CHAPTER 9

CONCLUSION

The importance of human resource department is being accepted by the whole world, especially in the context of technological advancements coupled with the widespread crisis in the global economy. HRD is a prerequisite for the growth of any organisation. It is actually the development of competency of people.

In any organisation, the employees can have perceptions on the developmental environment which constitute the HRD culture and climate of an organisation. General climate, HRD (OCTAPACE) culture and HRD mechanisms are the three elements of HRD 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 needs 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 was not much emphasized. This led 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. This study was made for the analysis of Human Resource Development Culture and Climate of steel based state level public enterprises in Kerala.

The first chapter gives the overall picture of Human Resource Development, history of public enterprises, and HRD practices with special
reference to State Level Steel based Public Enterprises in Kerala. The area of study
covers the Steel based State Level Public Enterprises in Kerala i.e., The Metal
Industries Ltd., Shornur, Steel Complex Ltd., Faroke, Kozhikode, Steel Industries
Kerala Limited, Athani, Thrissur, Steel and Industrial Forgings Ltd., Athani,
Thrissur, and Autokast Ltd., Cherthala, Alappuzha. The major objectives of this
research are to study and analyse HRD Culture and Climate of steel based public
enterprises in Kerala and suggest measures to improve the efficiency of the
employees in these organisations. In consonance with the objectives of this study,
eight hypotheses were formulated. The major limitation is that there is no
comparative study possible as the area of study is limited to steel based State Level
Public Enterprises in Kerala.

In the second chapter HRD culture and climate are described. The meaning of human resource development (HRD), the concept of human resource
development, dimensions of HRD, HRD components, HRD Climate, comparison of
HRD climate and organizational climate, elements of HRD climate, etc. are also
explained.

Review of literature of Human Resource Development Climate is
detailed in the third chapter. Various literatures on Human Resource Management in
public enterprises, HRD climate, HRD (OCTOPACE) culture, HRD mechanisms
(sub systems), etc., are also explained.

Under the fourth chapter, procedure and research methodology are
explained. The population of this research study was the employees of steel based
public sector enterprises in Kerala. The total population was 1054. The researcher
personally contacted 530 employees to fill up the questionnaire and was able to
collect 389 filled in questionnaires. Out of these, 357 filled in questionnaires were
selected for this study, after rejecting questionnaires for various reasons like errors,
incompleteness and inadequate information.
The instruments used for the present study were a) Human Resource Development Climate (HRDC) Questionnaire, b) Personal Interviews, and c) Secondary data like, Office records, “A Review of Public Enterprises in Kerala” published by the Bureau of Public Enterprises, Government of Kerala, Copies of Long Term Agreement between Trade Unions and Management, Books and Magazines, Standing Orders of the companies, etc.

The questionnaire was also pre-tested in terms of elucidation, clarity and intents. 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 was 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 conducted.

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. 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. Administration of instrument and Analysis of the data are explained.

In the fifth chapter, various elements of HRD Climate of steel based PSUs are identified and analysed. The first objective of the research study “To study the HRD culture and climate prevailing in steel based public enterprises in Kerala” was detailed here. The scores of the responses in the filled up questionnaire for each items are summed up and the average out of five is formed which is the average of each item. The results are interpreted through these averages and
percentages. The 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 items related to top management style and philosophy show poor tendency. Responses to items related to personnel policies show 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 show favourable condition.

The analysis of responses of questionnaire, mean score of 3.1 and percentage score 52.4, show 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, Proactivity, Authenticity, Collaboration and Experimentation show favourable condition in the organisations under study. The mean score 3.5 and the percentage score 62.4 show 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 Proactivity was the least contributing factor.

In the responses related with HRD mechanisms, the elements Performance Appraisal, Grievance Mechanism, Feedback and Counselling, Training, Recruitment and 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 under study. Compared 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 the 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 the 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 the most contributing to the HRD Mechanism of the steel based public sector enterprises in Kerala.

In the sixth chapter the second objective of this research study “To analyse the problems and prospects of the HRD system in steel based state level public enterprises in Kerala” was detailed. 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, proactivity, autonomy, collaboration and experimentation) are not at all legitimate in steel based public sector enterprises alone, but in 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 and Selection and Job Rotation) were explained.

In the seventh chapter, the third objective of the research study “To understand the strength and weakness of the HRD activities in these organisations” is analysed. The elements of each of the 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 conditions which show 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. 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 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 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 to General Climate only two elements i.e. Commitment of Line Management and Positive Attitude towards development, scored favourable condition which show the strength of HRD activity.
In the responses related to HRD (OCTAPACE) culture, all the eight elements i.e. Openness, Confrontation, Trust, Authenticity, Proactivity, Autonomy, Collaboration and Experimentation scored favourable conditions which show the strength of HRD activity.

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

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

In the responses related to 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.

The factors contributing to the strength of HRD activities were educated, experienced and skilled work force, positive and motivating attitude of supervisors and executive staff, dedicated and committed line managers, well developed and signified cohesion and trust in employees their personal relationship, encouraging risk taking and experimentation, a general climate of trust, freedom to let people to work independently with responsibility, the employee’s opportunities to express their view points, cultural heritage, high rate of literacy in the state, and positive attitude of some trade unions of the employees.

Factors contributing to the weakness of HRD activities were nonconformity of actions with the declaration of the top management, lack of clear cut and adequately defined policy on human resources, incompetency of concerned persons who are responsible for the development of human resources, inadequate
utilisation of HRD instruments and system, inadequate delegation of power and autonomy to the concerned implementing officers at various levels, behavioural issues which vary from person to person occupied at the key position of management, inadequate basic qualification of some of people in the top management position, ambiguity in defining power of various levels and categories of officials and various religious and cultural elements that come in the way of effective implementation of a healthy climate.

Eighth chapter analyses the forth 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 of questionnaire showed that Overall HRD climate in steel based public sector enterprises in Kerala was favourable (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) 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 the 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) 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 (No.7) 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 is almost the 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) 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 was found 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 score 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. Findings, strategies, and recommendations were given for the above components of general climate and HRD mechanisms which require improvement.

The 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 government assistance for promoting, needs 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 the trust among the employees should be developed and HR policies should be implemented.

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

9.1 **SCOPE FOR FURTHER RESEARCH**

The present study made an overall analysis of HRD Culture and Climate in steel based State Public Enterprises in Kerala. Hence the researcher could not make an in-depth analysis of the various elements of HRD Climate and its sub systems. So, separate research studies can be conducted on the each element of HRD Climate, such as, General Climate, HRD (OCTAPACE) Culture, and HRD Mechanisms. And separate research studies can be conducted on different sub systems of each element of HRD climate (such as Top Management Philosophy, Openness, Performance Appraisal, etc.). The researcher also would like to suggest HRD Climate study on all state public enterprises in Kerala.

It is hoped that the present study would provide a base for further research in the above areas. The systematic study on the various aspects of HRD Climate in steel based Public Enterprises in Kerala will not only provide a new insight to this area but will also make the various stake holders aware of the importance of favourable HRD climate by which organisations can ensure competency, motivation and development of its employees.