

## **A study of human resource development practices in selected private sector milk processing organisations in western Maharashtra**

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**Abstract-** HRD practices in private sector milk processing organizations in Western Maharashtra are still in infant stage; do not serve the meaningful HRD purpose and need to be grown up at mature stage by practicing on a scientific line.

### **Introduction**

In today's global competition, the Jungle's law – "A fittest will survive" – has become more dominant. WTO has enabled countries to enter any where in the world to utilise business potential. Thus cutthroat competition has been started since 1<sup>st</sup> Jan. 1995 in the world. This storm of globalization, will windup all small inefficient businesses houses and will keep behind only the scientifically managed efficient businesses. It's an alarming time that Indian entrepreneurs need to correct their business practices inline with MNC's; and carryout necessary changes in a most scientific way. As India is standing first in milk production (91 MT, Animal Husbandry Dept. 2004) in the world, milk processing organizations in India have the best opportunity to use/ consume the locally available raw milk and supply processed milk and milk products at global market, as most of the foreign countries have scarcity of milk. Hence it is the high time for Indian Milk Processing Organizations to carryout the business operations at ISO level.

It is the human resource, which work in all departments of the organization and helps the organization to put its thumb mark everywhere. Hence, Human Resources are the greatest of all our assets (Shah 1990). The skilled, competent and flexible workforce energizes the organization to keep its existence in global storm. Hence the role of HRD in the new economic environment is, thus, becoming important in improving technical, managerial skills and employee motivation to face today's challenges of liberalization (T V Rao and others 1994).

### **Methodology Adopted**

In Pune and Nashik region of Western Maharashtra, among the registered private sector organizations, 80 milk-processing organizations were actually functioning. Out of these, 8 organizations were incorporated in the sample of the present study, by adopting following criteria as: equal number of organizations from both the region, only one organization from the district, well reputed organization, permission for research, organization with 5 years of registration, more than 30 employees, daily milk collection minimum of 5,000 lit. and plant handling capacity minimum of 20,000 lit/day. The total number of workforce in these organizations was 915; out of these 164 belonged to management staff and 751 belonged to employee's category. As it was quite difficult to conduct the survey for all the workforce, 30% of both the category i.e. 49 management respondents and 225 employee respondents were selected for the present study by adopting proportionate convenience sampling technique to accomplish the objectives of the study:

1. To examine HRD practices being followed in selected milk processing organizations under study and
2. To suggest remedial measures in order to enhance the quality of HRD practices.

Researcher collected primary data through survey method, discussions and interviews, non-participatory observation method and secondary data through documentary research method and unstructured interviews to justify the set hypothesis: 1. HRD has no role in the success of milk processing organizations, and 2. HRD practices in private sector milk processing organizations in Western Maharashtra are strong.

The geographical scope of the present study covers the entire division of Western Maharashtra, the topical scope covers an evaluation of the on-going HRD practices, the analytical scope covers the fulfillment of the set objectives and the functional scope is confined to offering meaningful recommendations for improving the HRD practices. 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 has included urban and rural areas of Pune and Nashik region the spatio-temporal perceptions of individual employee's differ widely and have accordingly influences their responses.

### Results and Discussions

The management respondents interviewed are male, mostly 26-45 years old, with an average service of 6-20 years. They have mostly joined supervisor/officer level in their 20 to 25 years of age after completion of diploma/graduation and none of them are members of employee association. The employee respondents are 18-45 years old, up to H.S.C. qualified male with a veteran of average 20 years. They have invariably joined milk-processing organizations as a worker and none of them are members of employee association. The average personal profile of the respondents is 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 Association
1	Management	Male	26-45	6 to 20	Diploma/Graduation	No
2	Employee	Male	18-45	0 to 20	Up to HSC	No

The opinion of both the respondents regarding existing HRD practices in private sector milk processing organizations in Western Maharashtra has been collected through "Five –Point Likert Scale with No Opinion" and interpret the data in following way and presented in Table No.1.2

1. Separate Human Resource Management department manage employees activities. Level of Agreement: 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
	× 43	× 34	× 2	× 96	× 97	× 2	= 274	Respondents
	43 + 68 + 6 + 384 + 485 + 0 = 986							Total Score
								= 986 Total Score / 274 Respondents = 3.59 Mean Score
							Highest possible Mean Score 5.00 = 100 %	
							Hence 3.59 = 71.80 %	

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.

