People need competencies (knowledge, attitudes, values and skills) to perform tasks. Higher degree and quality of performance of tasks require higher level of skills. Without continuous development of competencies in people, an organisation is not likely to achieve its goals which will lead to a greater dependency to hire new employees on a regular basis to meet new challenges in work conditions. Competent and motivated employees are essential for organisational survival, growth and excellence. Over a period of time, an organisation may achieve a saturation point in terms of its growth. Even to maintain such a saturation level of growth employee competencies need to be sharpened or developed as organisations operate in environments that keep changing demanding new competencies. Any organisation that is interested in improving its services and its effectiveness in other ways (e.g. cost reduction, reduction in delays, increased customer satisfaction, improved quality and promptness of services, market image etc.,) needs to develop its employee competencies to perform the tasks required to bring about such improvements. Thus HRD is needed by every organisation that is interested in: Stabilising itself, Growing, Diversifying, Renewing itself to become more effective, Improving its systems and services, becoming more dynamic and playing leadership roles.

Chapter 8 analyses comparison of steel based PSUs in Kerala and the forth objective of the research study “To evolve appropriate strategies and suggest measures to improve the efficiency of the employees in these organisations”.

CHAPTER 8

COMPARISON OF ORGANISATIONS, FINDINGS, STRATEGIES AND SUGGESTIONS
8.1 OVERALL HRD CLIMATE

Z-test was applied to test the significance of Overall HRD Climate of steel based state public sector enterprises in Kerala. The study tested the following hypothesis for the same.

**Hypothesis 4**

$H_0$: Overall HRD climate in steel based public sector enterprises in Kerala is average against the hypothesis ($H_1$) that it is high.

**Table 8.1: Descriptive statistics and Z value of HRD climate**

<table>
<thead>
<tr>
<th>HRD Climate element</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>Z-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall HRD Climate</td>
<td>1.69</td>
<td>4.85</td>
<td>3.2</td>
<td>0.55</td>
<td>6.87**</td>
</tr>
</tbody>
</table>

** Significant at 0.01 levels

Critical value of Z at one percent level of significance is 2.33. Here the calculated value 6.87 is greater than the critical value. Hence the hypothesis 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.

8.2 COMPARISON OF GENERAL CLIMATE

One-way Analysis of Variance (ANOVA) was carried out to compare the general climate, among different companies of steel based public sector enterprises in Kerala. As the F-value in the ANOVA was found to be significant,
Least Significant Difference (LSD) test was carried out for pair wise comparison of the companies. The study tested the following hypothesis for the same.

**Hypothesis 5**

H₀: There is no significant difference in general climate among different companies of steel based public sector enterprises in Kerala.

Table 8.2: *Comparison of general climate among different companies*

<table>
<thead>
<tr>
<th>Companies</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>Percentage score</th>
<th>F-test</th>
</tr>
</thead>
<tbody>
<tr>
<td>MIL Shornur</td>
<td>23</td>
<td>3.41&lt;sup&gt;ab&lt;/sup&gt;</td>
<td>0.65</td>
<td>60.2</td>
<td></td>
</tr>
<tr>
<td>SILK</td>
<td>56</td>
<td>3.13&lt;sup&gt;bc&lt;/sup&gt;</td>
<td>0.77</td>
<td>53.2</td>
<td>18.820**</td>
</tr>
<tr>
<td>AKL</td>
<td>103</td>
<td>2.99&lt;sup&gt;c&lt;/sup&gt;</td>
<td>0.39</td>
<td>49.9</td>
<td></td>
</tr>
<tr>
<td>SCL</td>
<td>70</td>
<td>3.60&lt;sup&gt;a&lt;/sup&gt;</td>
<td>0.79</td>
<td>65.0</td>
<td></td>
</tr>
<tr>
<td>SIFL</td>
<td>105</td>
<td>2.85&lt;sup&gt;d&lt;/sup&gt;</td>
<td>0.64</td>
<td>46.3</td>
<td></td>
</tr>
</tbody>
</table>

** Significant at 0.01 levels; Means with same letter as superscript are homogeneous

F-value for comparing general climate among different companies (18.820) was found to be significant at 0.01 levels. Hence the hypothesis 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. As the F-value was found to be significant LSD test was carried out for pair wise comparison and observed that general climate was high in the case of SCL and lowest for SIFL.
No significant difference was found between the general climate of MIL Shornur and SCL and also between MIL Shornur and SILK. However, the general climate of SILK is significantly lower than that of SCL. General climate of AKL is significantly lower than SCL and MIL Shornur, and significantly higher than SIFL.

