

A study of human resource development practices in selected milk processing organisations in western Maharashtra

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Abstract- HRD practices in milk processing organizations in Western Maharashtra are very poor, do not serve any of its meaningful purpose and strongly need to be redesigned. Milk processing organizations' need to be practiced the recommended HRD models to work successfully and to serve in global competition.

Introduction

Human Resources are the greatest of all our assets (Shah 1990). Organizations or even country cannot deny its importance. The economic performance of U.K. in varied areas was damaging than two of its major competitors' – France and West Germany due to lack of attention on training (Labour Research - 1988). Hence, if human resource is developed, they become resourceful for the organization to increase its effectiveness and play a vital role in creatively coping with change and innovations (Ravishanker and Mishra 1988). The analysis of various key issues confronting the need of Human Resource Development to improve the productivity (Mathur 1989). Companies all over the world recognizing training and development of human resource, as it is the single major contributor to corporate growth, innovativeness, dynamism and prosperity (Sondni 1992). Role of HRD in the new economic environment is, thus, becoming important in improving technical, managerial skills and employee motivation to face today's challenges of liberalization (T V Rao and others 1994). The degree of survivability of the organization increases with the increase in quality of and dynamity of the workforce. In today's business, the only viable strategy is to recruit good people, develop them and retain as many stars as possible (Groysberg, Nanda and Noharia 2004). Every organization should create an inspiring environment that would motivate workforce to perform better and boost efficiency (Sawant 2004).

Economic liberalization and WTO agreement energize foreign companies to rush to India and exploit the amply available raw milk resources, as India is standing 1st in milk production in the world (91 MT Animal Husbandry Departments, 2004). The MNC'S like NESTELE, Cadbury India, Hindustan Lever etc. have already started their milk processing plant in India. Hence, it is a high time for Indian organizations to carryout business practices on scientific line. Along with the scientific practice of production, finance and marketing the scientific practice of HRD is the order of the day. The present study helps to strengthen the HRD efforts of the milk processing organizations from private, co-operative and public sectors and guides to put hall marks in the protection of business souls. The researcher truly believes that things are better in milk processing organizations through well-planned HRD efforts.

Methodology

In Pune and Nashik region of Western Maharashtra, among the registered organizations, 118 milk-processing organizations are actually functioning. Out of these, 22 organizations were incorporated in the sample of the present study - 8 from private, 8 from co-operative and 6 from public sector - by adopting following criteria as: equal number of organizations from both the region, only one organization from the district, well reputed organization, permission for research, organization with 5 years of registration, more than 30 employees, daily milk collection minimum of 5,000 lit. and plant handling capacity minimum of 20,000 lit/day. The total number of workforce in

these organizations was 7,699; out of these 1,297 belonged to management staff and 6,402 belonged to employee's category. As it was quite difficult to conduct the survey for all the workforce, 30% of both the category i.e. 389 management respondents and 1920 employee respondents were selected for the present study by adopting proportionate convenience sampling technique to accomplish the objectives of the study:

1. To examine HRD practices being followed in selected milk processing organizations under study and
2. To suggest remedial measures in order to enhance the quality of HRD practices.

Researcher collected primary data through survey method, discussions and interviews, non-participatory observation method and secondary data through documentary research method and unstructured interviews to justify the set hypothesis: 1. HRD has no role in the success of milk processing organizations. 2. HRD practices in milk processing organizations in Western Maharashtra are strong.

The geographical scope of the study covers the entire division of Western Maharashtra, the topical scope covers the evaluation of the on-going HRD practices, the analytical scope covers the fulfillment of the set objectives and the functional scope is confined to offering meaningful recommendations for improving the HRD practices of the organizations. However, the interview schedules used for collecting the primary data were neither designed to ascertain the respondents' biases nor to gauge the influence of these biases on the intensity of their responses. Again, the study has included urban and rural areas of Pune and Nashik region the spatio-temporal perceptions of individual employee's differ widely and have accordingly influences their responses.