Table1.2- HRD Practices Opinion Survey of Management and Employee Respondents from Private Sector of Western Maharashtra:

HRD Practice	Pune Region Respondents			Nashik Region Respondents			Western Maharashtra Respondents		
	Mgmt. Av.Score	Employee Av. Score	Mean Score	Mgmt. Av.Score	Employee Av. Score	Mean Score	Mgmt. Av.Score	Employee Av. Score	Mean Score
1.HRDConcept	3.1833	3.429	3.3062	2.1954	1.8905	2.043	2.5986	2.9504	<b>2.775</b>
2.Role Analysis	3.4	3.3161	3.3581	2.6207	2.2429	2.4318	2.9388	2.9822	<b>2.961</b>
3.H. R. P.	3.8125	4.0742	3.9434	3.1293	2.75	2.9397	3.4082	3.6622	<b>3.535</b>
4.Recruitment	4.05	4.0677	4.0589	2.9253	2.7381	2.8317	3.3844	3.6541	<b>3.519</b>
5.Selection	2.82	2.5755	2.6978	2.7389	2.5371	2.638	2.69	2.46	<b>2.575</b>
6.Placement	3.275	4.1613	3.7182	2.4828	2.2429	2.3629	2.8061	3.5644	<b>3.185</b>
7. Induction	2.725	4.0855	3.4053	3.2155	2.9357	3.0756	3.0153	3.7278	<b>3.372</b>
8. Perf. Appraisal	3.1667	3.5645	3.3656	2.7184	2.5048	2.6116	2.9014	3.2348	<b>3.068</b>
9Career Planning	2.8438	2.3161	2.58	2.6034	2.5384	2.5709	2.7015	2.3853	<b>2.543</b>
10. Training	3.03	2.949	2.9895	2.5448	2.5286	2.5367	2.7429	2.8182	<b>2.781</b>
11. Development	3.5	3.1406	3.3203	3.1103	3.0457	3.078	3.2694	3.1111	<b>3.19</b>
12.Org. Develop. & Change	3.125	2.6946	2.9098	3.3046	3.3071	3.3059	3.4558	3.3074	<b>3.382</b>
13. W. P. M.	3.19	2.6516	2.9208	3.1655	3.0457	3.1056	3.1755	2.7742	<b>2.975</b>
14. Q. W. L.	3.8167	3.7204	3.7686	3	3.0667	3.0334	3.3333	3.517	<b>3.425</b>
15. Quality Circle	1.9583	1.3065	1.6324	1.3046	1.2905	1.2976	1.5714	1.3015	<b>1.436</b>
16Emp.Counseling	3.85	3.9806	3.9153	3.4828	3.5429	3.5129	3.6327	3.8444	<b>3.739</b>
17.Team Mgt.	3.825	3.9839	3.9045	2.7471	2.7571	2.7521	3.1837	3.603	<b>3.393</b>
18. Job Evaluation	3.39	3.9484	3.6692	1.8621	1.9571	1.9096	2.4857	3.3289	<b>2.907</b>
19. Wages&Salary	3.7227	4.0657	3.8942	3.0031	2.974	2.9886	3.256	3.7107	<b>3.483</b>
20.Emp. Benefits	3.7167	3.9326	3.8247	2.6092	2.6032	2.6062	3.0612	3.5192	<b>3.29</b>
21. Rewards	3.4	3.7892	3.5946	2.3218	2.1619	2.2419	2.7619	3.283	<b>3.022</b>
22.Grievance proc	3.6833	3.7548	3.7191	2.1954	1.981	2.0882	2.8027	3.203	<b>3.003</b>

Researcher has used the Kolmogorov – Smirnov's 'D' test, to test the set Hypothesis: -

Table 1.3- Testing of hypothesis for the data collected from study universe Western Maha.:

