

“Evaluation of Human Resource Development practices in milk processing organizations of Cooperative and Public Sector in Nashik region”

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Abstract:

Evaluation of HRD practices in cooperative and public sector milk processing organizations of Nashik region shows that there exist a poor HRD practices in both the sector. An enlightened organization would initiate immediate drastic HRD interventions to prevent the situation from deteriorating further by designing effective HRD policy and implementing HRD practices as per the standard way. Management of the milk processing organizations needs to be design and re-design the existing HRD policy in line with standard practices so as to create a good HRD culture.

Key words:

Milk processing organizations, HRD, Policy, HRD practices, Cooperatives, Public, Nashik, sector

Introduction:

Due to the globalization, changes in business environment and need of Human Resource Development are changing fast. Organizations across the world are increasingly becoming aware of the importance of human resources development. A few years back, it is left to individual managers themselves to develop their managerial competencies. There was hardly handful of organizations, which had put in place a well-articulated management development program. However, with the increasing competition growing realization of human resource as static advantage, many trends and experiments are happening, especially in the field of management development. It is imperative for human resource practioners to keep themselves abreast with latest developments and practices in use in order to develop a business aligned and organizationally embedded human resource development strategy for their organizations.

Literature review:

In 1974, Larsen & Turbo (L&T) introduced for the first time the concept of Human Resource Development in India in private sector. Indian business and Industrial Managers closely watched this experiment. A public sector bank, Bank of Baroda (BOB) in 1978, and State Bank Of India (SBI) in 1979 adopted the concept of HRD. In the year 1980, Udai Pareek and T.V. Rao, Indian Institute of Management, Ahmedabad (IIMA) published their path breaking work “Designing and Managing Human Resource System”, proposing an HRD model based on the original Western concept. With this began an era of HRD experimentation in India. The success reported in BOB, SBI and L&T, motivated increasing number of public and private sector organizations to come forward to implement HRD model in their organizations. The process of liberalization of the Indian Economy began by the year 1991. The Captains of Indian Manufacturing and Service Organizations realized these forces that for staying competitive and viable in the global market, every resource, including the Human Resource was precious and thus premium shifted on to the Human Resources.

Arahunasi Umesh H. (1992) in his M.Phil dissertation “A Critical Evaluation Of Performance Appraisal In Selected Industrial Organization” pointed out that favourable attitude of the employees towards the appraisal system should be created, the performance appraisal (P.A.) system should be treated as ‘problem solving’ system, every promotion should be made

purely on performance basis, organization must bring the participative approach of employees in the P.A. system, training to appraiser and appraisee should be given about the P.A. system, proper feedback system need to be installed for the employees, and good performance should be linked with special increment, promotion and rewards. Categories of employees and training should be arranged according to the employees need.

Loveday Okere (1994) in his Ph.D. thesis "A Study of Human Resource Management with Special Reference to Recruitment, Selection and Training of Managerial and Non-managerial Staff in the Nigerian Banks" pointed out that, Manpower planning should be balanced with current supply of employees, match the abilities of employees to bank requirements and it should be based on job description. The researcher further pointed out that, there should be separate manpower planning division under H.R.Manager, expert survey, manpower research for manpower forecasting and use of questionnaire and checklist be made for collecting job analysis information, direct techniques of recruitment should be used, balance between internal and external sources of recruitment should be made, suitable interviews and tests should be arranged for different

Carbonara Peter (1997) in his article "Hire for Attitude, Train for Skill" stressed on selection of right employee in the organization. He strongly quoted, 'you can't build a great company without great people' and great people can be known by rigorous hiring techniques. The more deep hiring techniques, the greater people you will get. Hiring is not about finding people with the right experience, it is about finding people with right mindset. Companies' hire for attitude and train for skill to get top success. The article reflects acute need of Human Resource Development.

Rongala Suresh Kumar (2000) in his Ph.D. thesis "Managerial And Executive Training Programs And Their Impact On Productivity In Selected Industrial Units In Maharashtra" reported that, improvement need to be made in training methods, organizations training courses and in training skills. He expressed need for accurate and systematic record system of training and performance appraisal results..

