Research Paper

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HUMAN RESOURCE DEVELOPMENT CULTURE AND CLIMATE IN KARNATAKA MILK PRODUCERS FEDERATION LIMITED (KMF) IN KARNATAKA: AN EMPIRICAL STUDY

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ABSTRACT

KEYWORDS:

Product cycle, KMF, Karnataka, HRD, Employees and Organization.

     Globally, the 21ˢᵗ century economic landscape has become volatile and unstable. Thus, firms must continue to reinvent themselves in order to maintain the competitive edge. The present rise in knowledge work, as well as reduced product life cycle time, workforce diversity, flatter, leaner and more participative organizations have put priority on human capital as the major strategic asset of organizations that strive for sustainable competitive advantage. The aim of the study was to find out which attributes influence the HRD climate of the company. The descriptive research design was under taken with the help of the structured questionnaire to study the culture of KMF in Karnataka which was based on the responses of the various levels of employees working in it. The sample consists of 100 employees. Employees believe that the top management gives importance to the human resource and all the employees are treated humanely in the organization. The climate is also favourable in terms of employee being handled with care.

INTRODUCTION

Globally, the 21ˢᵗ century economic landscape has become volatile and unstable. Thus, firms must continue to reinvent themselves in order to maintain the competitive edge. The present rise in knowledge work, as well as reduced product life cycle time, workforce diversity, flatter, leaner and more participative organizations have put priority on human capital as the major strategic asset of organizations that strive for sustainable competitive advantage. An organizations' success is determined by the skills and motivation of the employees. Competent employees are the greatest assets of any organization. Given the opportunities and by providing the right type of climate and culture in an organization, individuals can be helped to give full contribution to their potentials, to achieve the goals of the organization, and thereby ensuring optimization of human resources. For this purpose a congenial HRD climate and culture is extremely important. Thus, an optimal level of HRD Climate and culture is essential for facilitating HRD.

The overall results of the study promise to be vast benefit to KMF 'management as they reveal the prevailing attitude of KMF' employees towards organizational developmental climate and culture. Management is, therefore, able to recognise the perceptions of employees and resolve any form of existing or awaiting problems that are proficient of undermining the overall goals or objectives of change.

REVIEW OF LITERATURE

In order to find out the gaps in research, the literature already available pertaining to the problem is too reviewed. Before embarking upon the research study the researchers made an attempt to review the literature related to research paper; number of Research articles in journals and magazines were found while carrying out present research work. This Literature Review formed a base for completion of this study.

Research Articles:

The researchers' collected large number of significant research articles to review the literature related to research topic are as follows –

Cummins (1989), in this paper deals with the organization culture as the drive that recognizes the efforts and contributions of the organizational members and provides holistic understanding of what and how to be achieved, how goals are interrelated, and how each employee could attain goals.

Sign N.K (1999), in his study on Human Resource Management suggested that higher priority in organization efforts should be directed to motivation and productive

utilization of an organization manpower as the aim of an organization is survival and growth and not survival and decline.

Alphonsa V.K (2000), has published his study conducted in a large private hospital in Hyderabad under the title "HRD climate in a private hospital in hydra bad a empirical study" this study has attempted to analyse HRD climate, as perceived by the supervisors and suggest that top management of the hospital may further advance the hospital policy in enhancing the physical, mental, and emotional capabilities of the individuals, in order to create and maintain a productive HRD climate.

Martins and Terblanche (2003), culture is deeply associated with values and beliefs shared by personnel in an organization. Organizational culture relates the employees to Organization's values, norms, stories, beliefs and principles and incorporates these assumptions into them as activity and behavioural set of standards.

Sahu R.K.(2003), in his study on "training for development "identified that in many organizations little or no importance is given to training for non-management employees like operative or office support staffs that are neglected when training budget of organization are worked. He suggested the need to provide training and development at all levels of employee in the organisation.

Bhattachrya D.K. (2009), human resource development explains that HRD facilitates development of an enabling culture in an organisation. Enabling culture is creating an environment where employees are motivated to take initiative and risk, the feel enthused to experiment, innovate and make thing happen. Thus HRD culture, which develops an enabling culture in an organisation.

RESEARCH OBJECTIVES

The main objectives of the research study are as under –
1. To know the theoretical concept of Human Resource Development of Climate and Culture.
2. To know the employees perception towards HRD Climate and Culture in KMF in Karnataka.
3. To offer some valuable suggestions based on the major findings of the study area.

RESEARCH METHODOLOGY

A research study design is the arrangement for collection and analysis of data. The study is basically descriptive in nature. For the purpose of the study, primary and secondary information has been gathered from the existing literature such as relevant research based on books, articles.

