

A Study on Perception about HRD Climate in Publicis Sapien

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Abstract- *This study explores the perception of employees regarding the Human Resource Development (HRD) climate at Publicis Sapien. The HRD climate is a key element of an organization's overall culture and plays a vital role in employee performance, satisfaction, and retention. The research investigates various dimensions of HRD climate such as general climate, OCTAPAC culture (Openness, Confrontation, Trust, Autonomy, Proactivity, Authenticity, and Collaboration), and HRD mechanisms. Primary data was collected through structured questionnaires distributed among employees of Publicis Sapien. The findings reveal insights into employee satisfaction, trust levels, and the effectiveness of HRD practices in the organization.*

Indexed Terms- *HRD Climate, OCTAPAC Culture, Employee Perception, Publicis Sapien, Human Resource Development*

I. INTRODUCTION

Human Resource Development (HRD) is crucial for enabling employees to enhance their capabilities and contribute effectively to organizational goals. A positive HRD climate ensures employees feel valued, supported, and motivated. Publicis Sapien, being a digital consulting company, heavily relies on human capital to deliver innovative solutions. Understanding the perception of its HRD climate provides insight into its internal culture and long-term employee development strategies.

1.1 Objective of the Study-

To evaluate employees' perception of the HRD climate at Publicis Sapien. - To identify strengths and weaknesses in HRD mechanisms. - To examine the presence of OCTAPAC culture within the organization.

1.2 Scope of the Study-

The study focuses on Publicis Sapien employees working across different departments. It provides insights into the development-friendly environment, HR practices, and cultural values promoted by the organization.

II. LITERATURE REVIEW

HRD climate has been extensively studied in organizational behavior and HR literature. Rao and Abraham (1986) introduced the HRD climate framework with three dimensions: general climate, OCTAPAC culture, and HRD mechanisms. Organizations with a strong HRD climate tend to have higher employee engagement and better performance outcomes. Several studies confirm a direct correlation between HRD climate and organizational productivity, especially in knowledge-based industries like IT and consulting.

III. RESEARCH METHODOLOGY

3.1 Type of Research:

Descriptive and analytical

3.2 Data Collection:

Primary data was collected via structured questionnaires using a Likert scale. Secondary data was collected from journals, company websites, and previous studies.

3.3 Sample Size:

50 employees from different departments of Publicis Sapien.

3.4 Tools Used:

Percentage analysis, Mean score analysis

3.5 Limitations: -

Sample size was limited to 50 respondents. - Responses may include personal biases. - The study is restricted to one organization only.

IV. DATA ANALYSIS & INTERPRETATION

4.1 General Climate

Most employees reported a favorable working environment. Managers were perceived as supportive and open to suggestions.

4.2 OCTAPAC Culture –

Openness: High level of openness was observed in terms of communication. - Trust: Moderate trust exists among employees and between employees and management. - Autonomy: Employees felt they had freedom in decision-making within their roles. - Proactivity & Authenticity: Employees showed willingness to take initiatives and express genuine feedback. - Collaboration: Teamwork was highlighted as a strong point in the company.

4.3 HRD Mechanisms

Employees recognized training programs, performance appraisal systems, and career planning efforts. However, there were suggestions for improvement in mentoring and feedback systems.

V. FINDINGS

Publicis Sapient maintains a generally positive HRD climate. - OCTAPAC elements are fairly embedded but need further strengthening in trust and autonomy. - Training programs are well received but mentoring mechanisms require enhancement.

VI. RECOMMENDATIONS

Regular workshops to build trust and improve interdepartmental collaboration. - Structured mentoring programs to support junior employees. - Continuous feedback loops to align HRD initiatives with employee expectations.

CONCLUSION

A healthy HRD climate contributes significantly to the motivation, development, and retention of employees. Publicis Sapient demonstrates a favorable HRD

environment, but certain areas, especially mentoring and trust-building, require focused attention. Strengthening these aspects will enhance employee satisfaction and organizational growth.

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