![Comparison of percentage scores in general climate among different companies](image)

**Fig. 8.1: Comparison of percentage scores in general climate among different companies**

### 8.3. COMPARISON OF HRD (OCTAPACE) CULTURE

One-way Analysis of Variance (ANOVA) was carried out to compare the HRD OCTAPACE culture, among different companies of steel based public sector enterprises in Kerala. As the F-value in the ANOVA was found to be significant, Least Significant Difference (LSD) test was carried out for pair wise comparison of the companies. The study tested the following hypothesis for the same.
**Hypothesis 6**

H\(_0\): There is no significant difference in HRD (OCTAPACE) Culture among different companies of steel based public sector enterprises in Kerala.

Table 8.3: *Comparison of HRD (OCTAPACE) Culture among different companies*

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>Percentage score</th>
<th>F-test</th>
</tr>
</thead>
<tbody>
<tr>
<td>MIL Shornur</td>
<td>23</td>
<td>3.73(^a)</td>
<td>0.56</td>
<td>68.2</td>
<td></td>
</tr>
<tr>
<td>SILK</td>
<td>56</td>
<td>3.45(^b)</td>
<td>0.60</td>
<td>61.3</td>
<td></td>
</tr>
<tr>
<td>AKL</td>
<td>103</td>
<td>3.28(^c)</td>
<td>0.35</td>
<td>57.0</td>
<td></td>
</tr>
<tr>
<td>SCL</td>
<td>70</td>
<td>3.85(^a)</td>
<td>0.61</td>
<td>71.3</td>
<td></td>
</tr>
<tr>
<td>SIFL</td>
<td>105</td>
<td>3.31(^{bc})</td>
<td>0.50</td>
<td>57.9</td>
<td>17.308**</td>
</tr>
</tbody>
</table>

** Significant at 0.01 levels; Means with same letter as superscript are homogeneous

F-value for comparing HRD (OCTAPACE) culture among different companies (17.308) was found to be significant at 0.01 levels. Hence the hypothesis 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 show that HRD (OCTAPACE) culture is 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.
8.4. COMPARISON OF HRD MECHANISMS

One-way Analysis of Variance (ANOVA) was carried out to compare the HRD mechanisms 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 pair wise comparison of the companies. The study tested the following hypothesis for the same.

**Hypothesis 7**

\( H_0 \): There is no significant difference in HRD mechanism among different companies of steel based public sector enterprises in Kerala.
Table 8.4: *Comparison of HRD Mechanisms among different companies*

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>Percentage score</th>
<th>F-test</th>
</tr>
</thead>
<tbody>
<tr>
<td>MIL Shornur</td>
<td>23</td>
<td>3.38&lt;sup&gt;ab&lt;/sup&gt;</td>
<td>0.70</td>
<td>59.4</td>
<td>14.988**</td>
</tr>
<tr>
<td>SILK</td>
<td>56</td>
<td>3.17&lt;sup&gt;bc&lt;/sup&gt;</td>
<td>0.72</td>
<td>54.1</td>
<td></td>
</tr>
<tr>
<td>AKL</td>
<td>103</td>
<td>2.95&lt;sup&gt;d&lt;/sup&gt;</td>
<td>0.37</td>
<td>48.7</td>
<td></td>
</tr>
<tr>
<td>SCL</td>
<td>70</td>
<td>3.56&lt;sup&gt;a&lt;/sup&gt;</td>
<td>0.66</td>
<td>63.9</td>
<td></td>
</tr>
<tr>
<td>SIFL</td>
<td>105</td>
<td>2.98&lt;sup&gt;cd&lt;/sup&gt;</td>
<td>0.57</td>
<td>49.6</td>
<td></td>
</tr>
</tbody>
</table>

