

**General Climate.**

The following factors work as an enabling force for the enhancement of human resource development climate:
- Top Management Style and Philosophy.
- Personnel policies.
- Positive Attitudes Towards Development.
- Commitment of Line Managers.
**HRD (OCTAPACE) Culture**

The HRD (OCTAPACE) culture items deal with the extent to which Openness, Confrontation, Trust, Autonomy, Pro-activity, Authenticity, Collaboration, and Experimentation are valued and promoted in the organisation.

**HRD Mechanisms**

Important HRD mechanisms, which constitute the part of the HRD climate and considered for the present study are the following.

- a) Performance Appraisal.
- b) Career Planning.
- c) Grievance Mechanism.
- d) Feedback and Counselling.
- e) Training and Development.
- f) Employee Welfare for quality work life.
- g) Job Rotation.
- h) Rewards.
- i) Recruitment and Selection.

**STATEMENT OF THE PROBLEM**

The State Government in India assume the role of the entrepreneur in one form or the other to usher in rapid industrialisation by supplementing the private and Central Government investment in the states. At the time of formation of state of Kerala in 1956 there existed an excellent industrial base mostly in the princely state of Travancore which was a pioneer in fostering industrialisation. But the story since has been quite dismal and today Kerala is one of the industrialised states in the Indian Union. Added to the bleak scenario is a rising per capita consumption and falling per capita on
the one hand and a growing army of unemployed and underemployed manpower on the other. With the territory sector expanded to its limit, the key to progress and development lies in the industrialisation, be it in the public or private sector.

There are certain important factors such as cut throat competition, quick changes, communication explosion and conflicts which influence every business today, irrespective of its size and place in the globe. Kerala public enterprises were no exemption to this rule. Therefore “Survival of the fittest” the old adage is so apt in today's business. In order to survive and grow every organisation must utilise its resources in the most effective and efficient manner. But out of the various resources used, human resource is the only elastic factor. Therefore Human Resource Development and Management is the need of the hour.

The HRD climate of an organisation plays a very important role in ensuring the competency, motivation and development of its employees. The HRD climate can be created using appropriate HRD systems and leadership styles of top management. The HRD climate is both a means to an end as well as an end itself. HRD climate is the perceptions the employee can have on the developmental environment of an organisation. HRD climate is an integral part of organisational climate.

The present study is an attempt to categorise the positive and negative aspects in the path of making a healthy HRD climate in steel based state level public enterprises in Kerala. To be effective every organisation need competent people in all areas whether it will be cost reduction, reduction in delays, increased customer satisfaction, better quality, prompt service, improved market image and so on. But in SLPEs in Kerala the importance of
human resource did not much emphasized. This leads to lack of competence, lower competence, lower performance, low morale and motivation, lower customer satisfaction, poor service, etc. in most of SLPEs. This study provides a conceptual framework for a better understanding of HRDM in steel based public enterprises in Kerala.

SIGNIFICANCE OF STUDY

In the changing world of globalisation HRD is inevitable for acquiring higher competencies and sharpened skills. Newer approach to accomplish the organisational goals will be benefited by the end user i.e., customer.

Although Kerala has a progressive face in many areas of social development, it is a sad predicament that the industrial sectors in the state are yet to shed its conservative approaches and goes out to take up new challenges and opportunities. The contribution of the present status and the unwillingness of the authorities to bring on changes either structural or functional in the industrial development scenario would be highly damaging to the interests of the young generation in general and to the present employees in particular. The findings of the study should help the concerned authorities to provide the lacking of HRD elements which can increase the service output and efficiency.

The public enterprises have more social obligations than other organisations. These organisations spending on HRD activities did not converted into desired output. Additional HRD activities are needed to increase the effectiveness and efficiency of the employees of steel based public enterprises in Kerala.
This study proposed to be made to analyse the problems and prospects of the HRD system in steel based SLPEs in Kerala. The feedback from these organisations will help a lot to improve healthy HRD culture and climate in these organisations.

