



## A STUDY OF HRD PRACTICE IN M/S DATTA FOOD PROCESSORS JAYSINGPUR

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**Abstract-** Overall, a worrying situation in M/S Datta food processor and need to initiate immediate drastic HRD interventions to prevent the situation from deteriorating further by designing effective policy.

**Key words-** HRD, Milk, D-Test, Policy, Competency.

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### Introduction

Milk processing Industry is one of the fastest growing industries in India. It has available tremendous raw milk to process and bi-product to produce hence India is the biggest market of milk and milk products. Being important food grain, milk has vital importance in every one's diet; as everyone consumes the milk and milk products in large quantity".

M/S Datta food processor is one of the leading private sector milk processing organisations involved in milk processing and milk products. It has growing milk market in adjacent part of Maharashtra & Karnataka. In short period it has made remarkable development.

Now days paradigm has shift from personnel management to Human Resource Management and thus towards Human Resource Development. Workforce of the any organisation plays significant role in its sustainable development and continuous expansion. Developed workforce is an asset of the organisation, hence top management always pay due attention towards overall development of its workforce.

An attempt has been made to discover present level of HRD practices in this company; hence the researcher has undertaken the present study for research.

### Statement of the Problem

The Statement of the present research problem is "A study of HRD Practice in M/S Datta Food Processors Jaysingpur".

### Objectives of the Study

Following objectives are set out for the present research study as,

1. To aware various HRD practice being implemented in the company
2. To know the present level of HRD practices in the company and
3. To provide necessary recommendations for effective performance

### Background of the Study

With the rapid changes in business environment, the need of Human Resource Development is changing fast. Organizations across the world are increasingly becoming aware of the importance of human resources. 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 management development and in training management in general. It is imperative for human resource practitioner 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.

The development of human being has been in existence in some form or the other since the beginning of civilization. However a planned and systematic approach to Human Resource Development in the corporate sector emerged in the latter half of the 20<sup>th</sup> century. "H.R.D. process might have existed to some extent earlier in India, but a professional outlook to HRD began only in 1970." [1].

Leonard Nadler formally introduced the concept of HRD in 1969 in a conference organized by the 'American Society for Training and Development'. He defines HRD as "House learning experiences which are organized, for a specific time, and designed to bring about the possibility of behavioral change." [2].

Basically HRD has multiple goals. These include: employees of competencies - knowledge, skills and attitudes in technical areas, human relations areas and conceptual areas - to perform different tasks or functions. It identifies competency gaps of employees and trains them to perform present roles effectively and bridge these gaps through development. The effective performance of an organization depends not just on the available resources, but its quality and competence workforce, as required by the organization. According to Leon C. Megginson, the term 'Human Resource' can be thought as, "the total knowledge, skills, creative abilities, talents and aptitudes of an organization's workforce, as well as value, attitude and beliefs of the individuals involved" [3]. The more important aspects of human resources are aptitude, values, attitudes and beliefs. But in a given situation, if these aspects remain same, the other aspect of human resources like knowledge, skill, creative abilities and talents plays an important role in deciding the efficiency and effectiveness of an organizations workforce. HRD is the only tool through which one can develop these skills among the employees.

**Review of Literature**

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.

"M. Krishnamurthi (1989) in the article "Human Resource Development" tried to summarize the existing problems perceived by him out of his own experience in various banking assignment and feedback received from interaction with officials in various banks which urges the 'need for sincere approach' towards H.R.D. activities such as manpower planning, training activities, career opportunities, welfare measures, and organization change in organizations." [4].

"T.V. Rao, D.M. Silveira, C.M. Srivastava and Rajesh Vidyasagar (1994), in the book "HRD In The New Economic Environment"—which is the volume of papers presented at the National HRD Network conference on 'Changing Role of Human Resource Development in the New Economic Environment on January 20-22,1994 at Bombay; -- highlights that, due to liberalization of the Indian Economy many changes are taking place in the corporate sector related to quality products and services, cost-effective and efficientness, improvement in technology to upgrade work methods, work norms, technical and managerial skills, and employee motivation to face challenges." [5].