** Significant at 0.01 levels; Means with same letter as superscript are homogeneous

F-value for comparing HRD mechanism among different companies (14.988) was found to be significant at 0.01 levels. Hence the hypothesis 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 show 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 mechanism of SILK is found slightly higher than SIFL.
Fig. 8.3: *Comparison of percentage scores in HRD Mechanism among different companies*

8.5. **COMPARISON OF OVERALL HRD CLIMATE**

One-way Analysis of Variance (ANOVA) was carried out to compare the overall HRD climate among different companies of steel based public sector enterprises in Kerala. As the F-value in the ANOVA was found to be significant, Least Significant Difference (LSD) test was carried out for pair wise comparison of the companies. The study tested the following hypothesis for the same.

**Hypothesis 8**

$H_0$: There is no significant difference in Overall HRD Climate among different companies of steel based public sector enterprises in Kerala.
Table 8.5: *Comparison of Overall HRD climate among different companies*

<table>
<thead>
<tr>
<th>Company</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>Percentage score</th>
<th>F-test</th>
</tr>
</thead>
<tbody>
<tr>
<td>MIL Shornur</td>
<td>23</td>
<td>3.51&lt;sup&gt;a&lt;/sup&gt;</td>
<td>0.58</td>
<td>62.7</td>
<td>20.692**</td>
</tr>
<tr>
<td>SILK</td>
<td>56</td>
<td>3.26&lt;sup&gt;b&lt;/sup&gt;</td>
<td>0.61</td>
<td>56.4</td>
<td></td>
</tr>
<tr>
<td>AKL</td>
<td>103</td>
<td>3.07&lt;sup&gt;c&lt;/sup&gt;</td>
<td>0.29</td>
<td>51.9</td>
<td></td>
</tr>
<tr>
<td>SCL</td>
<td>70</td>
<td>3.67&lt;sup&gt;a&lt;/sup&gt;</td>
<td>0.62</td>
<td>66.7</td>
<td></td>
</tr>
<tr>
<td>SIFL</td>
<td>105</td>
<td>3.06&lt;sup&gt;c&lt;/sup&gt;</td>
<td>0.49</td>
<td>51.6</td>
<td></td>
</tr>
</tbody>
</table>

** Significant at 0.01 levels; Means with same letter as superscript are homogeneous

F-value for comparing overall HRD Climate among different companies (20.692) was found to be significant at 0.01 levels. Hence the hypothesis 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 show that HRD mechanism is high in the case of SCL and MIL Shornur. Overall HRD Climate of SCL and MIL Shornur is almost the same. Overall HRD Climate of SIFL and AKL is low compared to other companies and there is no difference found in the HRD climate of these two companies.
Fig. 8.4: *Comparison of percentage scores in Overall HRD Climate among different companies*

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

Fig. 8.5: *Percentage of Factors for HRD Climate*
The pie chart show percentage of factors of HRD Climate in steel based PSUs in Kerala. From the analysis of responses we could conclude 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 counselling, 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 mechanism and HRD (OCTAPACE) culture in steel based PSUs, but HRD mechanism (39%) was better than HRD (OCTAPACE) culture (37%). General climate (24%) was poor as compared to HRD mechanism and HRD (OCTAPACE) culture.

8.7 COMPARISON OF ATTITUDES OF ‘LINE’ & ‘STAFF’ TOWARDS THE PREVAILING HRD CLIMATE WITHIN THE ORGANISATION

Generally, functions which have direct responsibility for accomplishing the major objectives of the organisation are called ‘line’ functions. The ‘staff’ functions are supposed to help and assist the ‘line’ in discharging their responsibility.

