

**“A CRITICAL STUDY OF HUMAN RESOURCE DEVELOPMENT  
PROCESSES IN HIGHER EDUCATIONAL INSTITUTIONS - A  
STUDY OF INSTITUTIONS IN KOLHAPUR DISTRICT OF  
MAHARASHTRA STATE”**

**(Minor Research Project)**

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## **Objectives of the Project:**

The following have been set out as the objectives of the study:

1. To find out the existing status of Human Resource Development (HRD) Climate prevailing in the Overall Higher Educational institutions of Kolhapur District.
2. To find out the existing status of Human Resource Development (HRD) Climate prevailing in the Non-professional Higher Educational institutions of Kolhapur District.
3. To find out the existing status of Human Resource Development (HRD) Climate prevailing in the Professional Higher Educational institutions of Kolhapur District.
4. To identify and highlight the perceptual differences in human resource development climate elements in Non- professional and Professional Higher Educational institutions.
5. To identify the factors which work as an impediment to enhanced human resource development climate in Higher Educational institutions.
6. To submit such meaningful suggestions, as may be appropriate.

## **Achievements from the Project:**

The findings of the present study indicate that overall HRD Climate in higher educational institutions is at an average level. The HRD Climate in non-professional HE institutions is much below average level, comparatively HRD climate in professional HE institutions is at significantly higher level.

Findings of the present study reveal that there is still a substantial scope for improvement of various aspects of HRD climate in both non-professional and professional HE institutions.

It is said that the “destiny of the nation is shaped in the classroom”. Moreover, the Colleges and Universities imparting higher education are the places which provide the personnel necessary for development activities of the nation. Therefore in a socially- accountable institutions like higher educational institution, applied research in HRD required to focus on finding out the HRD climate, effectiveness of HRD processes, and factors that foster or hinder the HRD effort. This research has offered certain clues so that the institutions of higher learning to function proactively in the changing environment.

## **Summary of the findings**

HRD is the prime responsibility of any educational institution, be it non-professional or professional. Good level of HRD Climate is a precondition of HRD efforts in any institution. However, the findings of the present study indicate that overall HRD Climate in higher educational institutions (non-professional and professional together) is at an average level (mean score of 3.01 per cent 50.18).

The HRD Climate in non-professional HE institutions is much below average level (mean score, 2.68, per cent 41.88), comparatively HRD climate in professional HE institutions is at significantly higher level ( mean score 3.40 ,per cent 60.04). It may be due to the differences of work cultures of professional and non-professional HE institutions. Firstly, non-professional institutions imparting conventional higher education are mostly funded by the state governments; the government sector culture is mostly visible in the work culture of these non-professional institutions. The non-professional HE institutions have a squashy work culture where priority to curricular and co-curricular work seems to be displaced from its central place in the institution by non-work activities and interests, while the professional HE institutions seems to have a synergetic work culture where employees are rewarded for hard work and there is normally a pressure of work hard. Since culture provides the framework in which the HRD Climate develops and manifested (Moran and Volkewein), these different cultures in organizations would also result in differences in HRD Climate.

Findings of the present study reveal that there is still a substantial scope for improvement of various aspects of HRD climate in both non-professional and professional HE institutions.

## **Contributions to the Society:**

The expression 'Human Resource Development' indicates the development of human resources working at all levels in the higher educational institutions. It indicates the development of all academic and administrative staff employed at different levels in the institution and finally the entire workforce working together to achieve the common goal of the institution.

HRD Climate is a precondition for HRD for any organization i.e. private, government, corporate or educational institution. HRD climate may be described as "a set of attributes possessed by an organization, as perceived by the individuals working in it, in relation to the satisfaction of their successively higher needs", and is a cumulative result of the organization's HRD processes from human resource research to human resource information system. Empirical evidences supports the view that HRD climate was the outcome of various sub systems/ practices/processes existed in the organisation. Therefore evaluating HRD climate means evaluation of various sub systems/ practices/processes subsisted in the organisation, because directly or indirectly HRD climate affects the work culture and workforce in the organisation.

It is said that the "destiny of the nation is shaped in the classroom". Moreover, the Colleges and Universities imparting higher education are the places which provide the personnel necessary for development activities of the nation. Therefore in a socially- accountable institutions like higher educational institution, applied research in HRD required to focus on finding out the HRD climate, effectiveness of HRD processes, and factors that foster or hinder the HRD effort. This research has offered certain clues so that the institutions of higher learning to function proactively in the changing environment.