

Human resource development practices in public sector milk processing organisations in western Maharashtra

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Abstract- HRD practices in public sector milk processing organizations in Western Maharashtra are very weak. It needs to be strengthened by implementing on scientific line. The recommended HRD model would give better results to public sector milk processing organizations in strengthening the HRD practices.

Introduction

Public sector milk processing organizations have an excellent infrastructure setup, well-equipped plant, modern machineries and employing huge workforce. When compared to private and co-operative sector milk processing organizations, these public sector milk processing organizations are few in numbers in Western Maharashtra. 'Public sector organizations total management rests with Government i.e. a non-professional people-political leaders and civil servants. These organizations are mainly for bringing out thorough development of the milk sector; speed up milk industrialization uniquely at different geographical areas and energize other sectors' milk processing organizations. Government spends huge amount of public money for erecting plants, constructing building and purchasing modern machineries and equipments.'¹ These organizations are playing vital role in creating healthy competition in the market however if it is eliminated from business and markets, there will hardly be control on private and co-operative sectors milk organizations and will lead to exploit the society at large. Hence, it is a prime responsibility of government to avoid social exploitation and to secure social investment. It should not be closed by disposing land and building infrastructure and scrapping the functioning machineries.

Accordingly, it is important to protect these organizations and keep functioning for the societal interest. 'Human resources are the soul of business and it should be continuously developed and trained'.² Hence present study brings HRD aspects to the notice of the Government authorities to strengthen the workforce of these organizations.

Methodology Adopted

In Pune and Nashik region of Western Maharashtra, among the registered organizations in public sector, 7 milk-processing organizations are actually functioning. Out of these, 6 organizations were incorporated in the sample of the present study- three each from Pune and Nashik region- 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 1652; out of these 461 belonged to management staff and 1191 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. 138 management respondents and 357 employee respondents, in total 495 respondent workforce, were selected for the present study by adopting proportionate convenience sampling technique to accomplish 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. 2. HRD practices in public sector milk processing organizations in Western Maharashtra are strong.

The geographical scope of the study covers the entire division 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 is 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 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 Discussion

The management respondents' interviewed is males and females, mostly 26-45 years old, with an average service of 6-25 years. They have mostly joined supervisor/officer level in their 20 to 25 years of age after completion of diploma, graduation / post graduation and all of them are members of employee association. The employee respondents are 18-55 years old, Diploma, H.S.C. and below qualified male and females with a veteran of average 5 to 25 years. They have invariably joined government milk scheme, as a worker and all of them are members of employee association.

The opinions of both the respondents' group regarding existing HRD practices in milk processing organizations from public sector in Western Maharashtra has been collected through "Five – Point Likert Scale with No Opinion" and interpret the data as given in Table 1.1.

Table 1.1- Process of data interpretation of the HRD Practices

1. Separate Human Resource Management department manage employees activities.	1	2	3	4	5	0	--
	Scale						
	× 69	× 67	× 2	× 0	× 0	× 0	= 138
	Respondents						
	69	134	6	0	0	0	= 209
	Total Score						
<u>Level of Agreement:</u>	= 209 Total Score / 138 Respondents						
	= 1.51 Mean Score						
1: Strongly Disagree,	Highest possible Mean Score is 5.00 = 100 %						
2: Disagree,	Hence 1.51 = 30.29 %						
3: Partly Disagree Partly Agree							
4: Agree,							
5: Strongly Agree,							
0: No Opinion.							

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 Public sector of Western Maharashtra interpreted in above manner and presented in **Table No.1.2** .

