

# **PERSONNEL MANAGEMENT: A COMPARATIVE ANALYSIS OF PUNE MUNICIPAL CORPORATION (PMC) AND PIMPRI CHINCHWAD MUNICIPAL CORPORATION (PCMC)**

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## **ABSTRACT**

*Personnel are the main asset of any organization. In Indian context, there is a lot of importance given to the personnel working in their organization. The present study deals with recruitment of the personnel of Pune Municipal Corporation and Pimpri Chinchwad Municipal Corporation. The study has a total sample size of 200 employees, Out of which 100 belongs to PMC and 100 belongs to PCMC respectively. 30 Item of personnel Management climate survey questionnaire grouped into three categories: general responsibility, organization culture and HRD mechanisms. The t- Test was applied to test the significance of personnel management existence. The finding indicates that there is significant difference in personnel management climate in both the corporation difference in personnel climate in both the corporation i.e. PMC and PCMC.*

**Keywords:** Recruitment, Personnel, Organization Climate

## **INTRODUCTION**

An organization success depends upon the personnel working in the organization. The skills and motivation in the members of the organization leads to the development of the employees and the organization The recent changes focus on the ways human resources development activities can be used to ensure organizations have what it takes to successfully meet the challenges. Personnel management is all about the 3C's- Competencies, Commitment and Culture .All the three are needed to work the organization smoothly. An optimum level of personnel management climate is essential for facilitating the climate in an organization as Personnel management climate is an integral part of overall organizational climate. The phrase 'organizational climate ' refers to the beliefs and attitudes held by individuals about their organization.

## **Theoretical Background**

Mishra and Bhardwaj (2002) examined the nature of HRD climate over the three hierarchical levels of managers in large private sector organizations located in eastern parts of India. The conclusion derived thereby was that the HRD climate prevailing in private sector

organization is good and satisfactory. Further the author suggested that the top- level managers should be responsible enough to introduce a well- integrated sound training policy for the training and development of employees.

Khan and Tarab (2012) carried out the a study to explore the HRD climate in private sector of Indian Industry and also to study the relationship of HRD climate and employee development. The findings of the study exposed that there exists a positive relationship between the climate of the organization and the development of employees.

## OBJECTIVE OF STUDY

- To study the personnel management in PMC
- To study the personnel management climate in PCMC Area
- To make a comparative analysis of the climate that exists in both the organization.

## METHODOLOGY

A model questionnaire of personnel management climate was developed of 27 items developed on 5 point Likert Scale divided into two parts namely: Organization culture, HRD mechanism.

### Sample Size

Random Sampling technique is used to the respondents to retrieve their responses. A total 200 respondents were contacted from the population. Out of 200 respondents, 100 were from PCMC and 100 PMC areas.

## HYPOTHESIS

Ho 1: There exists no significant difference between the PMC and PCMC areas regarding organizational culture

Ho 2: There exists no significant difference between the PMC and PCMC areas regarding HRD mechanisms

Statistical Tool:

To analyze the result, statistical tools such as Mean, Standard Deviation, and correlation were performed through IBM SPSS 20.

## Data Analysis

The analysis has been done on the basis of responses of the sample employees working in both the sectors two categories of personnel management: Organization Culture and the HRD mechanisms.

In order to make the interpretations easy the mean score were converted into percentage score using the formula Percentage score = (Mean score -1) \* 25. This assumes that a score of 1 represents 0 percent and 5 represents 100 percent. Thus, percentage score indicates the degree to which the particular dimension exists in the company out of the ideal 100.

**Table 1.** Mean and SD of Organization Culture in PMC and PCMC.

Sr. No.	Organization Culture	PMC Mean	PMC SD	PCMC Mean	PCMC SD
1	People in this organization are helpful to each other.	3.45	61.25	3.28	57.00
2	Employees in the organization can share their problems with the supervisors.	3.32	58.00	3.16	54.00
3	Employees are motivated to try out new ideas	3.23	55.75	3.22	55.50
4	When employees do mistakes then supervisors gives another chance to improve their mistakes.	3.25	56.25	3.14	53.50
5	When behavior feedback is given to the employees then they take it seriously and develop themselves.	3.59	64.75	3.95	73.75
6	Employees tries to find out the mistakes and their weakness and strengths from their supervisors.	3.54	63.50	4.08	77.00
7	When training is given to their employees, they are allowed to try out the new methods which they have learnt in the training.	3.53	56.50	3.82	70.50
8	Employees trust each other in the organization	3.47	63.25	3.78	69.50
9	Employees are not afraid with the supervisors rather they discuss their feelings with them	3.44	61.75	3.40	60.00
10	Employees are not afraid with the subordinates rather they discuss their feelings with them	3.41	61.00	3.74	68.50
11	Employees are motivated to do things which they want to do so as to come up with new methods	3.40	60.25	3.54	63.50
12	Juniors are encouraged by delegating the authority to them	3.47	60.00	3.60	65.00
13	When supervisors deligates authority to juniors then they take it as an opportunity for their growth.	3.32	61.75	3.89	72.25
14	People working in the organization do not have the same mentality and have difference in their thinking pattern.	3.23	58.00	3.44	61.00
	Overall organization Culture	3.40	60.14	3.57	64.36

