ANALYSIS OF HRD CLIMATE IN SELECTED PRIVATE SECTOR MILK PROCESSING ORGANISATIONS IN PUNE REGION

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Abstract- HRD climate in private sector milk processing organizations in Pune region is moderate due to some poor and fair HRD practices; it does not serve the purpose and need to be strongly improved these practices on a scientific line by re-designing the effective policy.

Keywords- HRD Climate, HRD, Policy, HRD practices, Private, Milk organizations, Pune.

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Introduction

Organizational climate is a set of properties of the work environment, perceived directly or indirectly by the employees, that is assumed to be a major force in influencing employee behavior.[1] HRD climate is the work environment that is existed in the milk processing organization for Human Resource Development. HRD is the sub branch of HRM that deals with continuous development of Human Resource of the organization. The term HR can be thought of as, according to the Leon C. Megginson, total knowledge, skills, creative abilities, talents, and aptitudes of an organizations workforce as well as the value, attitude and beliefs of the individual involved.[2] Employees possessing these attributes are easily available with the milk processing organization till their age of retirement. Thus it is now only in the hands of management, how effectively using these valuable resources for the effective development of milk processing organization. Again it is the important source with the management by effective use of that they can sustain in the global competition. It is the only way through which milk processing organization can reach up to the global destination.

Thus, Milk processing organizations in private sector of Pune region need not be worry about global competition. On the contrary they need to focus on their HRD activities and practices being implemented in the organization. Many MNC's in the world are doing one simple thing – concentration on HRD activities. USA based MNC General Electric Company not only concentrates on HRD and O.D. activities but also recruits psychologist in the company to take care of their valuable employee [3]. Indian businesses need to accept and wel-come the concept of HRD and strongly implement. As private sector milk processing organizations have autonomy compared to cooperative and public sector milk processing organi-zations, need to avail it cent-percent. Thus attempt has been made to analyze HRD climate prevailing in the milk processing organizations to understand and aware about HRD key to success. Accordingly present study is titled *"Analysis of HRD Climate in Selected Private Sector Milk Processing Organizations in Pune Region"*

Methodology Adopted

In Pune region, among the 66 registered private sector milk processing organizations, 51 milk-processing organizations were actually functioning. Out of these, 4 organizations namely M/S. Datta Food Processors, Jaysingpur, Dist.Kolhapur; M/S. Sidhivinayak Dairies Pvt. Ltd., Miraj, Dist. Sangli; Santosh Milk and Milk Products Pvt. Ltd., Karad, Dist. Satara; and Cadbury India Ltd, Induri, Telegaon-Dabhade, Dist. Pune were incorporated in the sample of the present study, by adopting following criteria as: well reputed organization, permission for research, daily milk collection minimum of 5,000 lit and plant handling capacity minimum of 20,000 lit/day.

In these milk-processing organizations in total 584 workforces were actually working, out of which 67 were from management and 517 were from employee category. As it was quite difficult to conduct the survey for the entire workforce, 30% of both the category i.e. 20 from management and 155 from employee category in total 175 respondents was selected for the present study by adopting proportionate convenience sampling technique to accomplish the objectives of the study

1. To understand the present level of HRD practices,

2. To analyses HRD climate in the selected private sector milk processing organizations under study and

3. To provide necessary recommendations for good HRD climate.

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 climate in the private sector milk processing organizations in Pune region is good.

2. HRD practices in private sector milk processing organizations in Pune region are strong.

The geographical scope of the study covers the entire Pune region, the topical scope covers the evaluation of HRD climate, the analytical scope covers the fulfilment of the set objectives and the functional scope is confined to offering meaningful recommendations for improving the HRD climate of the organizations.