Degree of agreement	Scale	Observed Number	Observed Proportion	Observed Cumulative Proportion	Null Proportion	Null Cumulative Proportion	Absolute Difference Observed and Null C. P.
1	2	3	4	5	6	7	8
			(3)/273.997339	Sum of (4) = 274 / (6 X 274)		Sum of (6)	(5 – 7)
Strongly agree	5	97	0.35401	0.35401	0.166667	0.166667	0.187348
Agree	4	96	0.350365	0.70438	0.166667	0.333333	<b>0.371047</b>
Partly agree and partly disagree	3	2	0.0073	0.7117	0.166667	0.5	0.211679
Disagree	2	34	0.12409	0.8358	0.166667	0.666667	0.1691
Strongly disagree	1	43	0.15693	0.9927	0.166667	0.833333	0.159368
No opinion	0	2	0.0073	1	0.166667	1	0
		274			* Calculated D value = <b>0.371047</b>		
					* Critical D value = <b>0.082161</b>		
* $273.997339 (274) = 16.552865 \times 16.552865$							
* Kolmogorov – Smirnov's Critical 'D' value = $(1.36 / \sqrt{n}) = 1.36 / 16.552865 = 0.082161$							
* n = no. of respondents							

Researcher has used the Kolmogorov – Smirnov's 'D' test, to test the set Hypothesis: -  
1. HRD has no role in the success of milk processing organizations and, 2. HRD practices in private sector milk processing organizations in Western Maharashtra are strong.

In Table 1.3, the HRD practices data collected from 274 management and employee respondents from Western Maharashtra have been presented in worksheet for the Kolmogorov–Smirnov's 'D', to test the set hypothesis. This is a procedure for single statement, similar procedures have been carried out for the 131 statements of 21 HRD activities and like wise, the calculated values and critical values for 'D' have been developed.

As the mean calculated 'D' value of 131 statements is 0.23288 exceeds the mean critical 'D' value of 0.082161 in Western Maharashtra, the null hypothesis that – 1. HRD has no role in the success of milk processing organizations and, 2. HRD practices in private sector milk processing organizations in Western Maharashtra are strong, are rejected. Hence, HRD has important role in the success of milk processing organizations and HRD practices in private sector milk processing organizations in Western Maharashtra are weak.

On the basis of data presentation, analysis and interpretation and testing of hypothesis, following recommendations have been made for the private sector milk processing organizations as:

### ***HRD practices in private sector milk processing organizations:***

As the existing HRD practice namely, Quality circle is at a 'very poor' level; the other HRD practices namely HRD concept, Role Analysis, selection, career planning and development, Training, workers participation in management and job evaluation are at a 'poor' level; and HRD practices namely placement, induction, performance appraisal, management Development, Organization Development and change, Quality of work-life, Team management, wages and salary administration, Employee Benefits, Rewards and Grievance procedure are at a 'fair' level. Where as, the HRD practices namely Human Resource planning and Recruitment at a 'nearly good' level and the only Employee counseling is at a 'good' level.

Hence researcher has recommended '*Kamal-Tuka*' model of HRD for each HRD activities practiced in private sector milk processing organizations. However, the generalized form of the model is as given below:

*Kamal-Tuka*' model of HRD for private sector milk processing organizations:

1. Establish HRM department. Appoint suitable candidate with MBA-HR as a HR/HRD officer/manager.
2. Top management should carry out deep analysis of each HRD activities.
3. Encourage HR officer/manager to undertake HRD activities drastically in the organization.
4. Establish strong HR policies.
5. Find out/know the structural and policy loopholes in the organization.
6. Create appropriate organization culture.
7. Publicize each HRD activity widely in the organization.
8. Involve employees in the each and every activity.
9. Arrange for employee training, development and counseling.
10. Follow-up and successfully implement the every HRD activity.

## **Conclusion**

Overall, HRD practices in private sector milk processing organizations in Western Maharashtra are judged on the basis of theoretical presentation and the analysis of the empirical data. Accordingly, it is concluded that in milk processing organizations in Western Maharashtra HRD practices are far away from the standard and need to be improved as per the scientific way in order to sustain in today's global competition.

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