**Analysis:**

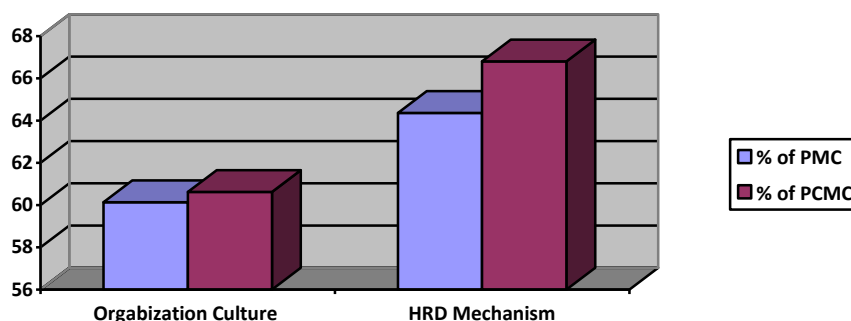
The organization culture items explain the extent to which argument, trust, openness, authenticity, are valued and promoted in the organization. In the PMC the employees have responded with a mean score 3.40 i.e. 60.14% means the sector has a fair scope of development towards these aspects and management of PMC should focus towards the organization culture for better working of the organization as compared to the PCMC sector where the employees have responded on an average score of 3.57 which shows a better organization culture.

**Table 2.** Mean and SD of HRD mechanism in PMC and PCMC

Sr. No.	HRD Mechanisms	PMC Mean	PMC SD	PCMC Mean	PCMC SD
1	Guidance under seniors to their juniors for taking up their responsibility	3.53	63.25	4.07	76.75
2	A decision of promotion of employee is based on their performance rather than their favorite employee.	3.42	60.50	3.96	74.00
3	Employee recognition is carried when any employee's work done is excellent.	3.39	59.75	3.54	63.50
4	Good work of employee is recognized and appreciated by the senior employee of organization	3.38	59.50	3.55	63.75
5	Performance Appraisal report is done on the basis of the employee objective which are achieved and assessment is done on that basis not on the basis of favoritism or partiality	3.30	57.50	3.56	64.00
6	Employee weakness is communicated to the individual employees personally	3.35	58.75	3.69	67.25
7	In training program for employee they take active participation in it	3.35	58.75	4.09	77.25
8	Training program are organized purely on the basis of training need	3.50	62.50	3.76	69.00
9	Team spirit is high in the organization	3.56	64.00	3.60	65.00
10	When there is a problem in the system	3.66	66.50	3.33	58.25
11	Career Opportunities are provided by seniors to their juniors	3.42	60.50	3.54	63.50
12	Employee welfare scheme are carried in such a way that a lot of mental energy is saved	3.22	55.50	3.12	53.00
13	Job rotation facility is given to each and every employee	3.44	61.00	3.93	73.25
	Overall HRD Mechanism	3.42	60.62	3.67	66.81

**Analysis:**

Overall HRD mechanisms is found to be better in PMC in comparison with the PCMC sector as the 60.62% of total employee are in favor that HRD mechanism is good in PMC in comparison to 66.81 % responses from the employees of private sector in Indian telecom industry.



**Source:** Primary data collected

**Testing of Hypothesis**

T-test has been applied to diagnose the comparison between the PMC and PCMC

**Table 3.** Comparative results of t-test between the PMC and PCMC area.

Dimensions of Study	PMC (N=100)		PCMC (N=100)		Value T-test
	Mean	SD	Mean	SD	
ORGANIZATION CULTURE	3.40	0.28	3.57	0.29	-4.145
HRD Mechanism	3.42	0.25	3.67	0.27	-6.677
Overall HRD Climate	3.44	0.29	3.63	0.25	-5.198

**Source:** Primary data collected and compiled

**RESULTS AND DISCUSSIONS**

The earlier comparative study clearly reveals that the employees engaged in PMC responded towards the HRD climate with an overall percentage of 59.28% (mean Score 3.44) and the employees from PCMC are 66.65% score, mean score 3.63. This means that good HRD climate was prevalent in both the units surveyed.

H0 1: The dimensions assuming no difference between PMC and PCMC regarding organization culture gets rejected on the grounds that the critical value of t-test 0.05 degrees of freedom for 99 degree of freedom is less than the calculated value of t-test i.e. -4.415, therefore it is been concluded that the culture is more sound in PMC as compared to PCMC. The mean score of 3.40 in PMC indicates that management of the companies should focus on developing a friendly working atmosphere and promote openness and smooth

communication among the employees which will help the employees to become comfortable and more connected towards the organization and work desks.

H0 2: HRD mechanisms are found to be good in private sector with a mean score of 3.67 and below average in PCMC with overall score of 3.42, thus the hypothesis framed regarding the mechanisms working in telecom industry is better in private sector. HRD mechanisms are found to be the most successful dimension in PMC as compared to the Organizational culture.

## CONCLUSION

Based on the overall analysis it can be concluded that the good HRD climate was prevalent in the organizations surveyed. But as a whole, the extent of HRD climate prevailing in both the organizations seems to be different. Ultimately it is suggested that the organization may introduce fair employee welfare programs and implement performance appraisal measures and promote delegation of responsibilities and open communication to improve employee satisfaction levels and subsequently to gain advantage from satisfied workers to increase productivity.

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