

# **Analysis of Human Resource Development Practices in Pune Zilla Sahakari Dudh Utpadak Sangh Ltd, Pune**

**Dr. Sambhaji V. Mane,**

*School of Management Studies, SRTMUN Sub centre, Latur (India)*

## **ABSTRACT**

*HRD functions in Pune Zilla Sahakari Dudh Utpadak Sangh Ltd, Pune were judged on the basis of theoretical presentation and the analysis of the empirical data, accordingly concluded that there prevails a poor level of HRD culture!, which implies that the organisation should improve all the HRD practices through suitable methods to bring about a change for the better result.*

**Key Words:** *HRD practices, HRD, HR, Development, Milk, Milk processing, Pune Zilla Sahakari Dudh Utpadak Sangh Ltd, Pune, Katraj Dairy.*

## **I. INTRODUCTION**

Development of employee is totally depends upon kind of HRD practices being implemented in the organisation. If management implements all the HRD practices effectively then organization gets definitely good results from developed, motivated and dynamic workforce. HRD practices enable workers to work in a team, develop creative thinking and create SMART workers irrespective of the organisation from private, cooperative or public sector.

Human resources are the important factor of any organisation. It is the only living resources available with the organisations which can be used by the organisations as per their capacity. The more the organisations capacity to expand the HR, the more the result that organisation can get. Hence Human Resources can be considered as the soul of the organisations. Now days Human Resource Development department is trying to explore more Human Resource in order to get more result from them

“The co-operative movement was launched in India in 1904 in primary Agricultural credit societies with a very limited purpose of providing an institutional substitute for the proverbial moneylender, who exploited the peasantry in all possible way”[1]. The primary objective of co-operative movement is to protect economically weaker sections from the strong segment of society. The co-operative form of organization is a democratic set up, run by its members for serving the interest of them. It is self-help through mutual help. The philosophy behind co-operative movement is “All for each and each for all”.

Katraj dairy with 30,000 liters per day milk processing capacity and milk powder plant with 3 metric tonnes per day capacity was established in association with Western Germany Co-operative Consumer Federation. Mr. K.V. Allis Appasahed Bandal was the first chairman of the sangh for the period 1960-61 to 1964-65.

In 1972, Katraj Dairy was transferred to Pune Zilla Sahakari Dudh Utpadak Sangh, which was registered in 1960. In 1983, dudh sangh was involved in central government’s Milk Flood Scheme II and III. During the period, from the Government’s fund, sangh fulfilled the deficiency of per day milk-handling capacity of the plant, by increasing its capacity to 1.5 lakh liters. Again, sangh by its own cost increased milk handling capacity

by 0.50 lakh liters per day. Thus, sangh has milk-handling plant with total capacity 2 lakh liters per day, two pasteurizers of total capacity 17,000 liters per hour and storage tanks with 2,10,000 liters capacity to store the loose milk. There are five packing machines with total 10 heads to pack the processed milk in pouches. One packing machine is separate for milk products.

Dairy has adopted computerization in every department and all of them have connected to one another by computer network. As per MMPO 1992 Act, all the dairies are required to get ISO 9001-2000 version and HACCP (Hazard Analysis Critical Control Point) by the end of 2005, sangh is trying it's level best to achieve it.

Sangh has 11 Talukas as operational area of work except Baramati and Indapur. Milk is collected through primary co-operative societies of these areas. There are 1590 primary co-operative societies involved in milk collection, out of which 1035 societies are actively supplying milk. In 2003-04, they supplied 1102 lakh liters of milk by the end of March. Today sangh has 3,20,000 liters per day milk collection from these societies. The collected milk is sent at nearest, among eight, chilling centers located at Bhor, wada, otur, Avasari, Nasrapur, Warwand, Paieet and Devghar, to get best quality of milk as the fresh milk requires to process with in 3 to 4 hours from milking. The milk collection data of the sangh for last ten years has been given in Table No.4.2.8.