- **Source of Data:** Data collected for the study was through Primary and Secondary sources.
- **Primary Data Source:** It consists of original data gathered for the present study. The first information has been collected through a suitable is well structured questionnaire. The present study is mainly based on primary data source collected from the employees of *Karnataka Milk Federation (KMF)*. Employee opinion was rated on five point scale.

- **Secondary Data Source:** The study consists of information that already exists that has been collected for the purpose of this study. The secondary data source information has been collected through the company websites, journals, magazines and internet.
- **Sample Size for the study:** A sample size of 100 employees working in various departments of the organization was taken for the present research study.

TOOLS AND TECHNIQUES OF THE STUDY

In the present study, the researchers has applicable suitable statistical tool for analysis of data and to draw meaningful conclusion therefrom. An analytical tables and charts have been constructed for the effective presentation of the results of analysis.

THE CONCEPTUAL FRAMEWORK OF HRD OF CLIMATE AND CULTURE

In the work environment, when beliefs are shared by members of the same culture or subculture, they become a kind of code for organizational "meaning-making" which can influence, for example, ways to resolve conflict, the information needed for sound decision making, the criteria for promotion, and the appropriate level of assertiveness. Culture can create a sense of solidarity in both a territorial and spiritual sense. Members of a given culture tend to see themselves as separate and unique. Cultures lend themselves to ethnocentricity and therefore tend to see themselves as superior to others.

Meanwhile, cultural solidarity is emphasized and increased when individuals from one culture come in contact with those of another. What occurs is a tendency to protect and defend one's cultural identity as a way of maintaining the integrity and relative importance of its beliefs and values. Management scholars' first differentiated culture from climate studies by applying the methods and questions used by anthropologists to a corporate setting. Early studies sought cultural formulas that would lead to increased productivity. Such inquiry caught the popular attention of the practitioner community as American companies sought ways to make their organizations more efficient in the wake of new and unanticipated Asian competition. In recent years, generalized solutions have been rejected in favour of cultural uniqueness and attention has shifted to the specific alignment of worker beliefs, which can be fragmented by a host of cultural frames. In the work place, of particular importance, are organizational, occupational and socio-cultural differences.

THE EMPIRICAL EVIDENCE

The researcher has analysis and interpretation of the data pertaining to '*Karnataka Milk Federation in Karnataka State'* is carried out and present in below tables and graphs respectively. The classification of the respondents based on their gender is presented in table no. 1.

Table No.1:

The study impact on 'Do people feel that expressing views and ideas is one of the ways of contributing to organizations growth'.

Attributes	Opinion	Frequency
1. Do people feel that expressing views and ideas is one of the ways of contributing to organizations growth.	Strongly Agree	57
	Agree	23
	Can't Say	03
	Disagree	06
	Strongly Disagree	11
	Total	**100**

Source: Field Investigation.

It is seen in table no.1 that the majority about (80) of the respondents are positive approach on this above stated statement, which was followed by 17 of the respondents who were negative approach on this statement. Only there are 03 respondents are not respond about this statement. The overall result of this above stated table indicates that more number of respondents is happy with this statement.

Chart No.1:

The study impact on 'Do people feel that expressing views and ideas is one of the ways of contributing to organizations growth'.
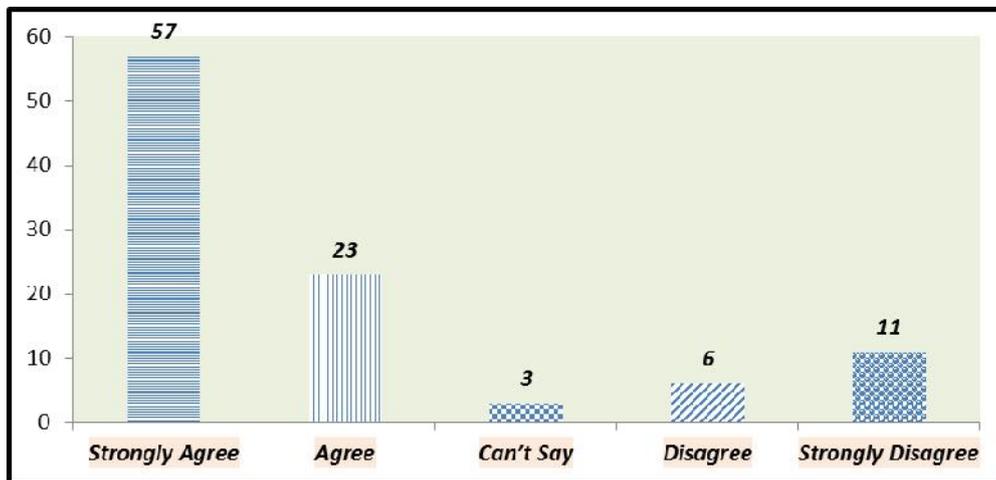

Table No.2:

Opinion about 'Is the team work strong in this organization'

Attributes	Opinion	Frequency
2. Is the team work strong in this organization.	Strongly Agree	63
	Agree	28
	Can't Say	00
	Disagree	05
	Strongly Disagree	04
	Total	**100**

Source: Field Investigation.

