



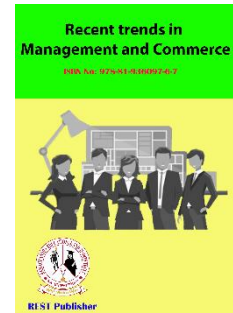
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Addressing contemporary challenges of Human Resource Development in Private and Cooperative sector milk processing organizations in Pune region

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Abstract: HRD practices in private and cooperative sector milk processing organizations in Pune region were investigated through 175 management and 1195 employee respondents of selected milk processing organizations from both the sector by adopting proportionate convenience sampling technique; which indicates that overall, fair & poor level of HRD practices found in private and cooperative milk processing organizations in Pune region; an enlightened organization would initiate immediate drastic HRD interventions to prevent the situation from deteriorating further by designing/re-designing effective HRD policy and developing good HRD practices. Management of both the sector milk processing organizations needs to design the existing HRD policy in line with standard practices so as to develop good HRD culture. Again, in between the two sectors, private and cooperative sector milk processing organizations in Pune region, cooperative sector was noticed to be drag behind by most of the poor HRD practices and indicating the acute need for addressing the issues. It strongly indicates the need for addressing the challenges of HRD practices being followed by implementing all HRD practices as per standard way to get the best HRD practices result in both the sectors milk processing organizations so as to sustain in global competition.

Keywords: HRD, Policy, HRD practices, Milk processing organizations, Pune

1. INTRODUCTION

Addressing Contemporary Challenges for a Sustainable future underscores the necessity of evolving scientific dairy business practices to meet the pressing demands of the country. Indian dairy Industry is one of the fastest growing sectors in India. It has had incredible evolution for the last several years. We are conceited to say that India holds number one position in the world in milk and contributing 24.64% of global milk production in 2021-22. Milk production in the year 2022-23 was reported at 230.6 million tonnes (NDDDB, GOI, 2023). India is the lowest cost producer of per liter of milk in the world. Our Dairy Industry is growing very rapidly @ 4.5 % per annum. All this has posed enormous challenges before the dairy industry to procure, chill, pasteurize / process, package and distribute milk across the length and breadth of country. Research in Human Resource Development of the Dairy has gained distinct momentum for the last few decades. The main aim of HRD is to give proper recognition and value to employees and sustain the growth of Dairy industry by developing suitable trained personnel. The importance of Human Resource development is now being increasingly realized in the entire sector in general and in the fast-growing corporate public, private and cooperative sector in the light of globalization and new economic policy in particular. In the present context, in the wake of rapid technological changes, a fierce competition market in the liberalized era, employees are perceived as an important "ASSETS or RESOURCES". There is an increasing awareness that employees to undergo values addition: that, they are important in giving quality products. Hence, there is paradigm shift from purely a labor point of view to a resource point of view. HRD aims at promotion of all well-being of individuals, families and societies. It deals with creating conditions that enable people to get the best out of themselves and their lives.

2. RESEARCH QUESTION

Milk processing organization in India required adopting new changes in the business trends including human resource development irrespective of private or cooperative sector milk processing organizations in order to sustain in global competition. Accordingly, an attempt has been made to “Addressing contemporary challenges of Human Resource Development in Private and Cooperative sector milk processing organizations in Pune region.

3. OBJECTIVES OF THE STUDY

The objectives of the study are -

1. To study the existing HRD practices being followed in selected milk processing organizations and
2. To address contemporary challenges of HRD by providing necessary recommendations for effective functioning of HRD practices.

4. LITERATURE REVIEW

S.K.Bhatia, Dy. G.M., Personnel & Admn., BHEL (1986) in the research article “Training In Public Enterprises: Future Directions” reported significant trend in the area of training in public enterprises in the context of the need to meet the challenges in public enterprises as, Human Resource training would be the dominating concern; Market changes and competition would be another thrust area of an environment change, affecting future training goals; and more emphasis had to be placed on training in attitudes and behavioral changes as compared to skill to bring about a change in work culture. Dr. Biswajeet Pattana yak 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. Pradip N Khand Walla (2004), Ex. Director IIMA and now working as a Management Consultant, in the research article “Competencies For Senior Manager Roles” reported managerial competencies into six groups as, competencies related to contextual sensitivity, management of initiatives, introduction of innovations, resilience and effective coping through problem solving, effective task execution and interpersonal competences and leadership. Nourisha Wells (Jan.14, 2005) in his article “Continuing Education Best Route to Career Advancement” reported that, staying on current skill required to advance in your career has taken on new meaning in today’s tumultuous job market. A. M. Shaikh (2009) in the book Human Resource Development and Management underlined the need for HRD by presenting various HRD techniques. Pranita Sonar (Jan 2019) in the thesis “A Study of emotional Labor and organizational Commitment in call center employees in Pune region” reported need for understanding the emotions of workforce for enhancement of organizational commitment.

