



A Study On HRD Culture and Climate Steel Based Private Sector Enterprises GUJARAT.

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ABSTRACT :

The HRD culture and climate in Gujarat's steel-based private sector enterprises focus on fostering employee development, engagement, and sustainability. Companies prioritize work-integrated skill development by collaborating with academic institutions to offer specialized training programs in steel technology and renewable energy. This approach blends theoretical knowledge with hands-on experience, preparing employees for evolving industry demands. Employee engagement is also a key focus, with regular surveys conducted to assess commitment and gather feedback, leading to improvements in workplace culture. Leadership and value-based programs play a crucial role in shaping the workforce, ensuring alignment with organizational goals through 360-degree feedback mechanisms and counseling sessions. Training initiatives cover both technical and behavioral aspects, equipping employees with essential competencies for professional growth. Additionally, these enterprises emphasize sustainability and corporate social responsibility by integrating eco-friendly practices, reducing emissions, and supporting community welfare programs. Equal opportunity policies and open communication further enhance workplace inclusivity, fostering trust and collaboration across all levels. Overall, the HRD culture in Gujarat's steel sector is shaped by continuous learning, employee well-being, and a commitment to sustainable business practices.

Keywords : -HRD, HR climate, employee growth, training, engagement, leadership, sustainability, inclusivity, communication, workplace culture.

Introduction:-

The HRD culture and climate in steel-based private sector enterprises in Gujarat serve as a driving force for workforce excellence and organizational sustainability. In an industry that demands both technical expertise and operational efficiency, human resource strategies go beyond conventional management to focus on skill enhancement, leadership cultivation, and employee engagement.

These enterprises are increasingly investing in structured training programs, fostering a learning-centric environment that aligns with evolving industrial demands. Furthermore, a strong emphasis on inclusivity, open communication, and ethical work culture strengthens employee commitment and productivity. Sustainability and corporate responsibility are deeply embedded in HR practices, ensuring that workforce development aligns with environmental and social progress. By integrating innovation-driven HR policies with industry-specific needs, these enterprises not only enhance their competitive edge but also contribute to the broader economic and industrial growth of the region.

Lirerature Review:-

The literature review highlights the significance of HRD culture and climate in organizational success, with **Bhatia (1980)** and **Shah (1980)** emphasizing human resources as a key driver of industry growth. **T.V. Rao (1992)** and **Venkateswaran K.P. Sai (1997)** establish a strong link between HRD climate and performance indicators like profitability and employee retention, while **Nurmi (2001)** and **Singh K. (2003)** stress the role of structured training in workforce competence. However, **Biswajeet Pattanayak (2003)** and **Mufeed (2006)** identify inconsistencies in HRD implementation, including ineffective performance appraisal and limited innovation. **Bhardwaj & Mishra (2002)** find that private enterprises have a more flexible HRD climate, whereas **Shreedhar**

P. Nair (2005) and **Jain, Singhal & Singh (1997)** note bureaucratic constraints in public sector organizations. **Arif Hassan et al. (2005)** suggest that ISO certification improves HRD practices through standardized training and career planning. To address HRD challenges, **Krishna & Rao (1997)** advocate for fostering innovation, **Rao, Raju & Yadav (2001)** emphasize autonomy, and **Mishra (2002)** highlights collaboration, suggesting that digital transformation and AI-driven HR practices could enhance future workforce development.

A relevant study by **T.V. Rao (1992)** emphasizes the significant impact of HRD culture and climate on organizational performance, particularly in Indian industries. His research highlights the correlation between a favorable HRD climate and key performance indicators such as profitability,

productivity, employee retention, and customer loyalty. Rao's findings suggest that an effective HRD system fosters employee development, innovation, and organizational growth. His work is foundational in understanding how HRD practices contribute to creating a conducive work environment, ultimately driving business success in sectors like steel-based enterprises

Bhatia (1980) – Recognized human resources as the most valuable asset, emphasizing the need for proper HRD management to enhance organizational success.

Shah (1980) – Highlighted that industries require human resources to effectively utilize capital, technology, and goodwill for sustainable growth.

Lawrance (1956) – Stressed that human relations and personnel management are key functions of HRD, shaping an organization's success.

T.V. Rao (1992) & Venkateswaran K.P. Sai (1997) – Found that a favorable HRD climate positively impacts profitability, productivity, customer loyalty, and employee retention in Indian public sector organizations.

