



## A Study On Human Resource Development Climate Prevalent Among The Sales Segment Of Pharmaceutical Companies

### KEYWORDS

Human Resource Development Climate, organization, Sales segment, executives.

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### ABSTRACT

Human resource development is concerned with the provision of learning and development opportunities that support the achievement of business strategies and improvement of organizational, team and individual performance. Climate, this is an overall feeling that is conveyed by the physical layout, the way employees interact and the way members of the organization conduct themselves with outsiders. It is provided by an organization. HRD Climate is an integral part of organizational climate. The study titled "Study on Human Resource Development Climate prevalent among the sales segment of pharmaceutical companies" in Erode was conducted with the primary objective of assessing the Human Resource Development climate among different pharmaceutical companies. For this study the researcher used descriptive research design. The universe of the study constituted of 750 medical and sales representatives from various pharmaceutical companies. Among them 100 representatives were selected by using purposive sampling. The researcher used questionnaire method to collect the data from the primary source. Self prepared questionnaire along with HRD Climate questionnaire developed by C.N. Daftuar, were used for collecting data from the respondent. The researcher by means of statistical tools has analyzed the data and comes out with following findings: Among the employees more than half of them perceived higher level of Human Resource Development Climate. HRD climate plays a very important role in the success of any organization because directly or indirectly it affects the performance of the employees. If the HRD climate is good then the employees will contribute their maximum for the achievement of the organizational objectives.

### INTRODUCTION

Human resource development (HRD) is concerned with the provision of learning and development opportunities that support the achievement of business strategies and improvement of organizational, team and individual performance. Climate, this is an overall feeling that is conveyed by the physical layout, the way employees interact and the way members of the organization conduct themselves with outsiders. It is provided by an organization. HRD Climate is an integral part of organizational climate. It is the perception the employee can have on the development environment of an organization. The developmental climate will have the following characteristics (Rao & Abraham, 1986): A tendency at all levels starting from the top management to the lowest level to treat the people as the most important resources, a perception that developing the competencies in the employees is the job of every manager, faith in capability of employees to change and acquire new competencies at any stage of life, a tendency to be open in communication and discussion rather than being secretive Encouraging risk taking and experimentation, making efforts to help employees recognize their strengths and weaknesses through feedback, a general climate of trust, team spirit, tendency to discourage stereotypes and favoritism, supportive personnel policies and supportive HRD practices include performance appraisal, reward management, potential development, job rotation and career planning.

#### Essential factors of HRD mechanisms

**Performance Appraisal** helps primarily in enabling an individual to develop his present role capabilities.

**Potential Appraisal** helps in identifying the employees' future likely role with an organization.

**Training** aims at developing individual employee's personal effectiveness and develops his ability to perform his job

(present or future), strengthens interpersonal relationship and increase team work and collaboration.

**Feedback and performance** appraisal helps in the development of individual as well as supervisor and subordinate relationships.

**Organizational development** means a mechanism of developing team collaboration and self-renewing skills and capabilities.

Efforts to promote employee welfare and ensure the quality of work life along with rewards, promotes general climate of development and motivation of employees. Dr. Srinibash Dash and Professor J. Mohapatra (2012) stated that Performance-potential matrix across all grades should be prepared and posting, promotions, job rotation and succession plan should be integrated with this. Further, the management should focus on to gain the confidence of employees in its welfare activities through reintroduction of the schemes, which were partially or completely withdrawn, gather information about employee's welfare needs through a systematic survey etc. M. Srimannarayana (2010) found that the overall HRD climate prevailing in manufacturing sector is of moderate level only. Also Category wise analysis leads to the conclusion that OCTAPAC culture has been more prevalent than HRD mechanisms and general HRD climate. Training and performance appraisal appear to be more mature practices rather than career planning, rewards and employee welfare. Dr. S. Sarswati (2010), in her study on 'Human Resource Development Climate: An Empirical Study', established significant difference in the HRD climate of software and manufacturing organizations. Pillai's (2008) study identified that HRD climate existing in banks as moderate. This study further found that a supportive HRD climate in banks stimulated the learning orientation of the employees.

**Materials and methods**

**Objectives of the study**

To study the socio-demographic background of the respondents.

To assess the Human Resource Development climate among the respondents.

**Materials and methods**

**Research design**

Descriptive research has been used in this study; descriptive research is concerned with describing the socio demographic characteristics the employees along with the HRD Climate and and its various dimensions.