It is seen in table no.2 that bulk number of (63) respondents opined that 'strongly agree', which was followed by 28 respondents opined that 'agree' with this statement. Only, about 09 respondents who opined that 'disagree and strongly disagree' with this statement.

Chart No.2:
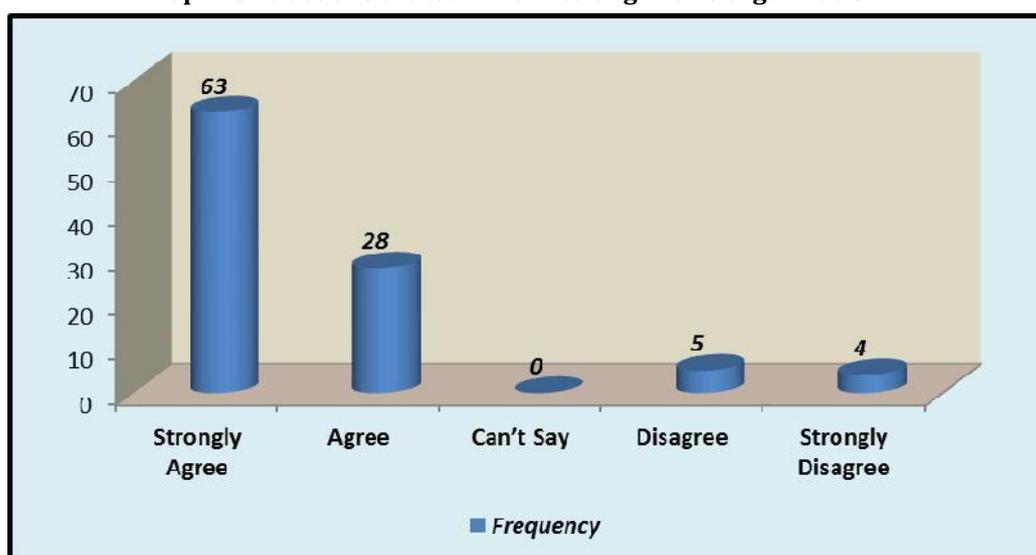**Opinion about 'Is the team work strong in this organization'**

Table No.3:
Perception about the statements regarding HR Culture in KMF

Statements	Strongly Agree	Agree	Can't Say	Disagree	Strongly Disagree	Total
Is there we feeling in the organization.	57	23	02	14	04	
What is the level of inter-departmental cooperation in the organization.	62	15	01	12	10	
Do employees trust each other in organization within their department and between different departments.	47	27	00	16	10	*100*
Do people carry what they say.	71	10	00	12	07	
Is there strong supervisory mechanism in organization.	67	05	01	13	14	

Source: Field Investigation.

It is seen in table no.3 that majority 57 of the respondents who had 'strongly agree' with the stated statement is 'is there we feeling in the organization', which was followed by 23 respondents are opined that 'agree' with this, only about 18 respondents who are opined that 'disagree and strongly disagree' with the statement. The table also provides information about 'what is the level of inter-departmental cooperation in the organization' majority about 77 respondents are very much happy with the statement and less number that is 22 respondents who are opine that 'unhappy' with this. Table also evident that more number

about 74 of the respondents who opined that 'strongly agree and agree' with the statement and it is also provides that only slight number about 26 respondents who opined that 'disagree and strongly disagree' with the statement. The above table it is inferred that 81 respondents are positive approach and very less number it is about 19 respondents are showing negative approach to this statement, majority about 72 respondents stated that they are agreed and strongly agreed with the statement of 'is there strong supervisory mechanism in organization', only about 27 respondents stated that 'disagree and strongly disagree' with this statement.

Table No.4:
Opinion about the statements of 'HR Culture practices in KMF

Statements	Strongly Agree	Agree	Can't Say	Disagree	Strongly Disagree	Total
Can people be taken at face value.	47	34	02	13	04	
Are people authentic in their approach.	53	17	01	12	17	*100*
Do top management and senior members of the org, set of example.	42	27	04	16	11	
To what extent do people have scope of taking decision in their position.	63	18	00	12	07	
Does top management encourages employees to take decisions on their own.	61	11	01	13	14	

Source: Field Investigation.