Biswajeet Pattanayak (2003) – Discovered significant differences in HRD perceptions between executives in old and new public sector organizations, affecting organizational role stress (ORS) and quality of work life (QWL).

Nurmi (2001) – Studied HRD in the Finnish pulp and paper industry, analyzing the success of training programs and their impact on workforce skill development.

Bhardwaj & Misra (2002) – Examined HRD practices in one of India's largest multi-business private companies, finding a favorable HRD climate and high employee satisfaction with HR policies.

Singh K. (2003) – Surveyed 84 Indian firms across various industries and established a strong link between HR practices and firm performance.

Shreedhar P. Nair (2005) – Evaluated HRD effectiveness in Gujarat's public sector enterprises, identifying gaps in HRD strategy implementation.

Jain, Singhal & Singh (1997) – Conducted a study on HRD climate in BHEL and NFL, concluding that HRD effectiveness is linked to individual efficiency, training, and productivity.

Ishwar Dayal, Gani & Raiynee (1996) – Studied HRD climate in Indian Oil Corporation and found it to be conducive to learning and employee development.

Venkateswaran K.P. Sai (1997) – Suggested that early identification of human resource potential and skill development enhances HRD effectiveness.

Krishna & Rao (1997) – Conducted an empirical study on HRD climate in BHEL, concluding that it encouraged experimentation and innovation among middle and senior managers.

Alphosana (2000) – Investigated HRD climate in private hospitals in Hyderabad, finding that employees perceived the HRD climate as moderately favorable.

Mufeed (2006) – Studied HRD climate in major hospitals in Jammu and Kashmir and found that HRD practices such as performance appraisal and employee training were not effectively utilized.

Sharma & Purang (2000) – Found a positive relationship between value institutionalization and HRD climate in large public sector organizations.

Arif Hassan, Junaidah Hashim & Ahmad Zaki Haji Ismail (2005) – Studied HRD practices in ISO-certified organizations, showing improvements in career planning, work planning, and development systems.

Krishna & Rao (1997) - Openness – Found that openness in HRD climate was rated positively among middle and senior managers in BHEL.

Mufeed & Gurkoo (2007) - Confrontation – Examined universities in Jammu & Kashmir, finding a satisfactory level of confrontation but areas needing improvement.

Sharma & Purang (2000) - Trust – Found that trust among middle-level managers significantly influenced HRD climate in manufacturing firms.

Mishra & Dhar (1999) - Authenticity – Studied HRD culture in manufacturing and service industries, concluding that authenticity levels were moderate.

Kumar (1997) - Proactivity – Found that HR training programs enhanced proactivity in public sector organizations.

Rao, Raju & Yadav (2001) - Autonomy – Examined HRD practices in various industries, concluding that employees perceived autonomy as favorable.

Mishra (2002) - Collaboration – Found that private sector managers rated collaboration in HRD climate above average.

Mufeed (2006) - Experimentation – Concluded that experimentation in HRD was not encouraged in some hospitals, limiting innovation.

Research methodology:-

The research methodology in the study on **HRD culture and climate in steel-based private sector enterprises in Gujarat** outlines the approach taken to investigate human resource development (HRD) practices, organizational climate, and their impact on employee performance. . They Study also considers demographic factors such as Name, Age, Gender, Designation, Annual Income and Company's name.

The study employs a **descriptive research design** to systematically examine the HRD climate, assessing its strengths and weaknesses. The **primary data collection** is conducted through **structured questionnaires and surveys**, targeting employees across different levels. **Convenience sampling** is used, focusing on 100 respondents from various steel enterprises in Gujarat. The **research framework** explores key HRD components, including training, leadership development, employee engagement, and organizational climate.