**Universe and sampling**

The study is intended to find the factors of HRD climate among the representatives in the organization. The universe of the study constituted of 750 medical and sales representatives from various pharmaceutical companies. Among them 100 representatives were selected by using purposive sampling.

**Tools of data collection**

The researcher used questionnaire method to collect the data from the primary source. Self prepared questionnaire along with HRD Climate questionnaire developed by C.N. Daftuar, were used for collecting data from the respondent.

**Operational definitions**

**HRD Climate**

In this study, HRD climate refers to the totality of Succession Planning, Human Resource Information, Organization Development, Training, Appraisal, Counseling, Career Planning, Reward and Welfare and Job Enrichment.

**Analysis and discussion**

**Distribution of respondents by their personal details**

Regarding the age of the respondents, a little more than one fourth (29%) of the respondents belonged to the age group 41 to 50 and above 51 years, 20% of the respondents belonged to the age group 20-25, 13% of the respondents belonged to the age group 26-30, 11% of the respondents belonged to the age group 31-40. With respect to the marital status of the respondents, a little more than half (54%) of the respondents were married, 46% of the respondents were unmarried.

Type of family of the respondents shows that a little more than half (55%) of the respondents belonged to nuclear family and the remaining 45% of the respondents were from joint family. Regarding the domicile of origin of the respondents and it is revealed that a little more than half (52%) of the respondents lived in urban area, and the remaining 48% of the respondents lived in rural area.

**Distribution of respondents by their company**

Regarding the respondents' company it is understood that a little more than one fourth (27 percentage) of the respondents belonged to the UNICHEM organization, 22% of the respondents from MICRO organization.21% of the respondents belonged to the ABBOTT, 18% of the respondents belonged to the SUN organization, 12% of the respondents belonged to the CIPLA organization as the respondents were selected by using purposive sampling the distribution is not proportionate to each of the company selected.

**Distribution of the respondents by their Qualification**

Regarding the educational qualification of the respondents, it is revealed that a little less than two fifth (35%) of the respondents were post graduates, 49% of the respondents finished under graduation and the remaining 16% of the

respondents were diploma holders.

Dimensions	Low	High
Organizational development	55	45
Reward & welfare	54	46
Appraisal	53	47
Training	45	55
Counseling	40	60
Succession planning	43	57
Career plan	57	70
Participation	52	48
HRI	53	47
Job enrichment	61	39
Overall HRD climate	46	54

**Table – 1**  
**Distribution of the respondents by their perceived level of HRD climate**

It is clear from the above table that a little more than half (54%) of the respondents perceived high level of HRD climate. A little less than half of the respondents perceived high level of the dimension of organizational development. The dimension of Reward & Welfare, a little less than half of the respondents perceived higher level. In the dimension of Appraisal, a little less than half of the respondents perceived higher level of the HRD climate and regarding the dimension of Training, a little more than half of the respondents perceived high level of the HRD climate.

Regarding the dimension of counseling, a little more than half of the respondents perceived high level of the HRD climate, in the dimension of succession planning, a little more than half of the respondents perceived high level of the HRD climate and regarding the dimension of career planning, more than half of the respondents perceived high level of the HRD climate.

Regarding the dimension of participation, a little less than half of the respondents perceived higher level of the HRD climate, in the dimension of HRD, a little less than half of the respondents perceived higher level of the HRD climate and regarding the dimension of Job enrichment, a little less than half of the respondents perceived high level of the HRD climate.

Organization	Mean	S.D	SS	Df	MS	Statistical inference
<b>Organizational development</b>						F=.137 P>0.05 Not Significant
Between Groups			3.568	4	.892	
Abbott (n=21)	9.00	3.406				
Cipla (n=12)	9.42	2.275				
Unichem (n=27)	9.15	2.316				
Sun (n=18)	9.50	2.229				
Micro (n=22)	9.41	2.649				
Within Groups			660.142	95	6.949	
<b>Reward &amp; welfare</b>						F=1.656 P>0.05 Not Significant
Between Groups			38.665	4	9.666	
Abbott (n=21)	8.52	2.639				
Cipla (n=12)	9.50	2.236				
Unichem (n=27)	8.70	2.317				
Sun (n=18)	10.06	1.697				
Micro (n=22)	9.82	2.557				
Within Groups			520.085	95	5.475	
<b>Appraisal</b>						F=1.407 P>0.05 Not Significant
Between Groups			26.431	4	6.608	
Abbott (n=21)	5.33	1.653				
Cipla (n=12)	6.08	1.505				
Unichem (n=27)	6.63	2.483				
Sun (n=18)	6.72	1.934				
Micro (n=22)	6.41	1.894				
Within Groups			378.809	95	3.987	