Out of the collected milk, 80,000 liters are used for daily packing; few liters of milk is used for milk products such as – Cream, Shrikhand, flavored milk, Lassi, Ghee, Softy Ice-Cream, Curd, Paneer, Butter, Skimmed Milk Powder, Butter Milk and Amrakhand; and rest of the milk is sold to other dairies such as Government Milk Schemes, Mahananda Dairy, Varli, Aarey and Kurla; Dynamics Dairy; Cadbury India Dairy; and X-Dairy. Six distributors and 597 authorized milk-selling centers sell packed milk and milk products in Pune, Pimpri-Chinchwad and Mumbai market.

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. The authors have considered HRD activities related to employees jobsatisfaction level.[2]

It is the workforce who makes it possible Pune Zilla Sahakari Dudh Utpadak Sangh Ltd, Pune to reach at today's height and to achieve remarkable development and expansion in the field of food industry. Hence an attempt has been made to study the level of HRD practices being present in this milk products organisation and there by help the organisation to attain a new height; accordingly, researcher has undertaken the present study for research.

## **II. STATEMENT OF THE PROBLEM**

The Statement of the present research problem is "Analysis of Human Resource Development Practices in Pune Zilla Sahakari Dudh Utpadak Sangh Ltd, Pune”

### III. OBJECTIVE OF THE STUDY

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

1. To study the HRD practices being implemented in the organisation and
2. To provide necessary recommendations if required for further development of HRD

### IV. METHODOLOGY ADOPTED

In Pune Zilla Sahakari Dudh Utpadak Sangh Ltd, Pune in total 622 workforces were actually working, out of which 429 were from employee category (worker, peon and clerks) and 193 were from management category. For the present study 30% sample respondents, 129 respondents from employee category and 58 respondents from management category (manager, officers and supervisors), in total 187 respondents were 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 unstructured interviews

### V. RESULTS AND DISCUSSIONS

The management respondents' interviewed was males, mostly 36-45 years old, with an average service of 11-20 years. They mostly joined Manager/officer level in their 25 years of age after completion of Post Graduation/Graduation/Diploma (IDD) and no one of them were members of employee association. The employee respondents were 31-45 years old, H.S.C. and below qualified majority males with a veteran of average 11-25 years. They invariably joined organization, as a worker and no one of them were members of employee association. The average personal profile of the respondents is presented in **Table 1.1**

**Table No. 1.1 Average personal profile of the respondents:**

Sr. No.	Respondents	Sex	Age Group	Service in years	Educational level	Employee Membership	Asso.
1	Management	Male	36-45	11-20	Post Graduation, Graduation, Diploma(IDD)	No	
2	Employee	Male	31-45	11-25	H.S.C. & below	No	

The opinion of both the respondents' group regarding existing HRD practices in Pune Zilla Sahakari Dudh Utpadak Sangh Ltd, Pune has been collected through "Five – Point Likert Scale with No Opinion" and interprets the data as given in **Table No.1.2**

**Table No.1.2 Process of data interpretation for HRD Practices**

1. Separate Human Resource Management department manage employees' activities.	1	2	3	4	5	0	--	Scale
	× 44	× 64	× 61	× 18	× 0	× 0	---	187 Respondents
<i>Level of Agreement:</i>	44 + 128 + 183 + 72 + 0 + 0 = 427 Total Score							
1: Strongly Disagree,	= 427 Total Score / 187 Respondents							
2: Disagree,	= <b>2.2834 Mean Score</b>							
3: Partly Disagree	Highest possible Mean Score is 5.00 = 100 %							
Partly Agree	Hence 2.2834 = <b>45.66 %</b>							
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 collected from the sample respondents (Management and Employees) of Pune Zilla Sahakari Dudh Utpadak Sangh Ltd, Pune has been interpreted in above manner and presented in