HRD Practice	Management Respondents		Employee Respondents		Western Maharashtra Respondents	
	Average Mean Score	% Value	Average Mean Score	% Value	Average Mean Score	% Value
1.HRDConcept	1.9396	38.79	1.8903	37.81	1.9149	38.30
2.Role Analysis	2.0797	41.59	2.2577	45.15	2.1687	43.37
3.H. R. P.	2.0109	40.22	1.9125	38.25	1.9617	39.23
4.Recruitment	1.7838	35.68	1.8226	36.45	1.8032	36.06
5.Selection	1.7283	34.57	1.6751	33.50	1.7017	34.03
6.Placement	1.8225	36.45	1.9440	38.88	1.8832	37.67
7. Induction	2.3804	47.61	2.2073	44.15	2.2938	45.88
8. Perf. Appraisal	1.8865	37.73	1.8455	36.91	1.8660	37.32
9Career Planning	2.0385	40.77	1.9081	38.16	1.9733	39.47
10. Training	2.0609	41.22	2.0353	40.71	2.0481	40.96
11. Development	2.2449	44.90	2.1501	43.00	2.1975	43.95
12. Org. Develop. & Change	2.0737	41.47	2.0177	40.35	2.0457	40.91
13. W. P. M.	2.5449	50.90	2.5714	51.43	2.5581	51.16
14. Q. W. L.	3.6981	73.96	3.4902	69.80	3.5941	71.88
15. Quality Circle	1.9070	38.14	1.8735	37.47	1.8902	37.81
16Emp.Counseling	2.3623	47.25	2.5462	50.92	2.4542	49.09
17.Team Mgt.	2.4565	49.13	2.4183	48.37	2.4374	48.75
18. Job Evaluation	2.1319	42.64	2.1182	42.36	2.1250	42.50
19. Wages&Salary	3.1423	62.85	3.1653	63.31	3.1538	63.08
20.Emp. Benefits	3.3277	66.55	3.3772	67.54	3.3524	67.05
21. Rewards	1.6957	33.91	1.5247	30.49	1.6102	32.20
22.Grievance proc	3.1423	62.85	3.1653	63.31	3.1537	63.07

In Public sector, only HRD practice the Quality of work life is at a 'good' level; the HRD practices namely, wages and salary administration, Employee benefits and Grievance procedure are at a 'fair' level; where as, the only HRD practices workers participation in management is at a 'poor' level; and rest of the 17 HRD practices are at a 'very poor' level. It is a worrying situation, as most of the HRD practices are totally eradicated from public sector indeed! A policy maker should initiate immediate drastic HRD interventions to prevent the situation from deteriorating further. Hence, it is recommended that policy maker should bring sea change in existing policies and implement all the HRD practices on scientific basis for the survival of public sector organizations in today's cutthroat global competition.

Researcher has used the **Kolmogorov – Smirnov’s ‘D’ test**, to test the set Hypothesis. Hypotheses: 1) HRD has no role in the success of public sector milk processing organizations in Western Maharashtra; and 2) HRD practices in public sector milk processing organizations in Western Maharashtra are strong. The HRD practices data collected from 495 management and employee respondents from Western Maharashtra have been presented in worksheet for the Kolmogorov–Smirnov’s ‘D’ test, to test the set hypothesis, as given in Table 1.3.

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)/494.9999	Sum of (4)	= 495 / (6 X 495)	Sum of (6)	(5 – 7)
Strongly agree	5	0	0	0	0.166667	0.166667	-
Agree	4	0	0	0	0.166667	0.333333	-
Partly agree and partly disagree	3	25	0.0505	0.0505	0.166667	0.5	- 0.4495
Disagree	2	228	0.4606	0.5111	0.166667	0.666667	- 0.1555
Strongly disagree	1	242	0.4888	0.9999	0.166667	0.833333	0.166567
No opinion	0	0	0	1	0.166667	1	0
		495			* Calculated D value = 0.166567		
						* Critical D value = 0.06112	
*494.9999							
(495)		= 22.248	X	22.248			
* Kolmogorov –Smirnov’s Critical ‘D’		value = (1.36 /√n)		= 1.36 / 22.248 =		0.06112	
* n = no. of respondents							