Organization	Mean	S.D	SS	Df	MS	Statistical inference
<b>Organizational development</b>						
<b>Training</b>						
Between Groups			25.570	4	6.393	F=1.027 P>0.05 Not Significant
Abbott (n=21)	18.48	3.356				
Cipla (n=12)	17.00	5.326				
Unichem (n=27)	17.48	3.847				
Sun (n=18)	17.50	3.240				
Micro (n=22)	17.14	3.919				
Within Groups			1423.070	95	14.980	
<b>Counseling</b>						
Between Groups			5.621	4	1.405	F=.273 P>0.05 Not Significant
Abbott (n=21)	6.14	2.056				
Cipla (n=12)	5.33	2.015				
Unichem (n=27)	6.04	1.808				
Sun (n=18)	6.00	1.715				
Micro (n=22)	5.91	2.114				
Within Groups			358.019	95	3.769	
<b>Success planning</b>						
Between Groups			16.784	4	4.196	F=1.073 P>0.05 Not Significant
Abbott (n=21)	5.33	1.592				
Cipla (n=12)	5.25	1.357				
Unichem (n=27)	6.30	2.399				
Sun (n=18)	5.72	1.841				
Micro (n=22)	6.09	1.716	339.976	95	3.579	
<b>Career plan</b>						
Between Groups			25.390	4	6.347	F=1.746 P>0.05 Not Significant
Abbott (n=21)	5.14	2.104				
Cipla (n=12)	6.50	2.680				
Unichem (n=27)	6.33	1.861				
Sun (n=18)	6.06	1.955				
Micro (n=22)	6.45	1.792				
Within Groups			389.970	95	4.105	
<b>Participation</b>						
Between Groups			35.667	4	8.917	F=1.218 P>0.05 Not Significant
Abbott (n=21)	8.57	2.749				
Cipla (n=12)	8.25	1.545				
Unichem (n=27)	9.85	2.568				
Sun (n=18)	9.33	2.744				
Micro (n=22)	9.68	2.398				

**Table – 2**  
**ANOVA between organization of the respondents and their overall HRD climate**

It is understood from the above table that there is no significant difference between organization of the respondents with regard to their HRD climate & its dimensions. Regarding the overall HRD climate among the companies, respondents from Micro firm perceived higher level than the others. Regarding the dimensions like job enrichment and career plan respondents from Micro firm perceived higher level of HRD climate. Respondents from ABBOTT Company perceived higher level of Human Resource Information, training and counseling dimensions of Human Resource Development Climate. Respondents from Unichem perceived higher level of success planning and participation dimensions of HRD Climate. Regarding organizational development, appraisal, reward and

welfare dimensions of HRD Climate, respondents from Sun Pharmaceutical company positioned at the top. Respondents from Cipla perceived higher level of career plan than that of others.

**Suggestions**

It was revealed from the study that there was no significant influence of variables on one another. Yet the perceived level of HRD climate and its dimensions are distributed equally between the respondents with higher level and lower of HRD climate. Hence there are general suggestions to improve employee's contribution & organization achievements as follows,

Introduction of reward system was very useful to bring better performance of the employees.

Performance appraisals may help to bring a better productivity as helps the employees to know about their potentials.

Introducing training programs can help to bring out the hidden talents of the employees.

Liberty must be given to employers and they should be encouraged to experiment with new methods and tryout creative ideas.

Employees must be given chance to express their feeling with their superiors without hesitation.

Team Spirit should be encouraged among the employees.

Feedback should be taken at fixed intervals to know the drawbacks in the system.

HR policies of the organization should be such that which encourages the employees to contribute their best.

Management should discourage the stereotypes and favoritism. They should treat with all employees on equitable basis.

**Conclusion**

The study titled "Study on Human Resource Development Climate prevalent among the sales segment of pharmaceutical companies" in Erode was conducted with the primary objective of assessing the Human Resource Development climate among different pharmaceutical companies. For this study the researcher used descriptive research design. The researcher by means of statistical tools has analyzed the data and comes out with following findings. Among the employees more than half of them perceived higher level of Human Resource Development Climate. HRD climate plays a very important role in the success of any organization because it affects the performance of the employees. If the HRD climate is good then the employees will contribute their maximum for the achievement of the organizational objectives.

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