

“Judging effectiveness’ of HRD activities between Private and Cooperative Sector milk processing organizations in Nashik region”

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Abstract:

Farmers are the backbone of the country. Their survival is much more depends upon milking like allied business which is consumed as raw material by the dairy business. Hence milk processing organization in the country needs to be surviving and need to implement scientific HRD activities at organization level for to survival in global completion. Hence attempt has been made to judge the existing level of HRD activities in private and cooperative sector of Nashik region of western Maharashtra from 62 management respondents and 382 employee respondents drawn from both the sector by adoption proportionate convince sampling and found the existence of fair, poor and very poor level of HRD activities in both the sector. It was an alarming situation and implying that the particular HRD aspect may be improved through suitable methods and effort and also indicating the need for a drastic intervention to bring about a change forthe better.

Key words

Private, Cooperative, Sector, HRD, Nashik, Milk, Organization, Employee, Management

Introduction:

Human Resource Management (HRM) is a sub branch of general management that deals with Planning, Organizing, Directing and Controlling of the Procurement, Development, Compensation, Integration, Maintenance and Separation of Human Resources to the end that individual, organizational and societal goals are accomplished'(Flippo, Edwin B. 1983). Thus Human Resource Development (HRD) is one of the important functions of HRM that comes under the development function of HRM. Employees ,of any organizations in the world, are the most important and valuable resources. Dynamic employee can build progressive and growth-oriented organization. Effective employees can contribute to the effectiveness of the organization. Competent and motivated employee can make things happen and enable an organization achieve its goals. Therefore, organizations should continuously ensure the dynamism, effectiveness; competency and motivation of its employee remain at a high level. 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."(Nadler, Leonard. 1969) . Among the Indian authors T.Venkateshwara Rao worked extensively on HRD. He defines HRD in the organizational context as "HRD is a process by which employee of an organization are continuously helped in a planned way to acquire capabilities, knowledge, perspectives, attitudes, values and skill required to perform various tasks or function associated with their present or future expected roles; to develop their general enabling capabilities as individuals so that they are able to discover and utilize their own inner potential for their own or for the organizational development purposes and; to develop an organizational culture where superior subordinate relationship, team work and collaboration among different sub units are strong and contribute to organizational health, dynamism and pride among the employee"(Rao, T. Venkateshwa, 1986). Basically HRD has multiple goals which includes, enhancement of 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, also the nature of the jobs is constantly changing due to various changes, which require continuous development of employee's competencies; HRD aims at constantly assessing the competency requirements of different individuals to effectively perform the assigned jobs; HRD aims at preparing employee for performing roles, tasks or functions that they may be required to perform in the future, thus it develops the potential of employees for future jobs/ roles in organization; motivation development is also an aim of HRD, desire to work or put in work effort, it is an involvement to the job and the commitment to the organization; finally HRD promotes team building and collaborative climate, this requires building and enabling organizational culture –one in which employees use their initiative, take risks, experiment, innovate and make things happen. The effective performance of an organization depends not just on the available resources, but its quality and competence workforce, as required by the organization. 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"(Leon C. Megginson, 1999) .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. Hence HRD is the only tool through which one can develop these skills among the employees. It assumes significance in fast changing organizational environment and the need of the organization to adopt new techniques in order to respond to the environmental changes. It plays a vital role in the success and growth of an organization. It improves the capabilities of people by making them better aware of the skill required for job performance. It improves employee's commitment, collaboration and teamwork, problem solving skills, innovative, proactive and risk taking capacity.

Accordingly attempt has been to investigate and judge the HRD activities being followed in the selected milk processing organizations under study for effective performance. Hence the statement of the problem for the present study is "Judging effectiveness of HRD activities between Private and Cooperative sector milk processing organizations in Nashik region".

Methodology

In Nashik region of Western Maharashtra, among the registered organizations, 36 Private and Cooperative sector milk-processing organizations were actually functioning. Out of these, 8 organizations were incorporated in the sample of the present study - 4 from private and 4 from co-operative sector - by adopting following criteria as: equal number of organizations from both the sector, 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 private 331& cooperative 1149 in total 1480; out of these 207 belonged to management staff and 1273 belonged to employee's category. As it was quite difficult to conduct the survey for all the workforce, 30% of both the category (444) i.e. 62 management respondents and 382 employee respondents were selected for the present study by adopting proportionate convenience sampling technique to accomplish the **objectives** of the study:

1. To judge the effectiveness of HRD practices being followed in selected milk processing organizations and
2. To suggest remedial measures for enhancement of effective HRD activities.