Results and Discussions

The management respondents interviewed were males, mostly 26-45 years old, with an average service of 5-20 years. They have mostly joined supervisor/officer level in their 25 years of age after completion of diploma, graduation / post graduation and no one of them were members of employee association. The employee respondents were 26 -55 years old, Diploma, H.S.C. and below qualified majority males with a veteran of average 5 to 25 years. They invariably joined milk-processing organizations, as a worker and none of them were members of employee association. The average personal profile of the respondents is presented in [Table-1].

Table 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	0-20	Diploma (IDD), Graduation & Post Graduation	No
2	Employee	Male & Female	26-55	5-20	H.S.C. & below	No

The opinions of both the respondents' group regarding existing HRD climate in milk processing organizations from private sector in Pune region has been collected through "Five-Point Likert Scale with No Opinion" and interpret the data as given in [Table-2].

Table 2- Process of data interpretation for HRD Practices

1. HRD department carries	1 2 3 4 5 0	Scale
Employees' development activities.	× 20 × 14 × 4 × 64 × 73 × 0 = 175	Respondents
Level of Agreement	20 + 28 + 12 + 256 + 365 + 0 = 672	Total Score
1: Strongly Disagree,		
2: Disagree,	= 672 Total Score / 175 Respondents	
3: Partly Disagree Partly Agree	= 3.84 Mean Score	
4: Agree,	Highest possible Mean Score is 5.00 = 100 %	
5: Strongly Agree,	Hence 3.84 = 76.80 %	
0: No Opinion.		

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 climate opinion survey data collected from the sample respondents (Management and Employees) of private sector, Pune region has been interpreted in above manner and presented in [Table-3].

Table 3- HRD climate opinion survey data

HRD Practices	Management Respondents (20) Average Mean Score	% Value	Employee Respondents (155) Average Mean Score	% Value	Total Respondents (175) Average Mean Score	% Value
HRDConcept	3.1833	63.67	3.429	68.58	3.3062	66.12
Role Analysis	3.4	68	3.3161	66.32	3.3581	67.16
H. R. P.	3.8125	76.25	4.0742	81.48	3.9433	78.87
Recruitment	4.05	81	4.0677	81.35	4.0589	81.18
Selection	2.82	56.4	2.5755	51.51	2.6977	53.95
Placement	3.275	65.5	4.1613	83.23	3.7181	74.36
Induction	2.725	68.13	4.0855	81.7097	3.4052	68.1
Perf. Appraisal	3.2417	64.83	3.7317	74.63	3.4867	69.73
Career Planning	2.8438	56.88	2.3161	46.32	2.5799	51.6
Training	3.03	60.6	2.949	58.98	2.9895	59.79
Development	3.5	70	3.1406	62.81	3.3203	66.41
Org.Dev&Change	3.675	73.5	3.3075	66.15	3.4913	69.83
W. P. M.	3.19	63.8	2.6516	53.03	2.9208	58.42
Q. W. L.	3.8167	76.33	3.7204	74.41	3.7685	75.37
Quality Circle	1.9583	39.17	1.3065	26.13	1.6324	32.65
Emp.Counseling	3.85	77	3.9806	79.61	3.9153	78.31
Team Mgt.	3.8167	76.33	3.9849	79.7	3.9008	78.02
Job Evaluation	3.39	67.8	3.9484	78.97	3.6692	73.38
Wages&Salary	3.745	74.9	4.0626	81.25	3.9038	78.08
Emp. Benefits	3.695	73.9	3.949	78.98	3.822	76.44
Rewards	3.3667	67.33	3.8237	76.47	3.5952	71.9
Grievance proc	3.68333	73.667	3.75484	75.0968	3.7191	74.38

Researcher has used the Kolmogorov-Smirnov's 'D' test, to test the set Hypothesis. Hypotheses: 1.HRD climate in the private sector milk processing organizations in Pune region is good. 2. HRD practices in private sector milk processing organizations in Pune region are strong. The HRD practices data collected from 175 management and employee respondents from *private sector milk processing organizations in* Pune Region have been presented in worksheet for the Kolmogorov-Smirnov's 'D' test, to test the set hypothesis, as given in [Table-4].