Selvaraj.V.M. & Deivakani M.Muthu (2005) in their article entitled "Human Resource Development In Co-Operative Milk Supply Society, Tirunelveli" concluded that, the management of an institution should conduct job satisfaction survey at least once in two years. This would enable the management to take steps to improve job satisfaction of their employees and improve HRD climate.

Methodology

In Nashik region, there were seven milk-processing organizations in cooperative sector and four in public sector, in total, 11 milk-processing organizations were registered and all of them were functioning. Out of these 11 functioning milk-processing organizations; 7 organizations were incorporated in the sample of the study - 3 from public and 4 from private sector- by adopting the criteria only one organization from the district, well reputed organization, permission for research, organization with 5 years of registration and more than 30 employees, daily milk collection minimum of 5,000 lit. and plant handling capacity minimum of 20,000 lit/day.

In the sample of selected organizations, cooperative sector organizations were having 1149 workforces and the public sector organizations were having 445 workforces, in total 1594 workforces were working in these organization. As it was quite difficult to conduct survey for entire workforce; sample of 30% respondents were selected, 345 respondents from cooperative sector and 133 respondents from public sector, in total 478 respondents were selected for the present study. Again out of the total respondents 52 belongs to management and 426 belongs to employee category and these were selected by adopting proportionate convenience sampling technique to accomplish the **objectives** of the study:

1. To evaluate existing HRD practices being followed in cooperative and public sector milk processing organizations under study and
2. To provide necessary recommendations for effective HRD practices.

Researcher collected primary data through survey method, non-participatory observation method, discussions and interviews and secondary data through documentary research method and unstructured interviews.

The geographical scope of the study covers the entire Nashik region of Western Maharashtra, the topical scope covers the evaluation of the on-going HRD practices, the analytical scope covers the fulfillment of the set objectives and the functional scope confined to offering meaningful recommendations for improving the HRD practices of the organizations. However, the interview schedules used for collecting the primary data were neither designed to ascertain the respondents' biases nor to gauge the influence of these biases on the intensity of their responses. Again, the study included urban and rural areas of Nashik region the spatio-temporal perceptions of individual employee's differ widely and have accordingly influences their responses.

Results and Discussions

The average management respondents' interviewed was male, mostly 26-55 years old, with an average service of 6-30 years. They had mostly joined supervisor/officer level after completion of diploma, UG, PG & PhD and all of them were members of employee association only in public sector. The average employee respondent interviewed were 18-55 years old, below H.S.C. qualified males with a veteran of up to 5 to 35 years. They invariably joined milk-processing organizations, as a worker and all of them were members of employee association in public sector only. Again, in public sector only Female category responded of both the categories were found & interviewed. The average personal profile of the respondents presented in Table 1.1

Table 1.1- Average personal profile of the respondents:

Sr. No.	Respondents	Sex	Age Group	Service in years	Educational level	Employee Asso. Membership in public sector
1	Management	Male	26-55	6 to 30	Diploma(IDD),UG, PG,PhD	Yes
2	Employee	Male	18-55	up to 5 to 35	Up to HSC , UG	Yes

The opinion of both the respondents' group regarding existing HRD practices in milk processing organizations of cooperative and public sector in Nashik region were collected through "Five-Point Likert Scale with No Opinion" and interpreted the data as given in Table No.1.2

Table 1.2- Process of data interpretation of the HRD Practices

1. Separate Human Resource Management department manage employees activities. <u>Level of Agreement:</u> 1: Strongly Disagree, 2: Disagree, 3: Partly Disagree Partly Agree 4: Agree, 5: Strongly Agree, 0: No Opinion.	1	2	3	4	5	0 -- Scale
	x 53	x 56	x 24	x 0	x 0	x 0 = 133 Respondents
	53 +	112 +	72 +	0 +	0 +	0 = 237 Total Score
	= 237 Total Score / 133 Respondents = 1.7819 Mean Score					
Highest possible Mean Score is 5.00 = 100 % Hence 1.78 = 35.63 %						

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.