Results and Discussions

The management respondents' interviewed are males, mostly 26-45 years old, with an average service of 6-20 years. They have mostly joined supervisor/officer level in their 20 to 25 years of age after completion of diploma/graduation and one-third of them are members of employee association. The employee respondents are 18-45 years old, below H.S.C. qualified males with a veteran of average 20 years. They have invariably joined milk-processing organizations, as a worker and two-third of them are members of employee association. The average personal profile of the respondents is presented in

Table 1.1

The opinion of both the respondents' group regarding existing HRD practices in milk processing organizations from private, co-operative and public sector in Western Maharashtra has been collected through "Five – Point Likert Scale with No Opinion" and interpret the data as given in **Table No.1.2**

Mean scores above '4.5' (90.00%) indicate the respondents 'outstanding' rating of the HRD aspect; score between '4.5' and '4' (90.00-- 80.00%) indicate an 'excellent' opinion; '4' and '3.5' (80.00--70.00%) 'good'; '3.5' and '3' (70.00-- 60.00%) 'fair' opinion, implying that the particular HRD aspect may be improved through suitable methods and effort and between '3' and '2.5' (60.00-- 50.00%) 'poor' and 'Below 2.5' (Below 50.00%) 'very poor' opinion, indicating the need for a drastic intervention to bring about a change for the better.

The HRD practices opinion survey data of Management and Employee respondents from Private, Cooperative and Public sector of Western Maharashtra interpreted in above manner and presented in **Table No.1.3**

Researcher has used the **Kolmogorov – Smirnov's 'D' test**, to test the set **Hypothesis**. Hypotheses: 1) *HRD has no role in the success of milk processing organizations in Western Maharashtra;* and 2) *HRD practices in milk processing organizations in Western Maharashtra are strong.* The HRD practices data collected

from 2309 management and employee respondents from Western Maharashtra have been presented in worksheet for the Kolmogorov–Smirnov's 'D' test, to test the set hypothesis, as given in **Table 1.4**.

This is a procedure for single statement, similar procedures have been carried out for the 131 statements of 21 HRD activities and like wise, the calculated values and critical values for 'D' been developed. Hence as the mean calculated 'D' value 0.18759 exceeds the mean critical 'D' value of 0.028303 in Western Maharashtra, the null hypothesis that –1. HRD has no role in the success of milk processing organizations and 2. HRD practices in milk processing organizations in Western Maharashtra are strong, are rejected. Hence, HRD has important role in the success of milk processing organizations and HRD practices in milk processing organizations in Western Maharashtra are weak.

On the basis of data presentation, analysis and interpretation and testing of hypothesis, following recommendations have been made for the milk processing organizations as:

HRD practices in private sector milk processing organizations :

As the existing HRD practices namely, Quality circle is at a 'very poor' level; the other HRD practices namely HRD concept, Role Analysis, selection, career planning and development, Training, workers participation in management and job evaluation are at a 'poor' level; and HRD practices namely placement, induction, performance appraisal, management Development, Organization Development and change, Quality of work-life, Team management, wages and salary administration, Employee Benefits, Rewards and Grievance procedure are at a 'fair' level. Where as, the HRD practices namely Human Resource planning and Recruitment are at a 'nearly good' level and the only Employee counseling is at a 'good' level.

Hence researcher has recommended '*Kamal-Tuka*' model of HRD for each HRD activities practiced in private sector milk processing organizations. However, the generalized form of the model is given as:

1. Top management carried out deep analysis of each HRD activities.
2. Establish HRM department. Appoint suitable candidate with MBA-HR as a HR/HRD officer/manager.
3. Top management should encourage HR officer/manager to undertake HRD activities drastically in the organization.
4. Find out/know the structural loopholes in the organization.
5. Create favorable organization culture.
6. Establish related / favorable policies and strategies in the organization.
7. Publicize the HRD activity widely in the organization.
8. Establish committees, involve employees in the activities.
9. Arrange for training, development and counseling program for workforce.
10. Follow-up and successfully implement the HRD activity.