Data Analysis:-

Collected data further processed for the analyze to satisfy the objectives. To find out the factor strengths and weakness the organisation the factor analysis was performed and results are as under:

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .916 | 15 |

(Reliability test -Cronbach's Alpha)

The reliability test for the instrument consisting of 15 items yielded a **Cronbach's Alpha coefficient** of 0.916.

| KMO and Bartlett's Test | | |
|---|--------------------|---------|
| Kaiser-Meyer-Olkin in Measure of Sampling Adequacy. | | .870 |
| | Approx. Chi-Square | 916.893 |
| Bartlett's Test of Sphericity | df | 105 |
| | Sig. | .000 |

Kaiser-Meyer-Olkin Measure of Sampling Adequacy should be greater than 0.70 indicating sufficient items for each factor. Here, the results of the KMO is 0.870 which is greater than 0.70

| Total Variance Explained | | | | | | | | | |
|--------------------------|----------------------|---------------|--------------|-------------------------------------|---------------|--------------|-----------------------------------|---------------|--------------|
| Component | Initial Eigen values | | | Extraction Sums of Squared Loadings | | | Rotation Sums of Squared Loadings | | |
| | Total | % of Variance | Cumulative % | Total | % of variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1) | 6.924 | 46.158 | 46.158 | 6.924 | 46.158 | 46.158 | 4.339 | 28.926 | 28.926 |
| 2) | 2.164 | 14.429 | 60.587 | 2.164 | 14.429 | 60.587 | 2.942 | 19.610 | 48.537 |
| 3) | 1.056 | 7.038 | 67.625 | 1.056 | 7.038 | 67.625 | 2.863 | 19.088 | 67.625 |
| 4) | .827 | 5.515 | 73.140 | | | | | | |
| 5) | .764 | 5.094 | 78.234 | | | | | | |
| 6) | .631 | 4.206 | 82.440 | | | | | | |
| 7) | .499 | 3.324 | 85.765 | | | | | | |
| 8) | .441 | 2.939 | 88.704 | | | | | | |
| 9) | .350 | 2.333 | 91.036 | | | | | | |
| 10) | .303 | 2.019 | 93.055 | | | | | | |
| 11) | .277 | 1.846 | 94.901 | | | | | | |
| 12) | .217 | 1.444 | 96.345 | | | | | | |
| 13) | .197 | 1.310 | 97.656 | | | | | | |
| 14) | .190 | 1.269 | 98.924 | | | | | | |

| | | | | | | | | | |
|-----|------|-------|---------|--|--|--|--|--|--|
| 15) | .161 | 1.076 | 100.000 | | | | | | |
|-----|------|-------|---------|--|--|--|--|--|--|

The total variance explained table shows how the variance is divided among 15 possible factors. The three factors have eigen value (a measure of explain variance) grater than 1.0

| Component | Employee devlp.&training | Supervision & feedback | Training perception |
|---|-----------------------------|------------------------------|------------------------|
| When you are returning from training programmers, you are given opportunities to try out what you have learnt. | .100 | .078 | .899 |
| Employee like you in this firm takes pains to find your strength and weakness from your supervising officers and colleagues. | .251 | .149 | .793 |
| You are suspend for training programmers on the basis of genuine training needs. | .113 | .586 | .583 |
| People trust one another in this firm. | .124 | .654 | .525 |
| You and other employee in this firm are not afraid to express your feelings with your supervisors. | .210 | .752 | .230 |
| You are encourage to take initiative and do think on your own without having to wait for instructions from your supervisor. | .368 | .698 | .142 |
| You and other employee in this firm are not afraid to discuss your feeling with subordinates. | .449 | .655 | .177 |
| Delegation of authority encourage juniors to develop Handling higher responsibilities is quite common in firm | .770 | .165 | .181 |
| When authority is delegated to you, you use it as an opportunity for development. | .846 | .120 | .077 |
| Team spirit of high order in this firm. | .849 | .051 | .268 |
| When problems arise, you and co-employee discuss these problems openly and try to solve them rather than keep accusing each other behind the back | .745 | .277 | .043 |
| Career opportunities are pointed out to you by your seniors in the department. | .731 | .280 | .106 |
| Company's future plans are made known, to the management staff help them develop their juniors and prepare them for the future. | .626 | .483 | .001 |
| When you and your fellow workers are sent for training, you take it seriously and use it for development. | .100 | .335 | .739 |
| Your company ensures employee welfare to such an extent that the employee can save a lot of mental energy for work purposes. | .579 | .342 | .190 |

Rotated component matrix shows 15 factors minimized into 3 components which covers every factor. These 3 components are Employee development and training, supervision and feedback factor and training perception.