**AREA OF STUDY**

The area of study covers the Steel based State Level Public Enterprises in Kerala. These were:

a) The Metal Industries Ltd., Shornur,

b) Steel Complex Ltd., Faroke, Kozhikode,

c) Steel Industries Kerala Limited, Athani, Thrissur,

d) Steel & Industrial Forgings Ltd., Athani, Thrissur,

e) Autokast Ltd., Cherthala, Alappuzha.

**PROCEDURE AND RESEARCH METHODOLOGY**

Undertaken research study was aimed to analyse the Human Resource Development culture and climate of steel based public sector enterprises in Kerala. The present research study is an attempt to categorise the positive and negative aspects in the path of making a healthy HRD climate in steel based public sector enterprises in Kerala.

The employees of steel based Public Sector Enterprises in Kerala were considered as elements of population for the study. The total population was 1054, considering all the 5 steel based Public Sector Units (PSUs) in Kerala. The researcher personally contacted 530 employees in 5 steel based PSUs in Kerala, during September 2009 to March 2010. They were appraised about the purpose of the study and request was made to them to fill up the questionnaire with correct and unbiased information. The researcher was able to collect the 389 filled questionnaires with response rate of 73.4%.
Finally 357 filled in questionnaires were selected for this study, after rejecting 32 questionnaires for various reasons like errors, incompleteness and inadequate information. 50% population was taken as sample, but turnout was 36.9%. Sample size is one of the major concerns for research methodology. A general rule for researcher is to draw a sample of cases as few as they must and as many as they can but particularly for survey data sample of around 200 cases usually give sufficient scope for analysis. However, mere size of the selection of sample is important. (Iqbal, M.Z., 2007). Therefore, the researcher practiced utmost care while determining the sample size drawn for the available population.

Following table represents the organisation-vise sample of study:

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Organisation</th>
<th>Sample size</th>
<th>Total No. of Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Managerial Staff</td>
<td>Supervisory Staff</td>
</tr>
<tr>
<td>1</td>
<td>The Metal Industries Ltd., Shornur.</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>2</td>
<td>Steel Complex Ltd., Kozhikod.</td>
<td>8</td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>Steel Industrials Kerala Ltd., Thrissur.</td>
<td>9</td>
<td>8</td>
</tr>
<tr>
<td>4</td>
<td>Steel &amp; Industrial Forgings Ltd., Athani, Thrissur.</td>
<td>18</td>
<td>7</td>
</tr>
<tr>
<td>5</td>
<td>Autokast Ltd., Cherthala.</td>
<td>7</td>
<td>9</td>
</tr>
<tr>
<td></td>
<td><strong>TOTAL</strong></td>
<td><strong>44</strong></td>
<td><strong>29</strong></td>
</tr>
</tbody>
</table>
THE OBJECTIVES

The present study had taken up with the following specific objectives;

(1) To study the HRD culture and climate prevailing in steel based public enterprises in Kerala.
(2) To analyse the problems and prospects of the HRD system in steel based state level public enterprises in Kerala.
(3) To understand the strength and weakness of the HRD activities in these organisations.
(4) To evolve appropriate strategies and suggest measures to improve the efficiency of the employees in these organisations.

HYPOTHESIS OF STUDY

In consonance with the above objectives, the following hypotheses are formulated:

1. $H_0$: General climate in steel based state public sector enterprises in Kerala is average against the hypothesis ($H_1$) that it is high.
2. $H_0$: HRD (OCTAPACE) culture in steel based state public sector enterprises in Kerala is average against the hypothesis ($H_1$) that it is high.
3. $H_0$: HRD Mechanisms in steel based state public sector enterprises in Kerala is average against the hypothesis ($H_1$) that it is high.
4. $H_0$: Overall HRD climate in steel based state public sector enterprises in Kerala is average against the hypothesis ($H_1$) that it is high.
5. $H_0$: There is no significant difference in General climate among different companies of steel based state public sector enterprises in Kerala.

6. $H_0$: There is no significant difference in HRD (OCTAPACE) Culture among different companies of steel based state public sector enterprises in Kerala.