HRD practices in co-operative sector milk processing organizations:

In cooperative sector, the HRD practices namely, performance appraisal, Career planning and development, Training and Job evaluation are at a 'very poor' level; the HRD practices namely, Role analysis, Recruitment, Selection, Induction, Management development, Workers participation in management, Quality circles, Wages and salary administration and HRD concept are at a 'poor' level; and the HRD practices namely, Human Resource Planning, Placement, Organization Development and Change, Quality of work life, Employee counseling, grievance procedure and Team management are at a 'fair' level. The HRD practices namely Employee Benefits and Rewards are at a 'good'

level. Overall, a worrying situation indeed! An enlightened organization would initiate immediate drastic HRD interventions to prevent the situation from deteriorating further. Researcher suggested '*Vishnu-Krishna*' model of HRD for each of these HRD activities practiced in co-operative sector milk processing organizations. The summarized from of the model is presented as:

1. Top management should evaluate the present level of HRD practices
2. Bring necessary structural and policy change in line with cooperative philosophy
3. Develop separate HRD department by appointing professionally sound HRD manager (preferably MBA -HR) to look after HRD practices
4. Encourage HRD manager about undertaking each HRD activity by providing concrete support within the philosophy of cooperatives
5. HRD manager should evaluate each HRD activity in line with the standard practice and bring out necessary change with top management consent.
6. Widely publicize each activity in the organization
7. Involve workforce every time by providing needed help to them
8. Practice the HRD activity continuously in the organization
9. Evaluate periodically and follow-up.

HRD practices in public sector milk processing organizations:

In Public sector, the only HRD practice Quality of work life is at a 'good' level; the HRD practices namely, wages and salary administration, and Employee benefits are at a 'fair' level; where as, the only HRD practice workers participation in management is at a 'poor' level; and rest of the 18 HRD practices are at a 'very poor' level. It is a terrific worrying situation, as most of the HRD practices are totally eradicated from public sector indeed! A policy maker/ Government should initiate immediate drastic HRD interventions to prevent the situation from deteriorating further. Researcher has put forward the "*Raj - Shankar*" model of HRD for each of the 21 HRD activities practiced in public sector milk processing organizations. The abstract from the model is noted as:

1. Government /policy maker should bring out a sea change in the existing HRD policies
2. Appoint professionally sound people in the top level management as well as consult with professional organizations
3. Create separate HRM department, appoint HRM/ HRD manager preferably candidate with MBA – HR.
4. Provide liberty to HR manager to evaluate existing HRD policies and redesign it, if necessary, with the active support of top management.
5. Widely make aware of all the HRD activities to the workforce.
6. Encourage workforce's comments, criticisms and involvement
7. Made available every help and support to them
8. Continuously evaluate and follow-up.

Conclusion

Overall, HRD practices in private, cooperate and public sector milk processing organizations in Western Maharashtra are judged on the basis of theoretical presentation and the analysis of the empirical data. Accordingly, it is concluded that in milk processing organizations in Western Maharashtra HRD practices are far away the standard and need to be improved as per the scientific way in order to sustain in today's global competition.

Acknowledgement

Researcher is thankful to CEO, M.D. and G.M. of private, cooperative and public organizations in Western Maharashtra for providing research facilities; Dr. M.M. Ali (my guide), Dr. R.A. Shinde for their valuable guidance; and Dr. A.D. Shinde, Dr. Shivajirao Kadam, Dr. B.D. More (IPS), shri Vishnu Mane, and shri Shankar D. Patil for their warm blessings.