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’ been developed. Hence as the calculated ‘D’ value 0.166567 exceeds the critical ‘D’ value of 0.06112 in Western Maharashtra, the null hypothesis that – 1) HRD has no role in the success of public sector milk processing organizations in Western Maharashtra; and 2) HRD practices in public sector milk processing organizations in Western Maharashtra are strong., are rejected. Hence, HRD has important role in the success of public sector milk processing organizations and HRD practices in public 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 milk processing organizations as:

HRD practices in public sector milk processing organizations

As most of the HRD practices are at a 'very poor' level in the Public sector; it is a terrific worrying situation and policy maker/ Government should initiate immediate drastic HRD interventions to prevent the situation from deteriorating further. Researcher has put forward the "*Raj - Shankar*" model of HRD for each of the 21 HRD activities practiced in public sector milk processing organizations. The abstract from the model is noted as:

1. Government /policy maker should bring out a sea change in the existing HRD policies
2. Appoint professionally sound people in the top level management as well as consult with professional organizations
3. Create separate HRM department, appoint HRM/ HRD manager preferably candidate with MBA – HR.
4. Provide liberty to HR manager to evaluate existing HRD policies and redesign it, if necessary, with the active support of top management.
5. Widely make aware of all the HRD activities to the workforce.
6. Encourage workforce's comments, criticisms and involvement
7. Made available every help and support to them
8. Continuously evaluate and follow-up.

Conclusion

Overall, HRD practices in public 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 very weak and need to be strengthen in order to sustain in today's global competition.

References

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- [2] Rao T.V. Silveria D.M., Srivastava C.M. and Vidyasagar Rajesh (1994);'HRD in the new Economic Environment; Tata McGraw-Hill, New Delhi.

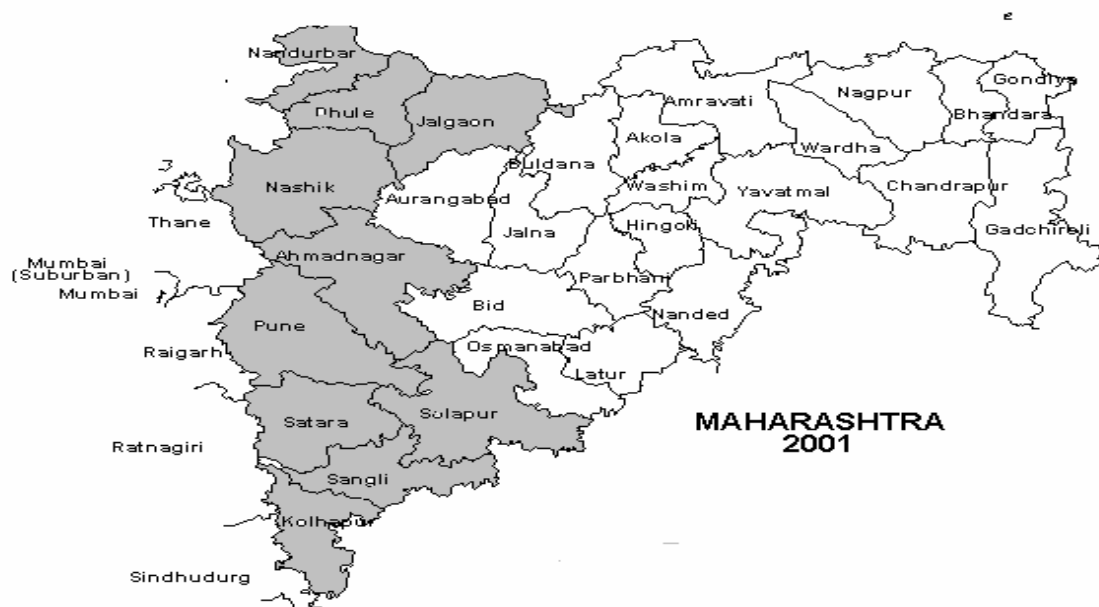


Fig. 1- Map of Maharashtra