7. $H_0$: There is no significant difference in HRD mechanism among different companies of steel based state public sector enterprises in Kerala.

8. $H_0$: There is no significant difference in Overall HRD Climate among different companies of steel based state public sector enterprises in Kerala.

**INSTRUMENTS USED IN THE STUDY**

The instruments used for the present study are described in detail.

**Human Resource Development Climate (HRDC) Questionnaire**

With an explanatory covering letter, the questionnaire was administrated to various categories of employees with adequate instruction and guidelines. The duly filled up questionnaire were collected later.

**Personal Interviews**

All the respondents of the study are not able to understand the questions easily. Also some of them were reluctant to respond to the questionnaire in full because of both the still remaining ambiguity and apprehensions regarding the exposure of facts, which may turn against their career. They were approached individually and personal interviews were
conducted to elicit relevant data from these personnel clearing the apprehensions.

**Secondary Data.**

Secondary data were needed for the proper interpretation of the primary data. The following sources were used for the collection of secondary data.

- Office records of Administration & HRD Departments of the companies.
  - Copies of Long Term Agreement between Trade Unions and Management.
  - Books and Magazines published by steel based PSUs in Kerala.
  - Standing Orders of the companies.
  - Annual reports of steel based state level public sector enterprises in Kerala.

For summarisation and condensation, the data collected through structured rating scales were scored coded and tabulated. Since the questionnaire used a five-point Likert scale (5-almost always true, 4-mostly true, 3-sometimes true, 2- rarely true, 1- not at all true), a average scores of 3 and around indicate a moderate tendency on the dimension existing in the organization, while scores around 4 indicates a fairly good degree of the dimension existing in the organization. Editing of survey response for detection and correction of errors and omissions was performed to achieve optimum standards of data quality. Initially data was entered in SPSS 17.0 version, Statistical Package for Social Sciences for analysis. Research
hypothesis developed to study the analysis of HRD climate were tested statistically. In order to test the credibility of the work the relevant quantitative techniques such as analysis of average mean score, analysis of standard deviation and application of z-test have been adopted.

One-way Analysis of Variance (ANOVA) was carried out to compare the general climate, HRD OCTAPACE culture, HRD mechanisms and overall HRD climate among different companies of steel based public sector enterprises in Kerala. If the F-value in the ANOVA was found to be significant, Least Significant Difference (LSD) test was carried out for pairwise comparison of the companies. Administration of instrument and analysis of the data are explained.

The first objective of the research study was “To study the HRD culture and climate prevailing in steel based public enterprises in Kerala”. The scores of the responses in the filled up questionnaire for each items are summed up and the average out of five is formed out which is the average of each item. The results are interpreted through these averages, and percentages. Average of all the items gives the HRD climate of the organisation i.e., HRD climate prevailing among employees of steel based PSUs in Kerala.

The general climate deals with the importance given to human resources development in general by the top management and line managers. Responses to item related to top management style and philosophy shows poor tendency. Responses to item related to personnel policies shows poor tendency. The impediment seems to be lack of personnel policies to facilitate employee development. Responses to item related to positive attitude towards development and commitment of line managers shows favourable condition.
The analysis of responses of questionnaire, mean score of 3.1 and percentage score 52.4, shows favourable condition of general climate of steel based PSUs in Kerala. Comparing with other dimensions line management commitment was the most contributing factor in general climate and top management philosophy was the least contributing factor. The personnel policies also showed less contributing factor in general climate and positive attitude towards development showed better contributing factor than top management philosophy and personnel policies.

In HRD (OCTAPACE) culture, responses to items related to Openness, Confrontation, Trust, Autonomy, Pro-activity, Authenticity, Collaboration and Experimentation shows favourable condition in the organisations understudy. The mean score of was 3.5 and percentage score 62.4 shows favourable condition of HRD (OCTAPACE) climate of steel based PSUs in Kerala. Comparing with each dimension, Experimentation was the most contributing factor in HRD (OCTAPACE) climate and Pro-activity was the least contributing factor.