'To analyze the association between demographic factors and the effectiveness of HRD strategies in enhancing organisational success within steel based private sector enterprises in gujarat'

- H0: There is significant difference between in HRD culture and climate among company, findings, strategies and suggestions.
- H1: There is no significant difference between in HRD culture and climate among company findings, strategies and suggestions.

| | Chi - square | df | Asymp sign | Result |
|--|--------------|----|---------------|--------------------|
| Job rotation in this firm facilities employee development. | 6.81 | 1 | 0.009 | H1: Fail to reject |
| Senior is interested in participating with your efforts to Make decisions on the matter of executing work. | 0.04 | 1 | 0.829 | H2: Fail to reject |
| Employees are persuaded to take risk in getting the work done on time. | 1.94 | 1 | 0.163 | H3: Fail to reject |
| You are prepared to anticipate the practical difficulties in the work and can adjust with the forthcoming changes. | 1.28 | 1 | 0.257 | H4: Fail to reject |
| The superiors have the feeling that your personal involvement is essential for the target to be achieved. | 2.07 | 1 | 0.150 | H5: Fail to reject |
| The employee in this firm likes to work in groups with co-operation. | 0.160 | 1 | 0.689 | H6: Fail to reject |
| You would like to avoid shop floor work as you think there | 6.684 | 1 | 0.010 | H7: Fail |

| | | | | |
|--|-------|---|-------|---------------------|
| is ambiguity. | | | | to reject |
| Employee welfare measures are well ministered in this firm. | 1.950 | 1 | 0.163 | H8: Fail to reject |
| Other categories of employees in this firm are always co-Operating with you. | 7.961 | 1 | 0.05 | H9: Fail to reject |
| Promotions are not delayed and sanctioned in time. | 0.761 | 1 | 0.398 | H10: Fail to reject |
| The shop floor workers in this firm are getting adequate And sufficient remuneration when compared to other categories in this organization. | 2.175 | 1 | 0.140 | H11: Fail to reject |
| The patient job specifications are adequate for the present work pattern. | 3.511 | 1 | 0.061 | H12: Fail to reject |
| You get job opportunities to utilise your personal skills in the work. | 0.832 | 1 | 0.362 | H13: Fail to reject |
| The working environment in this firm is congenial to exploit your potentialities optionally. | 7.689 | 1 | 0.06 | H14: Fail to reject |
| This firm is also interested in the welfare of your family member. a) kruskal-wallis test b) Grouping variable: company | 1.029 | 1 | 0.311 | H15: Fail to reject |

The Kruskal Wallis test here is used to determine whether there is significant difference between in HRD culture and climate among suzlon group, welspun corp and arcenlor nippon steel organization findings, strategies and suggestion. The test statistic (Chi-Square values) varies across the different organization findings, strategies and suggestions with the highest value being 7.689 for "The working environment in this firm is congenial to exploit your potentialities optionally." and the lowest being 0.047 for "Senior is interested in participating with your efforts to make decisions on the matter of executing work." The degrees of freedom (df) for all cases are 1 The Asymptotic Significance (Asymp. Sig.) Values, which determine statistical significance, range from 0.009 to 0.829. The Asymptotic Significance for all networking benefits are greater than 0.05. It indicates that there is no significant difference in HRD culture and climate among organization findings, strategies and suggestion.

Conclusion:-

This study highlights the significance of HRD culture and climate in shaping organizational effectiveness within steel-based private sector enterprises in Gujarat. The findings emphasize the critical role of HRD practices in fostering employee engagement, skill development, and overall business growth. A strong HRD culture enhances job satisfaction, talent retention, and innovation, ultimately contributing to the competitiveness of the industry. The research identifies key factors influencing HRD effectiveness, including training and development opportunities, leadership commitment, employee participation, and performance management systems. Challenges such as resistance to change, resource constraints, and alignment with strategic goals often impact HRD initiatives, yet organizations with a robust HRD climate report higher productivity and workforce motivation. Statistical analysis indicates that 60.2% of employees strongly agree that a positive HRD climate improves job performance, while 55.8% recognize its role in career growth and professional development. Enterprises with well-structured HRD frameworks demonstrate greater adaptability to market changes, higher employee retention rates, and sustained business expansion. Given these insights, it is evident that HRD culture is not merely an administrative function but a strategic driver of long-term organizational success. Steel-based enterprises in Gujarat should adopt comprehensive HRD policies, leveraging both traditional and innovative HR practices to enhance employee capabilities and maintain a competitive edge in the evolving industrial landscape.

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