

To study the high performance organisational hr - practices in selected private sector milk processing organisations in western Maharashtra

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Abstract- HR practices in private sector milk processing organizations in Western Maharashtra are very poor; do not fulfill the scientific criteria of High performance organizations and need to be developing by practicing them on scientific line.

Introduction

High performance organizations are those which carried out its business activities at higher level of the standard. Basically it focuses on, from HR view, to develop asset workforce, create extraordinary work environment and effective use of organizational potential. In changing environment, management must be capable of creating high performing work culture in the organization that would inspire and motivate the workforce for better results. The high performance organization is the result of effective leadership, HR policies, and work system that would maximize skills, motivation, commitment and flexibility of the workforce. In 21st century, the jungle's law – “A fittest will survive” - is becoming a very dominating. The Western countries are once again succeeded in entering any where in the world through WTO. The storm, which have beautifully and consciously named as globalization, will windup all the small and weak huts of businesses and will keep behind only those RCC Banglows' and Havelies' of businesses which have a towering performance. Hence, in order to maintain existence in cut throat competition, Indian entrepreneurs need to develop their small business as a high performing business.

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 the 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; i.e. 164 - management staff and 751 employees. 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 high performance organizational HR-practices being followed in selected milk processing organizations under study and
2. To suggest remedial measures in order to develop a high performance organization

Researcher collected primary data through survey method, discussions and interviews, non-participatory observation method and secondary data through documentary research method from the selected milk organizations from entire division of Western Maharashtra.

Results and Discussions

The average management respondents interviewed are male, mostly 26-45 years old, with 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 HR 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.	1	2	3	4	5	0	--
	Scale						
	× 43	× 34	× 2	× 96	× 97	× 2	= 274
	Respondents						
	43	+ 68	+ 6	+ 384	+ 485	+ 0	= 986
	Total Score						
<i>Level of Agreement:</i>							
1: Strongly Disagree,							
2: Disagree,							
3: Partly Disagree Partly Agree							
4: Agree,							
5: Strongly Agree,							
0: No Opinion.							
	= 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 HR 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 HR 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.

In Cadbury India Ltd., Top management has developed scientific HR policies that lead the Organisation to perform at excellent level. Workforce of the organisation is well versed with HRD concept. HR-practices such as role analysis, HRP are carried out before the recruitment and selection program to get asset people for the organisation. The selected people are rightly placed on their jobs after successfully completion of Induction program. To increase usefulness' of workforce, their skills and abilities are continuously improved by training, developing, appraising, and making available existing

career opportunities in the organisation. Employees are encouraged by providing them better quality of work life, continuous counseling, and involvement in team work, organisation development and change program as well as in major decision making process. Employee benefits, reward, and wages & salary are paid to workforce at high level by carry out scientific job evaluation process. This has created harmonious industrial relations and sensitively maintained it by effective grievance handling procedure.

Table 1.2- High Performance Organizational HR-practices Opinion Survey of Management and Employee Respondents from Private Sector of Western Maharashtra:

HR Practices	Datta Milk Jaysingpur (Kolhapur)	Siddhiv nayak Milk Miraj (Sangli)	Santosh Milk Karad (Satara)	Cadbury India Induri (Pune)	S R Thorat Milk Sangam ner'Nagar	Vajreshwari Milk, Somthane Nashik	Shri Datta MilkPdts, Jalgaon	Maitrey Services. Milk Division Dhule
1.HRDConcept	1.9722	1.8704	1.5152	3.8406	2.2685	1.6515	1.5625	1.6852
2.Role Analysis	3.00	2.3333	2.6364	3.4891	2.5370	2.5455	1.8750	2.1111
3.H. R. P.	3.069	2.1111	2.6136	4.4142	2.8935	2.7273	2.7031	2.9861
4.Recruitment	3.3981	2.7222	2.5152	4.3662	3.0401	2.2879	2.3958	2.7130
5.Selection	2.2667	2.2000	1.9273	2.5317	2.8463	2.0727	2.1000	2.6056
6.Placement	3.1944	2.7778	2.8636	4.3540	2.4259	2.0000	1.9688	2.4722
7. Induction	1.9583	2.0833	3.0223	4.3832	3.3935	2.4091	2.4844	2.7361
8. Perf. Appraisal	2.3380	2.4630	2.7803	3.8029	2.5324	2.5833	2.5313	2.6944
9Career Planning	2.3958	2.5208	2.6420	2.3431	2.5243	2.6818	2.7266	2.4306
10. Training	1.7778	2.6444	2.1091	3.2022	2.6093	2.2364	2.4063	2.6000
11. Development	1.4333	2.8222	2.4545	3.4934	3.5556	2.2364	2.1375	2.9222
12.Org. Develop. & Change	2.0278	2.8148	2.5455	3.6229	3.6142	2.7576	2.6354	3.3148
13. W. P. M.	3.2556	3.1556	2.4727	2.6321	3.1815	2.4545	2.7000	3.5000
14. Q. W. L.	2.4630	3.0741	2.4545	4.0438	3.3397	2.2848	2.2917	3.2778
15. Quality Circle	3.2870	2.0926	2.3030	1.0097	1.1327	1.5000	1.6250	1.3611
16Emp.Counseling	2.3889	1.5556	1.9091	4.4964	3.9815	3.0000	2.6875	3.2222
17.Team Mgt.	2.8519	2.4815	2.0909	4.3601	2.8025	2.5152	2.3958	3.0741
18. Job Evaluation	1.8333	2.9111	2.0364	4.3664	2.0556	1.4727	1.6125	2.1111
19. Wages&Salary	2.2323	1.9293	2.3719	4.5328	3.5387	1.8099	1.9375	2.6566
20.Emp. Benefits	2.1420	2.0123	2.3737	4.3877	3.0988	1.8990	1.8889	2.1914
21. Rewards	1.9259	2.7037	2.0606	4.1873	2.5000	2.1515	2.1250	1.4444
22.Grievance proc	2.6852	1.4815	1.9697	4.1776	2.0494	2.1212	2.0208	2.0000
Average HR Practices	2.4498	2.3982	2.3485	3.729	2.8146	2.2454	2.2187	2.5505
Percentage (%)	48.99	47.96	46.97	74.58	56.29	44.90	44.37	51.01
Respondents Opinion	very poor	very poor	very poor	good	poor	very poor	very poor	poor

On the basis of data presentation, analysis and interpretation, the existing high performance organizational HR- practices are found to be 'poor and very poor' in the selected milk processing organizations under study except Cadbury India Ltd. Induri (Pune)

* HR- practices followed in high performing organization Cadbury India Ltd. Induri :

As the existing high performance organizational HR- practices are found to be 'poor and very poor' in the selected milk processing organizations under study, hence researcher has given following recommendations to develop a high performance milk processing organization as:

1. Top management carried out deep analysis of each HR-practice.

2. Establish HRM department. Appoint suitable candidate with MBA-HR as a HR/HRD officer/manager.
3. Top management should encourage HR officer/manager to undertake HRD activities drastically in the organization.
4. Find out structural loopholes with actual and standard practice in the organization
5. Create appropriate work culture in the organization.
6. Develop effective policies and strategies in the organization.
7. Publicize the HRD activity widely in the organization.
8. Established committees, involve employees in the activity.
9. Arrange training & counseling for employees to become customer oriented.
10. Follow-up and successfully implement the HR-practices.

Conclusion

Overall, HR- practices in private sector milk processing organizations in Western Maharashtra are tested, judged and it is concluded that in milk processing organizations in Western Maharashtra high performance organizational HR-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.

References

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