**Table No.1.3**

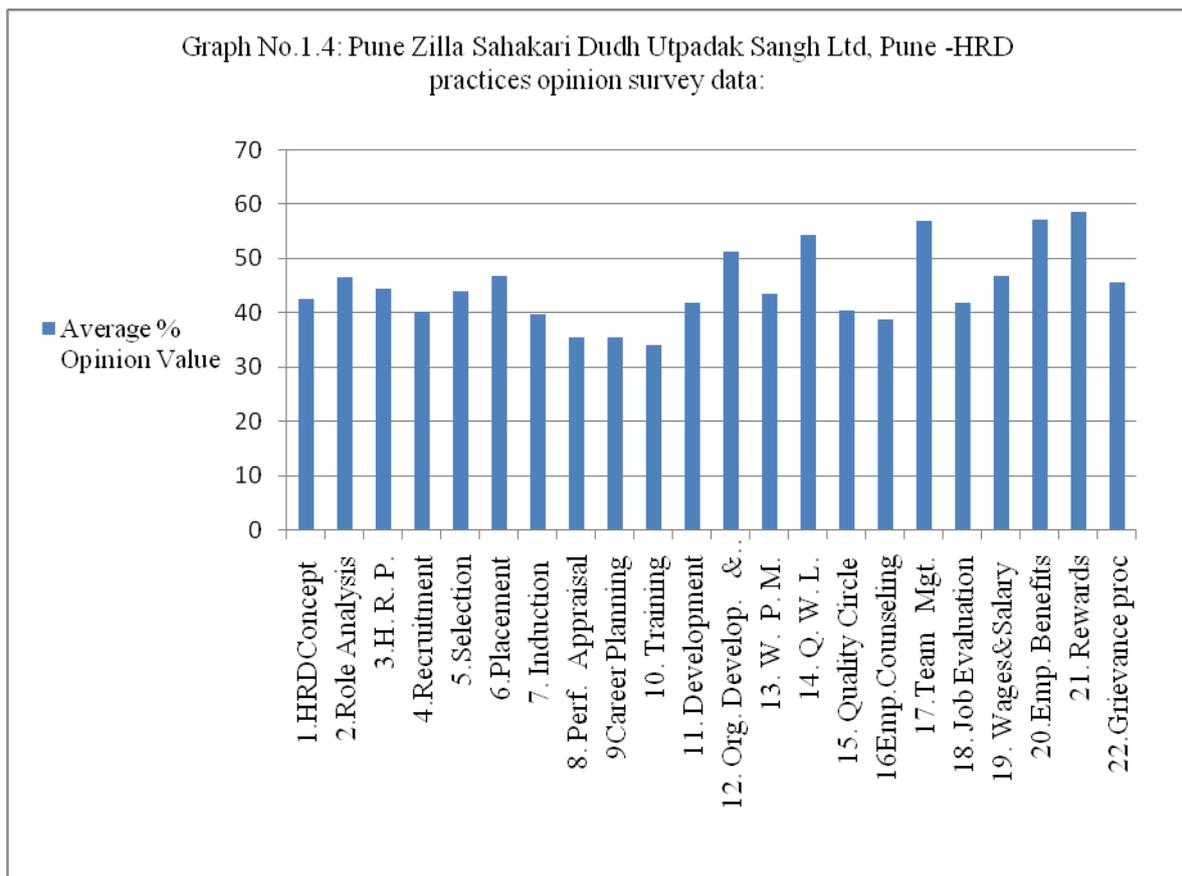
**Table No.1.3 Pune Zilla Sahakari Dudh Utpadak Sangh Ltd, Pune -HRD practices opinion survey data:**

HRD Practice	Management Respondents (129)		Employee Respondents (58)		Total Respondents (187)	
	Average Mean Score	Average % Value	Average Mean Score	Average % Value	Average Mean Score	Average % Value
<b>1.HRDConcept</b>	2.0065	40.1292	2.2557	45.1149	<b>2.131104</b>	<b>42.62207</b>
<b>2.Role Analysis</b>	2.2403	44.81	2.4138	48.28	<b>2.327052</b>	<b>46.54103</b>
<b>3.H. R. P.</b>	2.2074	44.1473	2.2371	44.7414	<b>2.222217</b>	<b>44.44433</b>
<b>4.Recruitment</b>	2.0245	40.4910	1.9914	39.8276	<b>2.007964</b>	<b>40.15927</b>
<b>5.Selection</b>	2.2186	44.3721	2.1672	43.3448	<b>2.192923</b>	<b>43.85846</b>
<b>6.Placement</b>	2.2829	45.6589	2.3966	47.9310	<b>2.339749</b>	<b>46.79497</b>
<b>7. Induction</b>	2.0581	41.1628	1.9052	38.1034	<b>1.981656</b>	<b>39.63312</b>
<b>8. Perf. Appraisal</b>	1.7287	34.5736	1.8218	36.4368	<b>1.775261</b>	<b>35.50521</b>
<b>9Career Planning</b>	1.7839	35.6783	1.7672	35.3448	<b>1.775578</b>	<b>35.51156</b>