"Dr. Biswajeet Pattanayak and Ms. Phalgu Niranjana (2001) in their HRD article "Assessing Competency, The Scientific Way" reported that, competencies of human resource in organization need to be assessed and developed scientifically. Competency is basically a combination of knowledge, attitude and skills, which prepare an individual for many tasks and jobs for life. The author has reported

essential features of an assessment centre which are: Job analysis, multiple assessment techniques, situational exercises, Behavioural responses, Behavioural observations, multiple assessors, trained assessors and integration of observations." [6].

"Dr. V.M.Selvaraj & M. Muthu Deivakani (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. The authors have suggested that management must take responsibility to, aim and equip their officers and clerks, check if salaries of the employees are periodically revised, the superiors should grant due recognition on the basis of a fair performance appraisal and job satisfaction should be an important factor related to variables like job involvement, area, organization, and commitment." [7].

**Hypothesis**

HRD practices in M/S Datta Food Processor are strong.

**Methodology Adopted**

In M/S Datta food Processors in total 60 workforces were actually working, out of which 10 are permanent and 50 are temporary, working in different departments of the dairy and among the 60 employees, 50 were from employee category and 10 were from management category working at different levels in the organization. For the present study, 30% of both the category i.e. 15 from employee category and 03 from management in total 18 respondents was selected by adopting proportionate convenience sampling technique.

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

**Results and Discussions**

The management respondents' interviewed were males, mostly 26-55 years old, with an average service of 6-25 years. They mostly joined supervisor/officer level in their 20 to 25 years of age after completion of diploma, graduation and no one of them were members of employee association. The employee respondents were 18 -55 years old, Diploma, H.S.C. and below qualified majority males with a veteran of average 5 to 25 years. They invariably joined milk -processing organizations, as a worker and no one of them were members of employee association. The average personal profile of the respondents is presented in [Table-1].

*Table 1- Average personal profile of the respondents*

Sr. No.	Respondents	Sex	Age Group	Service in years	Educational level	Employee Asso. Membership
1	Management	Male	36-45	10-15	Diploma(IDD)/ Graduation	No
2	Employee	Male	36-45	16- 20	H.S.C. & below	No

Source: Primary Data

The opinions of both the respondents' group regarding existing HRD practices in M/S Datta food processor has been collected through "Five-Point Likert Scale with No Opinion" and interpret the data as given in [Table-2].

1. Separate Human Resource Management department manage employees' activities.	1 2 3 4 5 0 -	Scale
Level of Agreement	$\times 11 \times 6 \times 1 \times 0 \times 0 \times 0 - 18$	Respondents
1: Strongly Disagree,	$11 + 12 + 3 + 0 + 0 + 0 = 26$	Total Score
2: Disagree,	$= 26$	Total Score / 18 Respondents
3: Partly Disagree Partly Agree	$= 1.444444$	Mean Score
4: Agree,	Highest possible Mean Score is 5.00=100%	
5: Strongly Agree,	Hence 1.444444 = 28.88%	
0: No Opinion.		

Table 2- Process of data interpretation for HRD Practices

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 collected from the sample respondents (Management and Employees) of M/S Datta food processor has been interpreted in above manner and presented in [Table-3].

Researcher has used the Kolmogorov-Smirnov's 'D' test, to test the set Hypothesis. Hypotheses: 1. HRD practices in M/S Datta food

processor are strong. The HRD practices data collected from 18 management and employee respondents from M/S Datta food processor have been presented in worksheet for the Kolmogorov-Smirnov's 'D' test, to test the set hypothesis, as given in Table 4.