This is a procedure for single statement, similar procedures have been carried out for the remaining 130 statements of 21 HRD activities and likewise, the calculated values and critical values for 'D' have been developed.

Recommendations

On the basis of data presentation, analysis and interpretation and testing of hypothesis, following recommendations have been made for the *private sector* milk processing organizations in Pune region as

HRD Practices in Private sector Milk Processing Organisations of Pune Region

In Private sector Milk Processing Organizations of Pune region, the HRD practices namely, Selection, Career Planning, Training, W.P.M.

and Quality Circle are at a 'poor' level, indicating the need for a drastic intervention to bring about a change for the better; The HRD practices namely, Organisation Development & Change, Performance Appraisal, Induction, Development, Role Analysis and HRD Concept are at a 'fair' level, implying that the HRD activity may be improved through suitable methods and effort.

However, the HRD practices namely H.R.P., Placement, Q.W.L., Employee Counselling, Team Management, Job Evaluation, Wages & Salary, Employee Benefits, Rewards and Grievance procedure are at a 'good' level; and the only HRD practices Recruitment at an 'excellent' level.

Overall, a moderate situation indeed! An enlightened organization would initiate immediate drastic HRD interventions to prevent the situation from deteriorating further by designing effective policy and develops good HRD climate. Management of the milk processing organizations need to be redesigns the existing HRD policy in line with standard with respect to the above lagging areas so as to creates good HRD climate.

Along with the policy redesign researcher has recommended '*Kamal-Tuka*' model of HRD for each HRD activities practiced in private sector milk processing organizations. However, the generalized from of the model is as given below

1. Establish HRM department. Appoint suitable candidate with MBA-HR as a HR/HRD officer/manager.
2. Top management should carry out deep analysis of each HRD activities.
3. Encourage HR officer/manager to undertake HRD activities drastically in the organization.
4. Establish strong HR policies.
5. Find out/know the structural and policy loopholes in the organization.
6. Create appropriate organization culture.
7. Publicize each HRD activity widely in the organization.
8. Involve employees in the each and every activity.
9. Arrange for employee training, development and counselling.
10. Follow-up and successfully implement the every HRD activity.

Table 4- Testing of hypothesis for the data collected from private sector of Pune Region

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)/174.999992	Sum of (4)	= 175 / (6 X 175)	Sum of (6)	(5 – 7)
Strongly Agree	5	73	0.417143	0.417143	0.166667	0.166667	0.250476
Agree	4	64	0.365714	0.782857	0.166667	0.333333	0.449524
Partly Agree and Partly Disagree	3	4	0.022857	0.805714	0.166667	0.5	0.305714
Disagree	2	14	0.08	0.885714	0.166667	0.666667	0.219048
Strongly Disagree	1	20	0.114286	1	0.166667	0.833333	0.166667
No opinion	0	0	0	1	0.166667	1	0
		175				* Calculated D value = 0.44952385	
						* Critical D value = 0.102806	

*174.999992 (175) = 13.228756 X 13.228756
* Kolmogorov –Smirnov's Critical 'D' value = (1.36 /Ön) = 1.36 / 13.228756 = 0.102806
* n = no. of respondents

As the calculated D value 0.44952385 exceeds the critical value of 0.102806 in private sector of Pune region, the null hypothesis that hypotheses *1.HRD climate in the private sector milk processing organizations in Pune region is good. 2. HRD practices in private sector milk processing organizations in Pune region are strong* are rejected. Hence, *HRD climate in the private sector milk processing organizations in Pune region is poor* and *HRD practices in private sector milk processing organizations in Pune region are* weak.

Conclusions

Overall, HRD practices in private sector milk processing organizations in Pune region 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 Pune region HRD climate is moderate due to Poor and Fair HRD practices and need to be improved as per the scientific way in order to enhance the HRD climate and sustain in today's global competition.

Acknowledgements

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