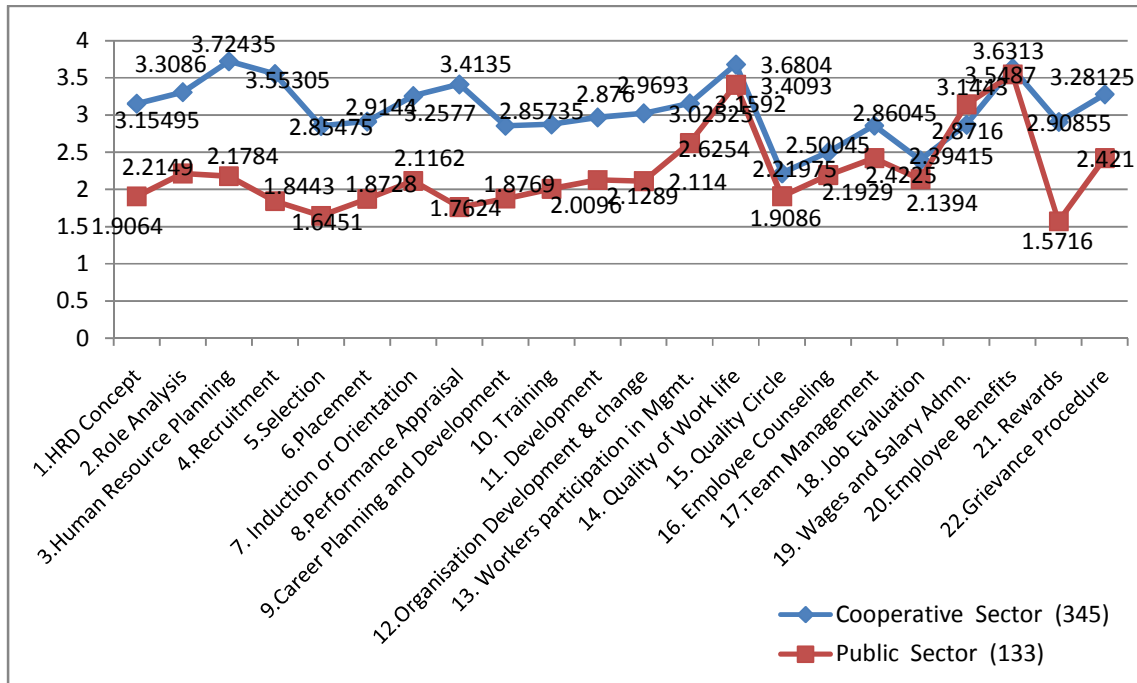
The HRD practices opinion survey data of Management and Employee respondents from cooperative and public sector of Nashik region interpreted in above manner and presented in Table No.1.3.

The derived mean score of cooperative and public sector HRD practice in Nashik region were used for plotting the line graph so as to compare the potential of each HRD practices in both the sectors against the standard score and to comment on actual existence of HRD practices in both the sector. Graphically it is presented in Graph No 1.1

Table 1.3- HRD Practices Opinion Survey of Management and Employee Respondents from cooperative and public Sector of Nashik region:

HRD Practices	Cooperative Sector (345)			Public Sector (133)		
	Mgt. Resp (33)	Emp. Resp (312)	Mean Score	Mgt. Resp. (19)	Emp. Resp. (114)	Mean Score
1.HRD Concept	3.3788	2.9311	3.1549	1.9035	1.9094	1.9064
2.Role Analysis	3.6364	2.9808	3.3086	2.2105	2.2193	2.2149
3.Human ResourcePlanning	4.0000	3.4487	3.7243	2.0789	1.9890	2.1784
4.Recruitment	3.7525	3.3536	3.5530	1.8772	1.8114	1.8443
5.Selection	2.8970	2.8125	2.8547	1.7105	1.5798	1.6451
6.Placement	2.7727	3.0561	2.9144	1.8421	1.9035	1.8728
7. Induction orOrientation	3.2197	3.2957	3.2577	2.1447	2.0877	2.1162
8.Performance Appraisal	3.4394	3.3876	3.4135	1.7588	1.7661	1.7624
9.Career Planningand Development	2.8523	2.8624	2.8573	1.9375	1.8163	1.8769
10. Training	2.9879	2.7641	2.8760	2.0895	1.9298	2.0096
11. Development	3.0848	2.8538	2.9693	2.1474	2.1105	2.1289
12.Organisation Development & change	2.9949	3.0556	3.0252	2.1842	2.0439	2.1140
13. Workers participation in Mgmt.	3.1152	3.2032	3.1592	2.6526	2.5982	2.6254
14. Quality ofWork life	3.5253	3.8355	3.6804	3.4035	3.4152	3.4093
15. QualityCircle	2.2071	2.2324	2.2197	1.9298	1.8874	1.9086
16. EmployeeCounseling	2.1515	2.8494	2.5004	2.0526	2.3333	2.1929
17.Team Management	2.7273	2.9936	2.8604	2.5439	2.3012	2.4225
18. Job Evaluation	2.3697	2.4186	2.3941	2.1368	2.1421	2.1394
19. Wages andSalary Admn.	2.8347	2.9085	2.8716	3.1244	3.1643	3.1443
20.Employee Benefits	3.5657	3.6969	3.6313	3.5906	3.5068	3.5487
21. Rewards	3.0404	2.7767	2.9085	1.6140	1.5292	1.5716
22.Grievance Procedure	3.2121	3.3504	3.2812	2.4035	2.4386	2.4210