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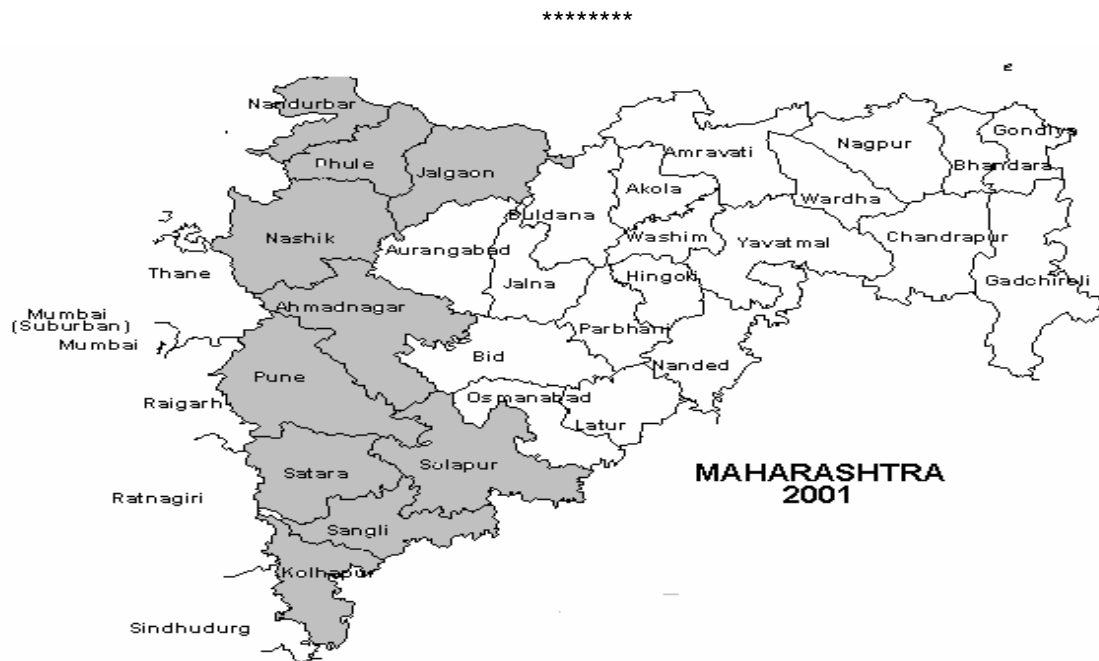


Fig. 1- Map of Maharashtra

Table 1.1- Average personal profile of the respondents:

Sr. No.	Respondents	Sex	Age Group	Service in years	Educational level	Employee Asso.Membership
1	Management	Male	26-45	6 to 20	Diploma(IDD)/Graduation	35.5 %
2	Employee	Male	18-45	0 to 20	Up to HSC	67.1 %

Table 1.2- Process of data interpretation of the HRD Practices

1. Separate Human Resource Management department manage employees activities.	1	2	3	4	5	0	--
	Scale × 43	× 34	× 2	× 96	× 97	× 2	= 274
<u>Level of Agreement:</u>							
1: Strongly Disagree, 2: Disagree, 3: Partly Disagree Partly Agree 4: Agree, 5: Strongly Agree, 0: No Opinion.	43 + 68 + 6 + 384 + 485 + 0 = 986 Total Score $= \frac{986 \text{ Total Score}}{274 \text{ Respondents}} = \mathbf{3.59 \text{ Mean Score}}$ Highest possible Mean Score is 5.00 = 100 % Hence 3.59 = 71.80 %						

Table 1.3- HRD Practices Opinion Survey of Management and Employee Respondents from Private, Cooperative and Public Sector of Western Maharashtra:

HRD Practices		Private Sector (274)			Cooperative Sector			Public Sector(495)			Average Mean (2309)		
		Pune	Nashik	W.Maha.	Pune	Nashik	W.Maha.	Pune	Nashik	W.Maha.	Pune	Nashik	W.Maha.
Selected Respondents	Mgmt.	20	29	49	169	33	202	119	19	138	308	81	389
	Emp.	155	70	225	1026	312	1338	243	114	357	1424	496	1920
	Total	175	99	274	1195	345	1540	362	133	495	1732	577	2309
1.HRD Concept	Mgmt.	3.1833	2.1954	2.5986	2.7061	3.378	2.816	1.9454	1.9035	1.9396	2.6116	2.4923	2.4514
	Emp.	3.429	1.8905	2.9504	2.7593	2.9311	2.7993	1.8813	1.9094	1.8903	2.6899	2.2437	2.5467
	Mean	3.3062	2.043	2.775	2.7327	3.1546	2.808	1.9134	1.9065	1.915	2.651	2.368	2.499
2.Role Analysis	Mgmt.	3.4	2.6207	2.9388	2.7574	3.6364	2.901	2.0588	2.2105	2.0797	2.7387	2.8225	2.6398
	Emp.	3.3161	2.2429	2.9822	2.8801	2.9808	2.9036	2.2757	2.2193	2.2577	2.824	2.481	2.7145
	Mean	3.3581	2.4318	2.961	2.8188	3.3086	2.902	2.1673	2.2149	2.169	2.781	2.652	2.677
3.Human Resource Planning	Mgmt.	3.8125	3.1293	3.4082	2.9726	4	3.2017	2	2.0789	2.0109	2.9284	3.0694	2.8736
	Emp.	4.0742	2.75	3.6622	3.1525	3.4487	3.2216	1.8765	1.989	1.9125	3.0344	2.7292	2.9321
	Mean	3.9434	2.9397	3.535	3.0626	3.7244	3.212	1.9383	2.034	1.962	2.981	2.899	2.903
4.Recruitment	Mgmt.	4.05	2.9253	3.3844	2.4408	3.7525	2.6551	1.7689	1.8772	1.7838	2.7532	2.8517	2.6078
	Emp.	4.0677	2.7381	3.6541	2.6602	3.3536	2.8219	1.8278	1.8114	1.8226	2.8519	2.6344	2.7662
	Mean	4.0589	2.8317	3.519	2.5505	3.5531	2.739	1.7984	1.8443	1.803	2.803	2.743	2.687
5.Selection	Mgmt.	2.82	2.7389	2.69	2.9396	2.897	2.6842	1.7311	1.7105	1.7283	2.4969	2.4488	2.599
	Emp.	2.5755	2.5371	2.46	3.0134	2.8125	2.7294	1.7198	1.5798	1.6751	2.4362	2.3098	2.6862
	Mean	2.6978	2.638	2.575	2.9765	2.8548	2.707	1.7255	1.6452	1.702	2.467	2.379	2.643