In the responses related with HRD mechanisms, the elements Performance Appraisal, Grievance Mechanism, Feedback and Counselling, Training, Recruitment & Selection and Job Rotation have scored, favourable conditions and the elements Career Planning, Employee Welfare and Quality Work Life, and Rewards have scored unfavourable conditions. The analysis of the responses indicates that a favourable condition of implementation of HRD mechanisms (mean score: 3.1; percentage score: 53) was prevalent in the organisations understudy. Comparing with each dimension, Training was the
most contributing factor in HRD mechanisms and Career Planning was the least contributing factor.

For validating the instrument the total score on HRD climate is correlated with each item in the scale (Karl Persons correlation coefficient). All correlation was found to be significant indicating that instrument is valid and hence the results obtained by this instrument. The total HRD climate is significantly correlated with all the dimensions. But high correlation was found with HRD mechanism. This shows that HRD mechanism is the most contributing factor of total HRD climate in steel based public sector enterprises in Kerala.

The General Climate is significantly correlated with all the sub dimensions. The correlation of the sub dimension “positive attitude towards development” has higher correlation with general climate. Hence this dimension is most contributing to the general climate of the steel based public sector enterprises in Kerala.

The HRD (OCTAPACE) culture is significantly correlated with all the sub dimensions. The correlation of the sub dimension “collaboration” has higher correlation with HRD (OCTAPACE) culture. Hence this dimension is most contributing to the HRD (OCTAPACE) culture of the steel based public sector enterprises in Kerala.

The HRD Mechanism is significantly correlated with all the sub dimensions. The dimension “performance appraisal” has higher correlation with HRD Mechanism. Hence this dimension is most contributing to the HRD Mechanism of the steel based public sector enterprises in Kerala.
The second objective of this research study was “To analyse the problems and prospects of the HRD system in steel based state level public enterprises in Kerala”. HRD climate can be grouped into three broad categories, viz. (1). General climate, (2). HRD (OCTAPACE) culture, and (3). HRD mechanisms. HRD (OCTAPACE) variables (openness, confrontation, trust, authenticity, pro-activity, autonomy, collaboration and experimentation) are not at all legitimate in steel based public sector enterprises, but in any other organisations as well. These are purely behavioural in nature and derived out of the interactions of internal variables like general climate, HRD mechanisms and demographic environment prevailing in the society. In steel based PSUs in Kerala, HRD culture cannot be independently identified due to the above reasons. Hence problems and prospects of elements of General Climate (Top Management Style and Philosophy, Commitment of Line Managers, Personnel policies, Positive Attitudes towards development) and HRD Mechanisms (Performance Appraisal, Career Planning, Grievance Mechanism, Feedback and Counselling, Rewards, Training, Employee Welfare, Recruitment & Selection and Job Rotation) were explained.

The third objective of the research study was “To understand the strength and weakness of the HRD activities in these organisations”. The elements of each of components of HRD climate analysed through the responses of the questionnaire by taking scores of moderate/favourable and higher scores i.e., mean 3 and above (scores of 50% and above), taken as strength of HRD activity. The elements of each of components of HRD climate analysed through the responses of the questionnaire by taking scores of unfavourable and lower scores i.e., mean below 3 (scores below 50%), taken as weakness of HRD activity.
The analysis revealed that the overall elements of HRD climate, i.e., General Climate, HRD (OCTAPACE) Culture, and HRD Mechanisms were in favourable condition which shows strength of HRD climate.

Z-test was applied to test the significance of general climate of steel based state public sector enterprises in Kerala. Critical value of Z at one percent level of significance is 2.33. Here in this case, the calculated value 2.74 is greater than the critical value. Hence the hypothesis (No.1) stating that, “General climate in steel based state public sector enterprises in Kerala is average” is rejected at a level of significance of 0.01, and so the general climate in steel based state public sector enterprises in Kerala is high.