It is seen table no 4 that 'can people be taken at face value 'for vast majority (81) of the respondents preferring 'strongly agree and agree' with this, only 17 of the respondents won't prefer with this. The table also represents that 'are people authentic in their approach' 70 of the respondents stated that they are 'strongly agreed and agreed' which was followed by 29 of the respondents stated that they are not agreed with this aspect of HR Culture practice in KMF in study area. The above table also depicted that 'do to management and senior members of the organisation set of example' of the respondents stated that they are 69 respondents accepted to this statement, which was followed by only 27 respondents are not accepted with this statement. The above table also deals with the opinion about the statement is 'to what extent do people have scope of taking decision in their position' of the respondents about 81 were satisfied with this and only 19 respondents were not satisfied with the above stated statement. Finally, about 72 of respondents opined that they do accepted with the statement of 'does top management encourages employees to take decisions on their own' which was followed by only 27 respondents are did not accepted with this statement.

FINDINGS OF THE RESEARCH STUDY

From the data analysis, the following major findings have been drawn are as under –

- Majority about (80) of the respondents are positive approach on this above stated statement, which was followed by 17 of the respondents who were negative approach on this statement. Only there are 03 respondents are not respond about this statement. The overall result of this above stated table indicates that more number of respondents is happy with this statement.
- About 63 number of respondents opined that 'strongly agree', which was followed by 28 respondents opined that 'agree' with this statement. Only, about 09 respondents who opined that 'disagree and strongly disagree' with this statement.
- That majority 57 of the respondents who had 'strongly agree' with the stated statement is 'is there we feeling in the organization', which was followed by 23 respondents are opined that 'agree' with this, only about 18 respondents who are opined that 'disagree and strongly disagree' with the statement.
- The study provides information about 'what is the level of inter-departmental cooperation in the organization' majority about 77 respondents are very much happy with the statement and less number that is 22 respondents who are opine that 'unhappy' with this.
- The study evident that more number about 74 of the respondents who opined that 'strongly agree and agree' with the statement and it is also provides that only slight number about 26 respondents who opined that 'disagree and strongly disagree' with the statement.
- The above study it is inferred that 81 respondents are positive approach and very less number it is about 19 respondents are showing negative approach to this statement, majority about 72 respondents stated that they are agreed and strongly agreed with the statement of 'is there strong supervisory mechanism in organization', only about 27

respondents stated that 'disagree and strongly disagree' with this statement.

- The majority (81) of the respondents preferring 'strongly agree and agree' with this, only 17 of the respondents won't prefer with this. The study also represents that 'are people authentic in their approach' 70 of the respondents stated that they are 'strongly agreed and agreed' which was followed by 29 of the respondents stated that they are not agreed with this aspect of HR Culture practice in KMF in study area.
- The above study also support that 'do to management and senior members of the organisation set of example' of the respondents stated that they are 69 respondents accepted to this statement, which was followed by only 27 respondents are not accepted with this statement.
- The study deals with the opinion about the statement is 'to what extent do people have scope of taking decision in their position' of the respondents about 81 were satisfied with this and only 19 respondents were not satisfied with the above stated statement.
- About 72 of respondents opined that they do accepted with the statement of 'does top management encourages employees to take decisions on their own' which was followed by only 27 respondents are did not accepted with this statement.

SUGGESTIONS AND CONCLUSION

Any organisation's achievement is determined by the skills and motivation of the employees. Competent employees are the greatest assets of any organisation. Given the opportunities and by providing the true type of climate in an organization, individuals can be helped to give full contribution to their potentials, to achieve the goals of the organization, and thereby ensuring optimization of human resources. The present study is an attempt to contribute to a better understanding of the HRD climate prevailing in KMF Producers in Karnataka and to make a comparative analysis to understand whether they have same degree of HRD climate or not. Thus, the extent of HRD climate prevailing in both the organizations seems to be different. For organizational and employees performance it is important to focus on various aspects of the HRD climate prevalent in the organization.

The aim of the study was to find out which attributes influence the HRD climate of the company. The descriptive research design was under taken with the help of the structured questionnaire to study the culture of KMF in Karnataka which was based on the responses of the various levels of employees working in it. The sample consists of 100 employees. Employees believe that the top management gives importance to the human resource and all the employees are treated humanely in the organization. The climate is also favourable in terms of employee being handled with care.

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