5. THE MODEL AND DATA

Methodology adopted In Pune region of Western Maharashtra, in total 94 milk-processing organizations were registered in private and cooperative sector out of which 51 from private sector and 24 from Cooperative sector milk-processing organizations were actually functioning. From these 75 functioning organizations, 8 organizations were incorporated in the sample of the present study - 4 from private and 4 from cooperative sector - by adopting 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, employing 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 workforces in these 8 organizations was 4567; out of which 629 belonged to management staff and 3938 belonged to employee’s category. As it was quite difficult to conduct survey for entire workforce; hence 30% sample of respondents from both the sector i.e. 1370 in total respondents were selected for the present study; of which 175 belongs to private and 1195 belongs to Cooperative sector. Again, sample of 1370 total respondents constitute to, 189 management respondents and 1181 employee respondents from both the sector and were selected for the present study by adopting proportionate convenience sampling technique to accomplish the objectives of the study.

Researchers 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 Pune region, 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 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 region the spatio-temporal perceptions of individual employee's differ widely and have accordingly influences their responses.

6. RESULTS AND DISCUSSIONS

The average management respondents interviewed was male, mostly 26-55 years old, with an average service of 6-25 years. They had mostly joined supervisor/officer level in their 20 to 25 years of age after completion of diploma, UG, PG and none of them were members of employee association. The average employee respondent interviewed were 18-45 years old, below UG qualified males with a veteran of average 20 years. They invariably joined milk-processing organizations, as a worker and none of them were members of employee association. The average personal profile of the respondents presented in Table 1.1

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	26-55	6 to 25	Diploma (IDD), UG, PG	No
2	Employee	Male	18-45	0 to 20	Up to HSC, UG	No

Source: Primary data The opinion of both the respondents' group regarding existing HRD practices in milk processing organizations of private and co-operative sector in Pune region were collected through "Five-Point Likert Scale with No Opinion" and interpreted the data as given in Table No.1.2

TABLE 2. Process of data interpretation of the HRD Practices

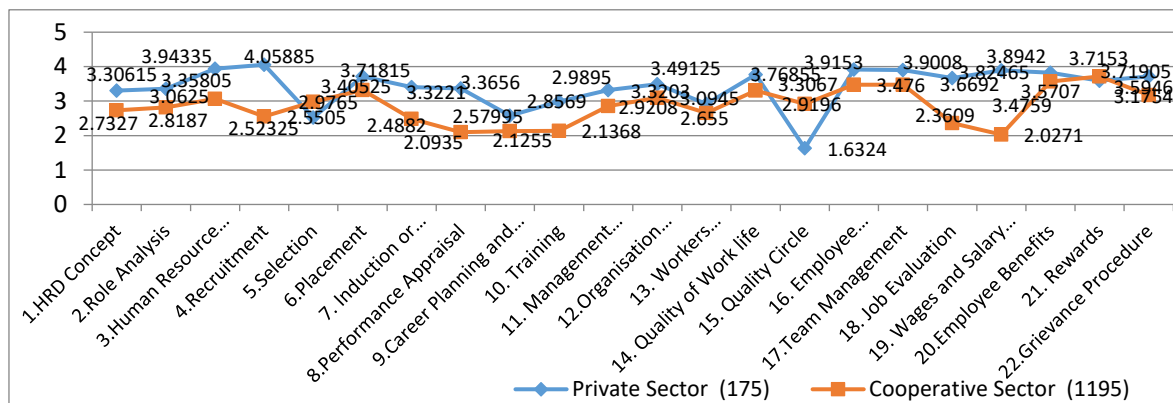
1. Separate Human Resource Management department manage employees' activities. Level of Agreement: 1: Strongly Disagree, 2: Disagree, 3: Partly Disagree Partly Agree 4: Agree, 5: Strongly Agree, 0: No Opinion.	1	2	3	4	5	0 -- Scale
	x 5	x 3	x 1	x 6	x 5	x 0 = 20 Respondents
	5 +	6	+3	+ 24	+ 25	+ 0 = 63 Total Score
	= 63 Total Score / 20 Respondents = 3.15 Mean Score Highest possible Mean Score is 5.00 = 100 % Hence 3.15 = 63 %					

Source: Primary data: 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 forthe better. The HRD practice's opinion survey data of Management and Employee respondents from private and cooperative sector of Pune region interpreted inabove manner and presented in Table No.1.3. The derived mean score of private and cooperative sector HRD practice in Pune region were used for plotting the line graph so as to compare and understand the effectiveness of each HRD practices in both the sectors against the standard score and to comment on actual existence of HRD practices in both the sector. Graphically it is presented in Graph No 1.1

TABLE 3. HRD Practices Opinion Survey of Management and Employee Respondents from Private and operative sector of Pune region:

HRD Practices	Private Sector (175)			Cooperative Sector (1195)		
	Mgt. Resp. (20)	Emp. Resp. (155)	Mean Score	Mgt. Resp. (169)	Emp. Resp. (1026)	Mean Score
1.HRD Concept	3.1833	3.4290	3.3061	2.706	2.759	2.7327
2.Role Analysis	3.4000	3.3161	3.3580	2.757	2.880	2.8187
3.Human ResourcePlanning	3.8125	4.0742	3.9433	2.972	3.152	3.0625
4.Recruitment	4.0500	4.0677	4.0588	2.440	2.660	2.5505
5.Selection	2.6200	2.4265	2.5232	2.9396	3.013	2.9765
6.Placement	3.2750	4.1613	3.7181	3.210	3.434	3.3221
7. Induction orOrientation	2.7250	4.0855	3.4052	2.400	2.575	2.4882
8.Performance Appraisal	3.1667	3.5645	3.3656	2.043	2.143	2.0935
9.Career Planningand Development	2.8438	2.3161	2.5799	2.078	2.173	2.1255
10. Training	3.0300	2.9490	2.9895	2.069	2.204	2.1368
11. Management Development	3.5000	3.1406	3.3203	2.758	2.955	2.8569
12.Organisation Development & change	3.6750	3.3075	3.4912	3.058	3.130	3.0945
13. Worker'sparticipation in Mgmt.	3.1900	2.6516	2.9208	2.574	2.736	2.6550
14. Quality ofWork life	3.8167	3.7204	3.7685	3.262	3.351	3.3067
15. QualityCircle	1.9583	1.3065	1.6324	2.764	3.074	2.9196
16. EmployeeCounseling	3.8500	3.9806	3.9153	3.236	3.715	3.4760
17.Team Management	3.8167	3.9849	3.9008	3.420	3.531	3.4759
18. Job Evaluation	3.3900	3.9484	3.6692	2.346	2.375	2.3609
19. Wages andSalary Admn.	3.7227	4.0657	3.8942	.9683	3.085	2.0271
20.Employee Benefits	3.7167	3.9326	3.8246	3.4392	3.702	3.5707
21. Rewards	3.4000	3.7892	3.5946	3.5917	3.838	3.7153
22.Grievance Procedure	3.6833	3.7548	3.7190	3.1400	3.210	3.1754

Source: Primary data: Graph No 1.1- Comparism of HRD Practices in Cooperative and Public Sector of Pune region based on Opinion Survey of Management and Employee Respondents:



Graph No 1.1- Comparism of HRD Practices in Private and Cooperative Sector of Pune region based on Opinion Survey of Management and Employee Respondents:

7. FINDINGS AND RECOMMENDATIONS

Sector specifically, in private sector milk processing organizations of Pune region, the HRD practice namely Recruitment was found at excellent level; the HRD practices such as Grievance Procedure, Employee Benefits, Wages and Salary Administration, Job Evaluation, Team Management, Employee Counseling, Quality of Work life, Placement, and Human Resource Planning were found at 'good' level; whereas HRD Concept, Role Analysis,

Induction or Orientation, Performance Appraisal, Management Development, and Organization Development & change were found at fair level implying the HRD activity may be improved through suitable methods and effort and Workers participation in Management, Training, Career Planning ,and Development and Selection were at poor level and Quality Circle was found at very poor level indicating the need for a drastic intervention to bring about a change for the better result

In cooperative sector Milk Processing Organizations of Pune region, the HRD practices namely Rewards, and Employee Benefits were found at good level; and rest of the HRD practices such as Grievance Procedure, Team Management, Employee Counseling, Quality of Work life, Organization Development & change, Placement, and Human Resource Planning were noticed at fair level and Quality Circle, Workers participation in Mgmt., Management Development, Recruitment, Role Analysis, and HRD Concept were found at poor level and Wages and Salary Admn., Job Evaluation, Training, Career Planning and Development, Performance Appraisal, Induction or Orientation were found at very poor level indicating the need for a drastic intervention to bring about a change for the better result.

In between the two sectors, private and cooperative sector milk processing organizations in Pune region, cooperative sector was noticed to be drag behind by most of the poor HRD practices and indicate the acute need for addressing the issues.

Overall, fair & poor level of HRD practices found in private and cooperative milk processing organizations in Pune region. An enlightened organization would initiate immediate drastic HRD interventions to prevent the situation from deteriorating further by designing/re-designing effective HRD policy and developing good HRD practices. Management of both the sector milk processing organizations needs to design the existing HRD policy in line with standard practices so as to develop good HRD culture.

8. CONCLUSION

HRD practices in private and cooperative sector milk processing organizations in Pune region were judged on the basis of theoretical presentation and the analysis of the empirical data; accordingly it is concluded that in private and cooperative sector milk processing organizations in Pune region the HRD practices were found at fair and poor level and need to be improved to the 'excellent' or 'outstanding' level by addressing the challenges for HRD practices in order to sustain in cut throat competition. Cooperative sector found to be dragged behind to the private sector due to the inert approach of concern top level management of milk processing organizations and essential to address the challenges of change in favor of scientific HRD practices implementation in pune region

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