Z-test was applied to test the significance of HRD (OCTAPACE) Culture of steel based state public sector enterprises in Kerala. Critical value of Z at one percent level of significance is 2.33. Here in this case, the calculated value 17.18 is greater than the critical value. Hence the hypothesis (No.2) stating that, “HRD (OCTAPACE) culture in steel based public sector enterprises in Kerala is average” is rejected at a level of significance of 0.01, and so HRD (OCTAPACE) culture in steel based state public sector enterprises in Kerala is high.

Z-test was applied to test the significance of HRD mechanisms of steel based state public sector enterprises in Kerala. Critical value of Z at one percent level of significance is 2.33. Here in this case, the calculated value 3.05 is greater than the critical value. Hence the hypothesis (No.3) stating that, “HRD Mechanisms in steel based public sector enterprises in Kerala is average” is rejected at a level of significance of 0.01, and so HRD Mechanisms in steel based state public sector enterprises in Kerala is high.
In the responses related with General Climate only two elements i.e. Commitment of Line Management and Positive Attitude towards development, scored favourable condition which shows the strength of HRD activity.

In the responses related with HRD (OCTAPACE) culture, all the eight elements i.e. Openness, Confrontation, Trust, Authenticity, Pro-Activity, Autonomy, Collaboration and Experimentation scored favourable condition which shows the strength of HRD activity.

In the responses related with HRD mechanisms, the elements i.e. Performance Appraisal, Grievance Mechanism, Feedback and Counselling, Training, Recruitment & Selection and Job Rotation scored, favourable condition which shows the strength of HRD activity.

In the responses related with General Climate the two elements i.e. Top Management Style and Philosophy and Personnel policies, scored unfavourable condition which shows the weakness of HRD activity.

In the responses related with HRD mechanisms, the elements i.e., Career Planning, Employee Welfare and Quality Work Life, and Rewards scored, unfavourable conditions which show the weakness of HRD activity.

**Factors Contributing to Strength of HRD Activities**

The analysis revealed that the overall elements of HRD climate, i.e., General Climate, HRD (OCTAPACE) Culture, and HRD Mechanisms were in favourable condition which shows strength of HRD activities. On the basis of data analysis, the factors contributing to favourable dimensions of HRD culture were as given below.
a) Educated, experienced and skilled work force.
b) Positive and motivating attitude of supervisors and executive staff.
c) Dedicated and committed line managers.
d) Cultural heritage.
e) High rate of literacy in the state.
f) Positive attitude of some trade unions of the employees.
g) The employee’s opportunities to express their view points were quite successful.
h) Well developed and signified cohesion and trust in employees their personal relationship.
i) Encouraging risk taking and experimentation.
j) A general climate of trust.
k) Freedom to let people to work independently with responsibility.

Factors Contributing to Weakness of HRD Activities

The analysis of HRD Climate revealed that overall scores were in favourable condition. But some elements of General Climate, HRD (OCTAPACE) Culture, and HRD Mechanisms were found in unfavourable condition which shows weakness of HRD activities. The factors contributing to weakness of HRD activities were as given below.

a) Non conformity of actions with the declaration of the top management.
b) Lack of clear cut and adequately defined policy on human resources.
c) Incompetency of concerned persons who are responsible for the development of human resources.
d) Inadequate utilisation of HRD instruments and system.
e) Inadequate delegation of power and autonomy to the concerned implementing officers at various levels.

f) Behavioural issues which are varying from person to person, occupied at the key position of management.

g) Inadequate basic qualification of some of employees in top management position.

h) Ambiguity in defining power of various levels and categories of officials.

i) Various religious and cultural elements come in the way of effective implementation of a healthy climate.

The forth objective of the research study was “To evolve appropriate strategies and suggest measures to improve the efficiency of the employees in these organisations”.

The analysis of responses of questionnaire showed that Overall HRD climate in steel based public sector enterprises in Kerala was in favourable condition (the mean score of 3.2 and percentage score 55.3).

The Z-test was applied to test the significance of Overall HRD Climate of steel based state public sector enterprises in Kerala. Critical value of Z at one percent level of significance is 2.33. Here in this case the calculated value 6.87 is greater than the critical value. Hence the hypothesis (No.4) stating that, “Overall HRD climate in steel based public sector enterprises in Kerala is average” is rejected at a level of significance of 0.01, and so Overall HRD climate in steel based public sector enterprises in Kerala is high.