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

The geographical scope of the study covers the entire division of Nashik region, the topical scope covers the evaluation of the on-going HRD activities, the analytical scope covers the fulfillment of the set objectives and the functional scope is confined to offering meaningful recommendations for improving the HRD activities 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 a rural area of 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 was male, mostly 30-58 years old, with an average service of 5-30 years. They had mostly joined supervisor/officer level in their 25 to 28 years of age after completion of diploma/graduation and neither of them were members of employee association. The employee respondents are 18-45 years old, below H.S.C. qualified males with a veteran of average 20 years. They have invariably joined milk-processing organizations, as a worker and neither of them were members of employee association except cooperative. 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 Asso. Membership
1	Management	Male	30-58	6 to 30	Diploma(IDD),UG, PG	No
2	Employee	Male	18-45	0 to 20	Up to HSC	No (in Private only)

The opinion of both the respondents' group regarding existing HRD activities in milk processing organizations of private and co-operative sector in Nashik were collected through "Five – Point Likert Scale with No Opinion" and interprets 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. 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 x 10 x 9 x 0 x 15 x 28 x 0 = 62 Mgt Respondents
	10 + 18 + 0 + 60 + 140 + 0 = 228 Total Score = 228 Total Score / 62 Respondents = 3.67 Mean Score Highest possible Mean Score is 5.00 = 100 % Hence 3.67 = 73.4 %

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 activities opinion survey data of Management and Employee respondents of Private, and Cooperative sector of Nashik region interpreted in above manner and presented in Table No.1.3. The derived mean score of private and co-operative sector HRD activities were used for plotting the line graph and to judge the effectiveness of each HRD activities in both the sectors with respect to standard score and to commented on it with respect actual existence 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 Private and Cooperative Sector of Nashik region:

HRD Practices	Private Sector			Cooperative Sector		
	Mgt. Resp. (49)	Emp. Resp. (225)	Mean Score	Mgt. Resp (202)	Emp. Resp (1338)	Mean Score
1.HRD Concept	2.1954	1.8905	2.0429	3.3788	2.9311	3.1549
2.Role Analysis	2.6207	2.2429	2.4318	3.6364	2.9808	3.3086
3.Human ResourcePlanning	3.1293	2.7500	2.9396	4.0000	3.4487	3.7243
4.Recruitment	2.9253	2.7381	2.8317	3.7525	3.3536	3.5530
5.Selection	2.7379	2.5371	2.6375	2.8970	2.8125	2.8547
6.Placement	2.4828	2.2429	2.3628	2.7727	3.0561	2.9144
7. Induction orOrientation	3.2155	2.9357	3.0756	3.2197	3.2957	3.2577
8.Performance Appraisal	2.7184	2.5048	2.6116	3.4394	3.3876	3.4135
9.Career Planningand Development	2.6034	2.5384	2.5709	2.8523	2.8624	2.8573
10. Training	2.5448	2.5286	2.5367	2.9879	2.7641	2.8760
11. Development	3.1103	3.0457	3.0780	3.0848	2.8538	2.9693
12.Organisation Development & change	3.3046	3.3071	3.3058	2.9949	3.0556	3.0252
13. Workersparticipation in Mgmt.	3.1665	3.0457	3.1061	3.1152	3.2032	3.1592
14. Quality ofWork life	3.0000	3.066	3.0333	3.5253	3.8355	3.6804
15. QualityCircle	1.3046	1.2905	1.2975	2.2071	2.2324	2.2197
16. EmployeeCounseling	3.4828	3.542	3.5128	2.1515	2.8494	2.5004
17.Team Management	2.7471	2.7571	2.7521	2.7273	2.9936	2.8604
18. Job Evaluation	1.8621	1.957	1.9096	2.3697	2.4186	2.3941
19. Wages andSalary Admn.	3.0031	2.9740	2.9885	2.8347	2.9085	2.8716
20.Employee Benefits	2.6092	2.6032	2.6062	3.5657	3.6969	3.6313
21. Rewards	2.3218	2.1619	2.2418	3.0404	2.7767	2.9085
22.Grievance Procedure	2.1954	1.981	2.0882	3.2121	3.3504	3.2812

Source: Primary data

Conclusions & Recommendations:

On the basis of data presentation, analysis and interpretation and comparison of HRD activities Opinion Survey of Management and Employee Respondents from Private and Cooperative Sector milk processing in Nashik region it was found that that , neither of the HRD activity in both the sector found at 'outstanding' level nor at an 'excellent' level. The four HRD activities namely Human Resource Planning, Recruitment, Quality of Work life, and Employee Benefits were found at 'good' level in cooperative sector where as only one Employee Counseling activity was found at 'good' level in private sector.

The five HRD activities namely Induction or Orientation, Development, Organization Development & change, Workers participation in Management, and Quality of Work life were found at fair' level in private sector and seven HRD activities namely HRD Concept, Role Analysis, Induction or Orientation, Performance Appraisal, Organization Development & change, Workers participation in Mgmt., and Grievance Procedure were found at fair' level in cooperative

sector, implying that the particular HRD aspect may be improved through suitable methods and effort.