6.Placement	Mgmt.	3.275	2.4828	2.8061	3.2101	2.7727	3.1386	1.8193	1.8421	1.8225	2.7681	2.3659	2.5891
	Emp.	4.1613	2.2429	3.5644	3.4342	3.0561	3.346	1.963	1.9035	1.944	3.1862	2.4008	2.9515
	Mean	3.7182	2.3629	3.185	3.3222	2.9144	3.242	1.8912	1.8728	1.883	2.977	2.383	2.77
7. Induction or Orientation	Mgmt.	2.725	3.2155	3.0153	2.409	3.2197	2.5347	2.4181	2.1447	2.3804	2.5174	2.86	2.6435
	Emp.	4.0855	2.9357	3.7278	2.5755	3.2957	2.7435	2.2634	2.0877	2.2073	2.9748	2.773	2.8929
	Mean	3.4053	3.0756	3.372	2.4923	3.2577	2.639	2.3408	2.1162	2.294	2.746	2.817	2.768
8.Performance Appraisal	Mgmt.	3.1667	2.7184	2.9014	2.0439	3.4394	2.2714	1.9069	1.7588	1.8865	2.3725	2.6389	2.3531
	Emp.	3.5645	2.5048	3.2348	2.1431	3.3876	2.433	1.8827	1.7661	1.8455	2.5301	2.5528	2.5044
	Mean	3.3656	2.6116	3.068	2.0935	3.4135	2.352	1.8948	1.7625	1.866	2.451	2.596	2.429
HRD Practices		Private Sector (274)			Cooperative Sector			Public Sector(495)			Average Mean (2309)		
		Pune	Nashik	W.Maha.	Pune	Nashik	W.Maha.	Pune	Nashik	W.Maha.	Pune	Nashik	W.Maha.
9.Career Planning and Development	Mgmt.	2.8438	2.6034	2.7015	2.078	2.8523	2.2045	2.0546	1.9375	2.0385	2.3255	2.4644	2.3148
	Emp.	2.3161	2.5384	2.3853	2.1731	2.8624	2.3338	1.9511	1.8163	1.9081	2.1468	2.4057	2.2091
	Mean	2.58	2.5709	2.543	2.1256	2.8574	2.269	2.0029	1.8769	1.973	2.236	2.435	2.262
10. Training	Mgmt.	3.03	2.5448	2.7429	2.0692	2.9879	2.2193	2.0563	2.0895	2.0609	2.3852	2.5407	2.341
	Emp.	2.949	2.5286	2.8182	2.2044	2.7641	2.3349	2.0848	1.9298	2.0353	2.4127	2.4075	2.3961
	Mean	2.9895	2.5367	2.781	2.1368	2.876	2.277	2.0706	2.0097	2.048	2.399	2.474	2.369
11. Development	Mgmt.	3.5	3.1103	3.2694	2.7586	3.0848	2.8119	2.2605	2.1474	2.2449	2.8397	2.7808	2.7754
	Emp.	3.1406	3.0457	3.1111	2.9552	2.8538	2.9315	2.1687	2.1105	2.1501	2.7548	2.67	2.7309
	Mean	3.3203	3.078	3.19	2.8569	2.9693	2.872	2.2146	2.129	2.198	2.797	2.725	2.753
12.Organisation Development and change	Mgmt.	3.125	3.3046	3.4558	3.0582	2.9949	3.0479	2.056	2.1842	2.0737	2.7464	2.8279	2.8591
	Emp.	2.6946	3.3071	3.3074	3.1309	3.0556	3.1134	2.0055	2.0439	2.0177	2.6103	2.8022	2.8128
	Mean	2.9098	3.3059	3.382	3.0946	3.0253	3.081	2.0308	2.1141	2.046	2.678	2.815	2.836
13. Workers participation in Management	Mgmt.	3.19	3.1655	3.1755	2.574	3.1152	2.6624	2.5277	2.6526	2.5449	2.7639	2.9778	2.7943
	Emp.	2.6516	3.0457	2.7742	2.7361	3.2032	2.845	2.5588	2.5982	2.5714	2.6488	2.949	2.7302
	Mean	2.9208	3.1056	2.975	2.6551	3.1592	2.754	2.5433	2.6254	2.558	2.706	2.963	2.762
14. Quality of Work life	Mgmt.	3.8167	3	3.3333	3.2623	3.5253	3.3053	3.7451	3.4035	3.6981	3.608	3.3096	3.4456
	Emp.	3.7204	3.0667	3.517	3.3512	3.8355	3.4641	3.5254	3.4152	3.4902	3.5323	3.4391	3.4904
	Mean	3.7686	3.0334	3.425	3.3068	3.6804	3.385	3.6353	3.4094	3.594	3.57	3.374	3.468
15. Quality Circle	Mgmt.	1.9583	1.3046	1.5714	2.7643	2.2071	2.6733	1.9034	1.9298	1.907	2.2087	1.8138	2.0506
	Emp.	1.3065	1.2905	1.3015	3.0749	2.2324	2.8784	1.8669	1.8874	1.8735	2.0828	1.8034	2.0178
	Mean	1.6324	1.2976	1.436	2.9196	2.2198	2.776	1.8852	1.9086	1.89	2.146	1.809	2.034
16. Employee Counseling	Mgmt.	3.85	3.4828	3.6327	3.2367	2.1515	3.0594	2.4118	2.0523	2.3623	3.1662	2.5622	3.0181
	Emp.	3.9806	3.5429	3.8444	3.7154	2.8494	3.5135	2.6461	2.3333	2.2462	3.4474	2.9085	3.2014
	Mean	3.9153	3.5129	3.739	3.4761	2.5005	3.286	2.529	2.1928	2.304	3.307	2.735	3.11
17.Team Management	Mgmt.	3.825	2.7471	3.1837	3.4207	2.7273	3.3069	2.4426	2.5439	2.4565	3.2294	2.6728	2.9824
	Emp.	3.9839	2.7571	3.603	3.5318	2.9936	3.4063	2.4733	2.3014	2.4183	3.3297	2.684	3.1425
	Mean	3.9045	2.7521	3.393	3.4763	2.8605	3.357	2.458	2.4227	2.437	3.28	2.678	3.062
18. Job Evaluation	Mgmt.	3.39	1.8621	2.4857	2.3467	2.3697	2.3505	2.1311	2.1368	2.1319	2.6226	2.1229	2.3227
	Emp.	3.9484	1.9571	3.3289	2.3756	2.4186	2.3857	2.107	2.1421	2.1182	2.8103	2.1726	2.6109
	Mean	3.6692	1.9096	2.907	2.3612	2.3942	2.368	2.1191	2.1395	2.125	2.716	2.148	2.467
HRD Practices		Private Sector (274)			Cooperative Sector			Public Sector(495)			Average Mean (2309)		
		Pune	Nashik	W.Maha.	Pune	Nashik	W.Maha.	Pune	Nashik	W.Maha.	Pune	Nashik	W.Maha.
19. Wages and Salary Admn.	Mgmt.	3.7227	3.0031	3.256	2.9683	2.8347	2.9464	3.1451	3.1244	3.1423	3.2787	2.9874	3.1149
	Emp.	4.0657	2.974	3.7107	3.0859	2.9085	3.0445	3.1657	3.1643	3.1653	3.4391	3.0156	3.3068