One-way Analysis of Variance (ANOVA) was carried out to compare the general climate, among different companies and Least Significant
Difference (LSD) test was carried out for pair wise comparison of the companies of steel based public sector enterprises in Kerala. F-value for comparing general climate among different companies (18.820) was found to be significant at 0.01 levels. Hence the hypothesis (No.5) stating that, “There is no significant difference in General climate among different companies of steel based public sector enterprises in Kerala” is rejected at a level of significance of 0.01, and so, there is significant difference in General climate among different companies of steel based public sector enterprises in Kerala. The general climate was high in the case of SCL and lowest for SIFL.

F-value for comparing HRD (OCTAPACE) culture among different companies (17.308) was found to be significant at 0.01 levels. Hence the hypothesis (No.6) stating that, “There is no significant difference in HRD (OCTAPACE) Culture among different companies of steel based public sector enterprises in Kerala” is rejected at a level of significance of 0.01, and so, there is significant difference in HRD (OCTAPACE) Culture among different companies of steel based public sector enterprises in Kerala. LSD test for pair wise comparison shows that HRD (OCTAPACE) culture high in the case of SCL and MIL Shornur. The difference in the HRD (OCTAPACE) culture is not significant among these two companies. Lowest HRD (OCTAPACE) culture is found in the case of AKL which has no significant difference with that of SIFL.

F-value for comparing HRD mechanism among different companies (14.988) was found to be significant at 0.01 levels. Hence the hypothesis (No.7) stating that, “There is no significant difference in HRD mechanism among different companies of steel based public sector enterprises
in Kerala” is rejected at a level of significance of 0.01, and so, there is significant difference in HRD mechanism among different companies of steel based public sector enterprises in Kerala. LSD test for pair wise comparison shows that HRD mechanism is high in the case of SCL and MIL Shornur. Lowest HRD mechanism is found in the case of AKL which has no significant difference with that of SIFL. HRD is almost same among SILK and SIFL.

F-value for comparing overall HRD Climate among different companies (20.692) was found to be significant at 0.01 levels. Hence the hypothesis (No.8) stating that, “There is no significant difference in Overall HRD Climate among different companies of steel based public sector enterprises in Kerala” is rejected at a level of significance of 0.01, and so, there is significant difference in Overall HRD Climate among different companies of steel based public sector enterprises in Kerala. LSD test for pair wise comparison shows that HRD mechanism is high in the case of SCL and MIL Shornur. Overall HRD Climate of SCL and MIL Shornur is almost same manner. Overall HRD Climate of SIFL and AKL is low compare to other companies and there is no difference was found in the HRD climate of these two companies.

The overall rating for general climate was 3.1 with a percentage rating of 52.4 considering all the components of general climate. The areas to be improved under these dimensions were Top management style & philosophy and Personnel Policies. The overall mean scores for all the HRD mechanisms was 3.1 with a percentage score of 53. This score shows a favourable condition and the concerned areas of Career Planning, Employee Welfare and Quality Work Life, and Rewards were to be improved
considerably. The findings, strategies, and recommendations were given for the above components of general climate and HRD mechanisms which require improvement.

**COMPARISON OF GENERAL CLIMATE, HRD (OCTAPACE) CULTURE, AND HRD MECHANISM**

![Pie chart showing percentage of factors for HRD Climate.](image)

**Fig.: Percentage of Factors for HRD Climate.**

The pie chart shows percentage of factors of HRD Climate in steel based PSUs in Kerala. From the analysis of responses we could concluded that in steel based PSUs the HRD Mechanism was better than General Climate and HRD (OCTAPACE) Culture. That is performance appraisal, potential appraisal, career planning, performance rewards, feedback and counseling, training, employee welfare for quality work life, job rotation etc. were better in steel based PSUs as compared to General Climate and HRD (OCTAPACE) culture. There was slight difference in the percentage of HRD mechanisms and HRD (OCTAPACE) culture in steel based PSUs, but HRD
mechanisms (39%) was better than HRD (OCTAPACE) culture (37%). General climate (24%) was poor as compared to HRD mechanism and HRD (OCTAPACE) culture.