However, nine HRD activities namely Human Resource Planning, Recruitment, Selection, Performance Appraisal, Career Planning and Development, Training, Team Management, Wages and Salary administration, & Employee Benefits from private sector and nine HRD activities from Cooperative Sector namely Selection, Placement, Career Planning and Development, Training, Development, Employee Counseling, Team Management, Wages and Salary Admn., Rewards were found at Poor level. Again seven HRD activities namely HRD Concept, Role Analysis, Placement, Quality Circle, Job Evaluation, Grievance Procedure, and Rewards from private sector and two HRD activities from cooperative sector namely Quality Circle and Job Evaluation were found at very poor' level as shown in Table 1.3. It indicates the need for a drastic intervention to bring about a change for the better results

Graph No1.1: Comparism of HRD Practices in Private and Cooperative Sector milk processing organizations in Nashik region –

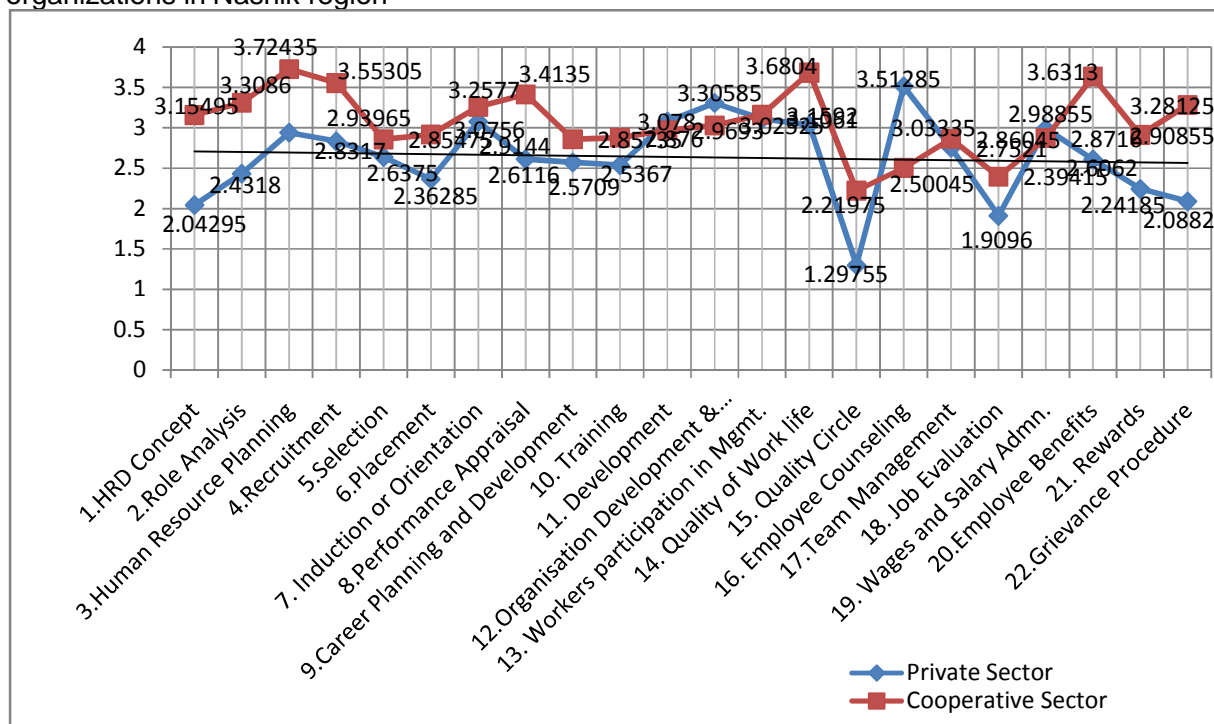


Table 1.3- Level of presence of HRD activities in Private and Cooperative sector in Nashik region:

Sr No	Level of HRD Activities	No of HRD activities in Private Sector	No of HRD activities in Cooperative sector
1	At outstanding' level and 'excellent' level	0	0
2	At 'good' level	1	4
3	At fair' level	5	7
4	At Poor level	9	9
5	At very poor' level	7	2
	Total	22	22

As majority of the HRD activities in both the sectors were found fair, poor and very poor and neither of them 'outstanding' and 'excellent' category. It implied HRD aspect need to be improved through suitable methods and effort and also implies the need for a drastic intervention to bring about a change for the better practices in both the region.

Accordingly, recommendation made for effective development of HRD practices in Private and Cooperative Sector, as:

1. Create separate HRD department
2. Appoint full time HRD Manager preferably MBA HR
3. Conduct all HRM functions neatly
4. Management need to give strong support to all the HRD activities being implemented
5. Implement each HRD activities properly
6. Find out the structural loopholes in the organization, if any
7. Create favorable organization culture.
8. Establish policies in the organization.
9. Publicize the HRD activity widely in the organization.
10. Establish committees, involve employees in the activities
11. Continuous training, counseling and guidance need to be available to the workforce
12. Follow-up and implement the HRD activity.

Acknowledgement:

Researcher is thankful to the management and employee respondents of private and cooperate sector milk processing organizations for giving valuable input and contribution in deriving the fruitful result as well as our Swami Ramanand Teerth Marathwada University Nanded for active support for research .

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