	Mean	3.8942	2.9886	3.483	3.0271	2.8716	2.995	3.1554	3.1444	3.154	3.359	3.002	3.211
20. Employee Benefits	Mgmt.	3.7167	2.6092	3.0612	3.4392	3.5657	3.4598	3.2857	3.5906	3.3277	3.4805	3.2552	3.2829
	Emp.	3.9326	2.6032	3.5192	3.7022	3.6969	3.701	3.3164	3.5068	3.3772	3.6504	3.269	3.5325
	Mean	3.8247	2.6062	3.29	3.5707	3.6313	3.58	3.3011	3.5487	3.352	3.565	3.262	3.408
21. Rewards	Mgmt.	3.4	2.3218	2.7619	3.5917	3.0404	3.5017	1.7087	1.614	1.6957	2.9001	2.3254	2.6531
	Emp.	3.7892	2.1619	3.283	3.8389	2.7767	3.5912	1.5226	1.5292	1.5247	3.0502	2.1559	2.7996
	Mean	3.5946	2.2419	3.022	3.7153	2.9086	3.546	1.6157	1.5716	1.61	2.975	2.241	2.726
22. Grievance Procedure	Mgmt.	3.6833	2.1954	2.8027	3.14	3.2121	3.1518	2.403	2.4035	2.4034	2.0288	2.6037	2.786
	Emp.	3.7548	1.981	3.203	3.2109	3.3504	3.2434	2.3704	2.4386	2.3922	3.112	2.59	2.9462
	Mean	3.7191	2.0882	3.003	3.1753	3.2813	3.198	2.3867	2.4211	2.398	2.57	2.597	2.866

Table 1.4- Testing of hypothesis for the data collected from study universe Western Maha.:

Degree of agreement	Scale	Observed Number	Observed Proportion	Observed Cumulative Proportion	Null Proportion	Null Cumulative Proportion	Absolute Difference Observed and Null C. P.
1	2	3	4	5	6	7	8
			(3)/2308.99950	Sum of (4)	= 2309 / (6 X 2309)	Sum of (6)	(5 – 7)
Strongly agree	5	262	0.11347	0.11347	0.166667	0.166667	-0.0532
Agree	4	597	0.258554	0.37202	0.166667	0.333333	0.038689
Partly agree and partly disagree	3	436	0.18883	0.5608	0.166667	0.5	0.060849
Disagree	2	647	0.28021	0.8411	0.166667	0.666667	0.17439
Strongly disagree	1	350	0.15158	0.99264	0.166667	0.833333	0.159304
No opinion	0	17	0.00736	1	0.166667	1	0
		2309			* Calculated D value = 0.17439		
						* Critical D value = 0.028303	
*2308.99950 (2309)		= 48.05205	X	48.05205			
* Kolmogorov –Smirnov’s Critical ‘D’				value = (1.36 /√n)	= 1.36 / 48.05205 = 0.028303		
* n = no. of respondents							