<b>10. Training</b>	1.7225	34.4496	1.6897	33.7931	<b>1.706068</b>	<b>34.12136</b>
<b>11. Development</b>	1.9860	39.7209	2.2000	44.0000	<b>2.093023</b>	<b>41.86047</b>
<b>12. Org. Develop. &amp; Change</b>	2.5220	50.4393	2.5891	51.7816	<b>2.555522</b>	<b>51.11044</b>
<b>13. W. P. M.</b>	2.2357	44.7132	2.1000	42.0000	<b>2.167829</b>	<b>43.35659</b>
<b>14. Q. W. L.</b>	2.7313	54.6253	2.7011	54.0230	<b>2.716208</b>	<b>54.32416</b>
<b>15. Quality Circle</b>	2.0426	40.8527	2.0000	40.0000	<b>2.021318</b>	<b>40.42636</b>
<b>16Emp.Counseling</b>	1.9612	39.22	1.9138	38.28	<b>1.937517</b>	<b>38.75033</b>
<b>17.Team Mgt.</b>	2.8269	56.5375	2.8621	57.2414	<b>2.844471</b>	<b>56.88942</b>
<b>18. Job Evaluation</b>	2.0000	40.0000	2.1897	43.7931	<b>2.094828</b>	<b>41.89655</b>
<b>19. Wages&amp;Salary</b>	2.2805	45.6096	2.4028	48.0564	<b>2.34165</b>	<b>46.83301</b>
<b>20.Emp. Benefits</b>	2.8734	57.4677	2.8333	56.6667	<b>2.853359</b>	<b>57.06718</b>
<b>21. Rewards</b>	2.9251	58.5013	2.9138	58.2759	<b>2.919429</b>	<b>58.38858</b>
<b>22.Grievance proc</b>	2.3049	46.0982	2.2471	44.9425	<b>2.276018</b>	<b>45.52036</b>

The graphical presentations of Consolidated HRD practices opinion survey data of Pune Zilla Sahakari Dudh Utpadak Sangh Ltd, Pune has been given in **Graph No.1.4**

**Graph No.1.4 HRD functions Graphical presentation**



**VI. FINDINGS & RECOMMENDATIONS**

On the basis of data presentation, analysis and interpretation, it was found that neither of the HRD practices in Pune Zilla Sahakari Dudh Utpadak Sangh Ltd, Pune, was at outstanding, excellent, good or fair level. All the HRD practices were recorded at poor and very poor level; and hence, indicating the need for a drastic intervention to bring about a change for the better.

The HRD functions namely Q.W.L, Organisation development & change, Team Management, Employee Benefits, Rewards, were at poor level; and rest of the HRD practices were at very poor level.

Overall, there prevails a very poor level of HRD culture! It was an alarming situation for organisation and should improve all the HRD practices through suitable methods and effort and also indicating the need for a drastic intervention to bring about a change for the better result.

Researcher suggested 'Vishnu-Krishna' model of HRD for each of these HRD activities practiced in co-operative sector milk processing organizations. The summarized from of the model is presented as:

1. Top management evaluate the present level of HRD practices
2. Bring necessary structural and policy change in line with cooperative philosophy
3. Develop separate HRD department by appointing professionally sound HRD manager (preferably MBA -HR) to look after HRD practices
4. Encourage HRD manager about undertaking each HRD activity separately by providing concrete support.
5. HRD manager should evaluate each HRD activity in line with the standard HRD practice, find out the gap and bring out necessary change with the top management consent.
6. Each activity widely publicize within the organization, while implementing.
7. Involve workforce every time by providing support to them
8. Practice each HRD activity continuously in the organization
9. Evaluate each HRD activity periodically and follow-up.

**VII. CONCLUSIONS**

HRD function Pune Zilla Sahakari Dudh Utpadak Sangh Ltd, Pune were judged on the basis of theoretical presentation and the analysis of the empirical data, accordingly it is concluded that in Pune Zilla Sahakari Dudh Utpadak Sangh Ltd, Pune HRD functions were poor level, did not serves its purpose and indicating the need for a drastic intervention to bring about a change for the better result.

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