8.7.1 Attitudes of ‘Line’ & ‘Staff’ towards prevailing HRD Climate in steel based PSUs in Kerala

In steel based PSUs in Kerala, all the organisations have ‘line’ and ‘staff’ system of organisation. Employees who are directly engaged in manufacturing i.e. Works/ Production, Marketing, Materials Management, and Finance departments are considered as ‘line’ functions and others i.e. HRD/ Personnel, Quality Control, Maintenance and Accounting departments are considered as ‘staff” functions.
An analysis was carried out to find the perceptions of ‘line’ and ‘staff’ regarding prevailing HRD climate within the organisation. Responses towards the overall HRD Climate among ‘line’ and ‘staff’ of different companies of steel based public sector enterprises in Kerala were found as given below.

Table 8.6: *Comparison of Overall HRD climate among ‘line’ and ‘staff’ of different companies*

<table>
<thead>
<tr>
<th>Company</th>
<th>Category</th>
<th>Mean</th>
<th>Percentage score</th>
</tr>
</thead>
<tbody>
<tr>
<td>MIL Shornur</td>
<td>‘Staff’</td>
<td>3.40</td>
<td>60.0</td>
</tr>
<tr>
<td></td>
<td>‘Line’</td>
<td>3.62</td>
<td>65.5</td>
</tr>
<tr>
<td>SILK</td>
<td>‘Staff’</td>
<td>3.29</td>
<td>57.2</td>
</tr>
<tr>
<td></td>
<td>‘Line’</td>
<td>3.23</td>
<td>55.8</td>
</tr>
<tr>
<td>AKL</td>
<td>‘Staff’</td>
<td>3.01</td>
<td>50.3</td>
</tr>
<tr>
<td></td>
<td>‘Line’</td>
<td>3.13</td>
<td>53.3</td>
</tr>
<tr>
<td>SCL</td>
<td>‘Staff’</td>
<td>3.68</td>
<td>67.0</td>
</tr>
<tr>
<td></td>
<td>‘Line’</td>
<td>3.66</td>
<td>66.5</td>
</tr>
<tr>
<td>SIFL</td>
<td>‘Staff’</td>
<td>3.06</td>
<td>51.6</td>
</tr>
<tr>
<td></td>
<td>‘Line’</td>
<td>3.05</td>
<td>51.3</td>
</tr>
</tbody>
</table>

The mean and percentage scores showed that the attitude of ‘line’ & ‘staff’ towards the prevailing HRD climate within the organisation was almost similar.
Fig. 8.6: *Comparison of percentage scores in Overall HRD Climate among ‘line’ and ‘staff’ of different companies*

8.8. **GENERAL CLIMATE**

The general climate elements deal with the importance given to human resource development in general by the top management and line managers. A general supportive climate is important for HRD if it has to be implemented effectively. The overall rating for general climate is 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 (mean score of 2.8 and percentage score 44.5) and Personnel Policies (mean score of 2.86 and percentage score 46.5).
8.8.1. **Top Management Style and Philosophy**

A developmental style, a belief in the capability of people, a participative approach, openness and receptivity to suggestions from subordinates are some of the dimensions that contribute to the creation of a positive HRD climate.

### 8.8.1.1. Findings

1) Dissatisfied work force
2) Absence of management style based on human resource development

### 8.8.1.2. Strategies

1) Employee participation
2) A developmental style of management

### 8.8.1.3. Suggestions

For the improvement of HRD following recommendations are given below:

1) All recognised trade unions should participate in deciding matters related to human resources in steel based PSUs in Kerala
2) Research and studies are to be conducted regularly, to find out the areas required for development
3) The management style should be more humane in nature at all levels
4) More funds should be allotted for the development of the employees which in turn yields more productivity and effectiveness

### 8.8.2. Personnel Policies

Personnel policies legislations regarding the overall development of employees were not satisfactory in steel based PSUs in Kerala. Resource allocation
for welfare and development activities was not up to the required level. And policies that emphasise a collaborative attitude and trust among the people were not found in these organisations.