**SUGGESTIONS (MEASURES TO IMPROVE THE EFFICIENCY OF THE EMPLOYEES)**

The measures to improve the efficiency of the employees of steel based state PSUs in Kerala are as given below.

1) Awareness programmes regarding economic and technological changes may be conducted for all employees of steel based state PSUs in Kerala.

2) Worker participation in management should be permitted which will help to improve a healthy organisational culture.

3) To improve welfare activities, one officer should be there. This may lead to get more concentration in welfare activities in these organisations.

4) Every employee in the organisation should attend at least one training programme in every one year.

5) Voluntary forums like Quality Circle, 5S teams, etc., should form in these organisations.

6) For positive and rational performance appraisal a clear and comprehensive, parameters based, sketch of evaluation must be defined to make the results of perception more scientific.

7) To make the HRD system practices more acceptable and result oriented, the Government should fully assist the Public Sector Units for
promoting needs based training and development by providing financial support and technical expertise.

8) Superiors should guide their subordinates for their career growth and advancement. Top management should make such policies, which can encourage employees towards achieving the goals of the organization.

9) Seniors should feel the pulse of their employees and should treat their subordinates as their younger brothers in developing their skills, knowledge etc.

10) The Human Resource policy of the organization and the activities should not be in “lock and key.”

11) Superiors should act as a counselor, teacher, guide, and facilitator in the realization of the vision of the employees.

12) The management should take necessary action to bridge the communication gap with employees and try to develop the trust among the employees. Clear communication process will help to establish the HRD Climate.

13) Feedback should be taken at fixed intervals to know the drawbacks in the system.

14) HR policies of the organization should be such that which encourages the employees to contribute their best.

15) Proper authority should be given to employees so that they can take the decision at the right time.

16) Management should discourage the stereotypes and favouritism. They should treat with all employees on equitable basis.
17) To make the HRD system practices more acceptable and result oriented, the State Government should fully assist the steel based PSUs for promoting needs based training and development by providing financial support and technical expertise.

LIMITATIONS OF THE STUDY

The limitations of the study were;

a) The area of study was limited to steel based State Level Public Enterprises in Kerala only. Therefore no comparative study has been done with Central Public Enterprises or other State Public Enterprises in India.

b) Due to policy matter some records with strategic importance may not completely available for reference from organisations.

c) The employees may not completely reveal all details due to their behavioural attitudes.

d) Since the study involves qualitative or subjective nature of human behaviour, exact quantification of data becomes difficult.

e) The evaluation and analysis is subject to certain inherent limitations, which are common for all studies based on social survey.

CONCLUSION

The whole concept of behavioural pattern of people within the organization forms an organizational climate. Competitiveness will be decided on a country's or an enterprise's capacity to add value to global economic products, services and processes. The attitudes, knowledge and skills of the workforce of the enterprise and its contractors and suppliers will determine the
quality of the human system and the processes behind its products and services. At present the state public enterprises have emerged as a vital instrument or public policy for meeting the development objectives in Kerala.

Employees are the valuable assets of any organisation. The present study was also an attempt to contribute to a better understanding of the HRD climate prevailing in steel based state level public enterprises in Kerala and to make a comparative analysis to understand whether they have same degree of HRD climate or not.

Based on the overall analysis it can be concluded that the favourable HRD climate was prevalent in the organizations surveyed. Thus, the extent of HRD climate prevailing in both the organizations seems to be different. For organizational and employees performance it is important to focus on various aspects of the HRD climate prevalent in the organization.

To conclude, no sensible restructuring strategy can afford to undermine the importance of human resources. Also, people support gained through effective HRD policies practices and elements of HRD climate is the only answer to ensure organizational dynamics, restructuring and managerial excellence, deliver results & meet the challenges of uncertain future successfully.