Table 3- HRD practices opinion survey data

HRD Practices	Management Respondents		Employee Respondents		Total Respondents	
	Average Mean Score	% Value	Average Mean Score	% Value	Average Mean Score	% Value
1.HRDConcept	1.9	38	2.333	46.667	2.1167	42.3333
2.Role Analysis	3	60	3	60	3	60
3.H. R. P.	2.933	58.667	3.667	73.333	3.3	66
4.Recruitment	3.267	65.333	4.056	81.111	3.6611	73.222
5.Selection	2.26	45.2	3.333	66.667	2.7967	55.9333
6.Placement	3	60	4.167	83.333	3.5833	71.6667
7. Induction	1.65	41.25	3.5	87.5	2.575	51.5
8. Perf. Appraisal	2.1333	42.667	3.361	67.222	2.742	54.944
9Career Planning	2.225	44.5	3.25	65	2.7375	54.75
10. Training	1.7	34	2.167	43.333	1.933	38.667
11. Development	1.253	25.067	2.333	46.667	1.793	35.867
12. Org. Dev & Ch	1.7333	34.667	3.5	70	2.6167	52.333
13. W. P. M.	3.12	62.4	3.933	78.667	3.5267	70.533
14. Q. W. L.	2.378	47.556	2.889	57.778	2.633	52.667
15. Quality Circle	3.1667	63.333	3.889	77.778	3.528	70.556
16 Emp. Counselling	2	40	4.333	86.667	3.1667	63.333
17.Team Mgt.	2.66	53.333	3.778	75.556	3.222	64.444
18. Job Evaluation	1.64	32.8	2.8	56	2.22	44.4
19. Wages&Salary	2.1	42	2.7	54	2.4	48
20.Emp. Benefits	2.02	40.4	3	60	2.51	50.2
21. Rewards	1.733	34.667	2.889	57.778	2.311	46.22
22.Grievance proc	2.467	49.333	3.778	75.556	3.122	62.444

Source: Primary data

Table 4- Testing of hypothesis for the data collected from cooperative sector of Western Maharashtra

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
Strongly Agree	5	0	(3)/17.9999	Sum of (4)	= 18 / (6 X 18)	Sum of (6)	(5 - 7)
Agree	4	0	0	0	0.166667	0.166667	-0.16667
Partly Agree and Partly Disagree	3	1	0.055556	0	0.166667	0.333333	-0.33333
Discharge	2	6	0.333334	0.055556	0.166667	0.5	-0.44444
Strongly Discharge	1	11	0.611113	0.38889	0.166667	0.666667	-0.27777
No Opinion	0	0	0	1.000003	0.166667	0.833333	0.16667
		18		1	0.166667	1	0
							* Calculated D value = 0.16667
							* Critical D value = 0.3205551

\*  $17.999994(18) = 4.242640 \times 4.242640$   
 \* Kolmogorov-Smirnov's Critical 'D' value =  $(1.36 / \sqrt{n}) = 1.36 / 4.242640 = 0.32055512$   
 \* n=no. of respondents

Source: Primary data

This is a procedure for single statement, similar procedures have been carried out for the 131 statements and likewise, the calculated values have been developed. As the mean calculated value of 131 statements is 1.11244 exceeds the critical value of 0.3205551, the null hypothesis that:

- HRD practices in M/S Datta food processor are strong, are rejected;
- Hence HRD practices in M/S Datta food processor are weak.

### Findings & Recommendations

On the basis of data presentation, analysis and interpretation and testing of hypothesis, following findings and recommendations have been made for the M/S Datta food processor as:

The HRD practices namely, Recruitment, placement, Workers participation in management and Quality circles only at good level where as HRD practices namely, Human Resource Planning, Employee counseling, Team management, and grievance procedure are at Fair level. Rest of the HRD practices are at poor and very poor level.

Overall, a worrying situation indeed! An enlightened organization would initiate immediate drastic HRD interventions to prevent the situation from deteriorating further by designing effective policy. Management of the M/S Datta food processor need to be re-designs the existing HRD policy in line with standard with respect to the above lagging areas.

### Conclusions

Overall, HRD practices in M/S Datta food processor are judged on the basis of theoretical presentation and the analysis of the empirical data. Accordingly, it is concluded that in M/S Datta food processor HRD practices are far away 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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