8.8.2.1. Findings

1) Absence of employee development oriented personal policies
2) Insufficient resource allocation for welfare and development activities for employees

8.8.2.2. Strategies

1) Employee development oriented personnel policies
2) Creation of collaborative attitude

8.8.2.3. Suggestions

1) Searching and identifying of various needs of different categories of employees are to be practised in terms of human resource development
2) Resource allocation for welfare and development activities for employees on the basis of studies and surveys should be insisted upon

8.9. HRD (OCTAPACE) CULTURE

In the responses related with HRD (OCTAPACE) culture, all the eight elements i.e. Openness, Confrontation, Trust, Authenticity, Proactivity, Autonomy, Collaboration and Experimentation scored mean: above 3 and percentage: above 50, which show the favourable condition of HRD activity. Considering the above observations of satisfactory level of OCTAPACE culture no specific recommendation and strategies are suggested apart from the existing pattern of these factors. Moreover all of these factors are behaviourally manifested and relatively perceived.
8.10. HRD MECHANISMS

Successful implementation of HRD activities involves an integrated look at HRD and efforts to use as many HRD mechanisms as possible. The overall mean scores for all the HRD mechanisms was 3.1 with a percentage score of 53. This score show a favourable condition and the concerned areas of Career Planning, Employee Welfare and Quality Work Life and Rewards were to be improved considerably. Considering the above observations of satisfactory level of OCTAPACE Culture no specific recommendations and strategies are recommended apart from the existing pattern of these factors. Moreover all these factors are behaviourally manifested and relatively perceived.

8.10.1. Career Planning

Career planning was limited to prescribed promotion policies for the concerned employees. Promotions to employees were not sanctioned in time.

8.10.1.1. Findings

1) In the case of most of the employees in the management cadre, promotions were pending for many years
2) Available potentials of employees were not utilised fully

8.10.1.2. Strategies

1) Effective career planning
2) Career advancement should be based on performance and potential

8.10.1.3 Suggestions

1) Career ladder should be prescribed for the employees concerned, based on work study
2) Potential appraisal should be linked with career advancement
3) Career prospects and procedures should be well administered
4) Promotions based on existing promotion policy should be sanctioned in time

8.10.2. **Employee Welfare and Quality Work Life**

Welfare measures are criteria for the overall development that an organisation has achieved. Employee welfare measures were unfavourably implemented in steel based PSUs in Kerala. These were connected with rewards as well. Statutory provisions in the Employees Provident fund Act, Minimum Wages Act, Employees State Insurance Act, etc., were implemented in these organisations. However, these measures were not sufficient for the employees in steel based PSUs in Kerala.

8.10.2.1. **Findings**
1) The employees couldn’t utilise their mental energy as a whole for the jobs assigned to them
2) Dissatisfied work force
3) A sense of insecurity among the people

8.10.2.2. **Strategies**
1) Welfare measures apart from statutory provisions
2) Family welfare programmes

8.10.2.3 **Suggestions**
1) More welfare measures such as Leave Travel Concessions, education subsidy to the children of the employees, housing construction advances, etc., may be implemented
2) Welfare measures should be designed in such a way that it should be felt very well.

8.10.3. **Rewards**

Performance rewards were very rarely given to the employees of steel based state PSUs in Kerala. In these organisations, no fixed policy was found for rewarding any special achievements. But cash incentive system linked with production was very well established in some organisations.

8.10.3.1. **Findings**

1) Low morale of employees
2) Dissatisfied employees

8.10.3.2. **Strategies**

1) Clear cut performance reward strategies
2) Special reward for special achievements

8.10.3.3. **Suggestions**

1) Parity of pay scale of employees of steel based state PSUs in Kerala with similar cadre employees in other PSUs
2) Avoid two types of Dearness Allowance system (Industrial DA and Kerala Govt. DA) for workmen and management staff
3) Special achievements should be rewarded without any delay

8.11. **MEASURES TO IMPROVE THE EFFICIENCY OF THE EMPLOYEES**

Strategies and recommendations have already been mentioned earlier. The overall rating for general climate is 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 and philosophy and Personnel Policies. The overall mean score 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 are to be improved considerably. Considering the above weak areas, annual performance reports of these organisations, “A Review of Public Enterprises in Kerala” for the years 2000-01 to 2009-10 published by Bureau of Public Enterprises, Government of Kerala, Trivandrum and feedback from the employees of these organisations through personal interviews, the measures to improve the efficiency of the employees of steel based state PSUs in Kerala are 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 appointed. This will provide more concentration in welfare activities.
4) Every employee in the organisation should attend at least one training programme every year.
5) Voluntary forums like Quality Circle, 5S teams, etc., should be formed.
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 to promote need 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) Human Resource policy of the organization and the activities should not be under “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 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 those which encourage the employees to contribute their best.