Graph No 1.1- Comparison of HRD Practices in Cooperative and Public Sector milk processing organizations in Nashik region



Findings and recommendations:

On the basis of data presentation, analysis and interpretation and proportional evaluation of HRD practices being practiced in cooperative and public sector milk processing organizations in Nashik region, it was found that, HRD practices in both the sectors were at very poor level and demanding the need for a drastic interference to bring about a major change for the better result and implying the HRD activity may be improved through suitable methods and effort. The HRD practice namely Human Resource Planning, Recruitment, Quality of Work life, and Employee Benefits in cooperative sector and only Employee Benefits from public sector were found at a 'good' level, neither of the HRD practices found at 'excellent' or 'outstanding' level in both the sectors and most of the HRD practices were noted at poor and below level.

Sector specially, in Cooperative sector milk processing organizations of Nashik region, the HRD practices namely Human Resource Planning, Recruitment, Quality of Work life, Employee Benefits, was at good level. Rest of the practices HRD Concept, Role Analysis, Induction or Orientation, Performance Appraisal, Organization Development & change, Workers participation in Mgmt., and Grievance Procedure were at fair level *implying that the HRD aspect may be improved through suitable methods and effort*; Again, Selection, Placement, Career Planning and Development, Training, Development, Employee Counseling, Team Management, Wages and Salary Administration and Rewards were at poor level; and Quality Circle & Job Evaluation were at very poor level, *indicating the need for a drastic intervention to bring about a change for the better result. Overall in cooperative sector most of the HRD practices were practiced at fair and below level and does not servers its purpose.*

In Public sector Milk Processing Organizations of Nashik region, the only HRD practice Employee Benefits was found at good level and rest of the HRD practices were at its below level. Quality of Work life and Wages and Salary Administration were at fair level, *implying that the HRD aspect may be improved through suitable methods and effort*; Workers participation in Mgmt. were at found at poor level and HRD Concept, Role Analysis, Human Resource Planning, Recruitment, Selection, Placement, Induction or Orientation, Performance Appraisal, Career Planning and Development, Training, Development, Organization Development & change, Quality Circle, Employee Counseling, Team Management, Job Evaluation, Rewards and Grievance Procedure were at very poor level, *indicating the need for a drastic intervention to bring about a change for the better*. Overall in public sector milk processing organization in Nashik region most of the HRD practices were found to be practiced at poor and very poor level, *demonstrating alarming situation*.

After evaluation of HRD practices in cooperative and public sector milk processing organizations of Nashik region, it was noticed that there exist poor HRD practices. An enlightened organization would initiate immediate drastic HRD interventions to prevent the situation from deteriorating further by designing effective HRD policy and developing good HRD practices. Management of the milk processing organizations needs to be design and re-design the existing HRD policy in line with standard practices so as to rooted good HRD culture by implementing HRD practices and models at standard level.

Conclusions

Overall, HRD practices in cooperative and public sector milk processing organizations in Nashik region were evaluated on the basis of theoretical presentation and analysis of the empirical data; accordingly it is concluded that in cooperative and public sector milk processing organizations in Nashik region the HRD practices were at very poor level and need to improve significantly by improving the existing HRD practices.

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