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

16) Management should discourage stereotypes and favouritism. They should treat all employees on equitable basis.

It is not the innovative systems or sophisticated technology but the manpower that breathes life into an organisation. Hence any successful organisation should be able to breed a manpower range that excels in everything. Utilising human
resources in a more effective and efficient way can provide a better development environment.

To conclude, no sensible restructuring strategy can afford to undermine the importance of human resources. Also, people’s support gained through effective HRD policies, practices and elements of HRD climate is the only answer to ensure organizational dynamics, restructuring and managerial excellence, delivering results and meeting the challenges of uncertain future successfully. With all the economies of the world slowly going global it becomes essential that our most precious national resource, the human resource, should be properly geared for this globalization. If our nation is to compete successfully in this competitive environment, our human resources have to be developed into experts in all necessary areas. In order to increase the productivity of the nation, we have to increase the productivity of each individual.

Identification of the HRD climate and understanding the importance of HRD dimensions can restructure human resource utilisation in the organisation, paving the way for the overall development of the organisation. HRD culture is essential to facilitate HRD climate as without HRD culture one cannot think of HRD climate. This research study attempted to identify the prevailing HRD climate and culture among the employees of steel based Public Enterprises in Kerala. This may be of interest to the government, management, and academicians involved in nation building.

8.12. CONCLUSION

This chapter has analysed the fourth objective of the research study, “to evolve appropriate strategies and suggest measures to improve the efficiency of the employees in these organisations”.
The analysis of responses in the questionnaire showed that overall HRD Climate in steel based public sector enterprises in Kerala is in a 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 and found that Overall HRD climate in steel based public sector enterprises in Kerala is high at a level of significance of 0.01.

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. The analysis showed that 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. There is no significant difference between the general climate of MIL Shornur and SCL and also between MIL Shornur and SILK. However the general climate of SILK is significantly lower than that of SCL. General climate of AKL is significantly lower than ACL, MIL Shornur and significantly higher than 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 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 show 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 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 show 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 mechanism of SILK found slightly higher than 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 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 show that HRD mechanism is high in the case of SCL and MIL Shornur. Overall HRD Climate of SCL and MIL Shornur is almost same. Overall HRD Climate, of SIFL and AKL is low compared to other companies and there is no difference in the HRD climate of these two companies.

Analysis was carried out to find the perceptions of ‘line’ and ‘staff’ regarding prevailing HRD climate within the organisation. The mean and percentage scores showed that the attitude of ‘line’ & ‘staff’ towards the prevailing HRD climate within the organisation was almost similar.
The overall rating for general climate is 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 and Philosophy and Personnel Policies. The overall mean scores for all the HRD mechanisms was 3.1 with a percentage score of 53. This score show a favourable condition and the concerned areas of Career Planning, Employee Welfare and Quality Work Life, and Rewards are to be improved considerably. The findings, strategies and suggestions were given for the above components of general climate and HRD mechanisms which require improvement.

Measures to improve the efficiency of the employees of steel based state PSUs in Kerala includes awareness programmes regarding economic and technological changes, worker participation in management, welfare officer, training programmes, voluntary forums like Quality Circle, 5S teams, etc., positive and rational performance appraisal, state govt. assistance for promoting need-based training and development by providing financial support and technical expertise, superiors should guide their subordinates, policies of the organization should be known to all, develop trust among the employees, implementation of HR policies to make the HRD system practices more acceptable and result oriented, the State Government should fully assist the steel based PSUs to promote need based training and development by providing financial support and technical expertise, etc.

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