

**“HRD Practice in Cooperative Sector: A study of Selected Milk Processing Organizations in Nashik region of Western Maharashtra”**

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**Abstract:**

*HRD practices in selected cooperative sector milk processing organizations in Nashik region of Western Maharashtra were investigated with 345 respondents – of which 33 from management and 312 from employee category – accorded to almost all the 21 HRD practices were poor and fair; very few of them good and neither of them were accorded to outstanding or excellent category; indicating the need for a drastic intervention to bring about a change in existing HRD policy for the better result and needed to be strongly re-designing the HRD policy in order to sustain in global competition.*

**Key words:**

HRD, Policy, HRD practices, HRD Climate, Cooperatives, Milk organizations, Nashik.

**Introduction:**

*According to Mahatma Gandhi “There is sweetness in co-operation. There is no one weak or strong among those who co-operate. Each is equal to the other”. “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” [Report of the Study Team on Co-operative Training, 1935]. 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”; whereas, in private forms of organization, the primary motive is to increase profits and to promote the interest of owner by all possible means— including exploitation of customers. Co-operative societies are voluntary associations started with the aim of service to members. Hubert Calvert says, “Co-operation is a form of organization wherein persons voluntarily associate together as human beings on the basis of equality for the promotion of the economic interests of themselves”. The whole philosophy of the co-operation has been based on the principles as voluntary membership, democratic management, service motive, cash trading, state control, political and religious neutrality, one man one vote, distribution of surplus, limited interest on investment, co-operative education and training. Cooperative organizations supply goods at cheaper rates. It keeps check on other businesses. The membership of organization is open to all and the organizations have democratic management. The co-operative organization is suffered from some limitations as lack of unity between members, political interference, lack of capital and cash trading [Report of the Co-operative Planning Committee, 1946].*

As cooperative sector milk processing organizations are in competition with private and public sector organizations; cooperative sector organizations are required to strengthen their workforce in line with competitors. Accordingly with the rapid changes in business environment, the need of Human Resource Development in cooperative sector milk processing organizations is also changing fast. Organizations across the world are increasingly becoming aware of the importance of development of human resources. As employees are considered as the most important and valuable resources of any organization; hence dynamic employee which can build progressive and growth-oriented organizations; effective employees which can contribute to the effectiveness of the organization; and competent and motivated employee which 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 higher level. Thus attempt has been made to understand HRD practices being implemented in the cooperative sector milk processing organizations. Accordingly the present study is titled "HRD Practice in Cooperative Sector: A study of Selected Milk Processing Organisations in Nashik region of Western Maharashtra"

### Methodology Adopted

In Nashik region, in total 7 registered cooperative sector milk processing organizations were functioning; out of which, 4 organizations namely Sangamner Taluka Sahakari Dudh Utpadak and Prakriya Sangh Maryadit, Sangamner; Nashik Jilha Sahakari Dudh Utpadak Sangh Ltd, Nashik; Jalgaon Jilha Sahakari Dudh Utpadak Sangh Jalgaon and Dadasaheb Rawal Shindkheda Taluka Dudh Utpadak Krushipurak Udhog Sahakari Sangh Ltd., Dondaicha were incorporated in the sample of the present study, by adopting criteria as: well reputed organization, permission for research, daily milk collection minimum of 5,000 lit and plant handling capacity minimum of 20,000 lit/day.

In these milk-processing organizations in total 1149 workforces were actually working, out of which 110 were from management and 1039 were from employee category. As it was quite difficult to conduct the survey for the entire workforce, 30% of both the category i.e. 33 from management and 312 from employee category in total 345 respondents was selected for the present study by adopting proportionate convenience sampling technique to accomplish the **objectives of the study:**

1. To know the various HRD practices being implemented in the organisation
2. To understand the present level of HRD practices in the organisation, and
3. To provide necessary recommendations for development of effective HRD system.

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 practices in cooperative sector milk processing organizations in Nashik region of Western Maharashtra are implementing promptly.
2. HRD practices in cooperative sector milk processing organizations in Nashik region of Western Maharashtra are strong.

The geographical scope of the study covers the entire Nashik region of Western Maharashtra, the topical scope covers the evaluation of HRD practices, the analytical scope covers the fulfilment of the set objectives and the functional scope is confined to offering meaningful recommendations for improving the HRD practices of the organizations.

### Results and Discussions

The management respondents interviewed were males, mostly 26-56 years old, with an average service of up to 5 - 35 years. They have joined mostly supervisor/officer level in their around 25 years of age after completion of diploma, graduation / post graduation & above and no one of them were members of employee association. The employee respondents were 18 - 56 & above years old, Post Graduate to Matriculate and below qualified majority 93% males & 7% female with a veteran of average Up to 5 – 36 above years. They invariably joined milk-processing organizations, as a worker and majority 84% 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.	Respondents	Gender	Age	Service	Educational level	Employee
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No.			Group	in years		Association Membership
1	Management	Male	26-56	Up to 5 - 35	Diploma(IDD), Graduation Post Graduation & above	No
2	Employee	Male Female	18 - 56 & above	Up to 5 – 36 above	Post Graduate to Matriculate and below	Yes No

The opinions of both the respondents' group regarding existing HRD practices in milk processing organizations from cooperative sector in Nashik region of Western Maharashtra has been collected through "Five – Point Likert Scale with No Opinion" and interpret the data as given in **Table No.1.2**

Table No.1.2 Process of data interpretation for HRD Practices

1 Human Resource Management (HRM) department manages employee activities.  <b><u>Level of Agreement:</u></b> 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
	$\times 3$	$\times 3$	$\times 0$	$\times 9$	$\times 18$	$\times 0$	$= 33$	Respondents
	3 +	6 +	0 +	36 +	90 +	0 =	135	Total Score
	= 135 Total Score / 33 Respondents <b>= 4.0909 Mean Score</b>							
	Highest possible Mean Score is 5.00 = 100 % Hence 4.0909 = <b>81.82 %</b>							

Mean scores above '4.5' (above 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.

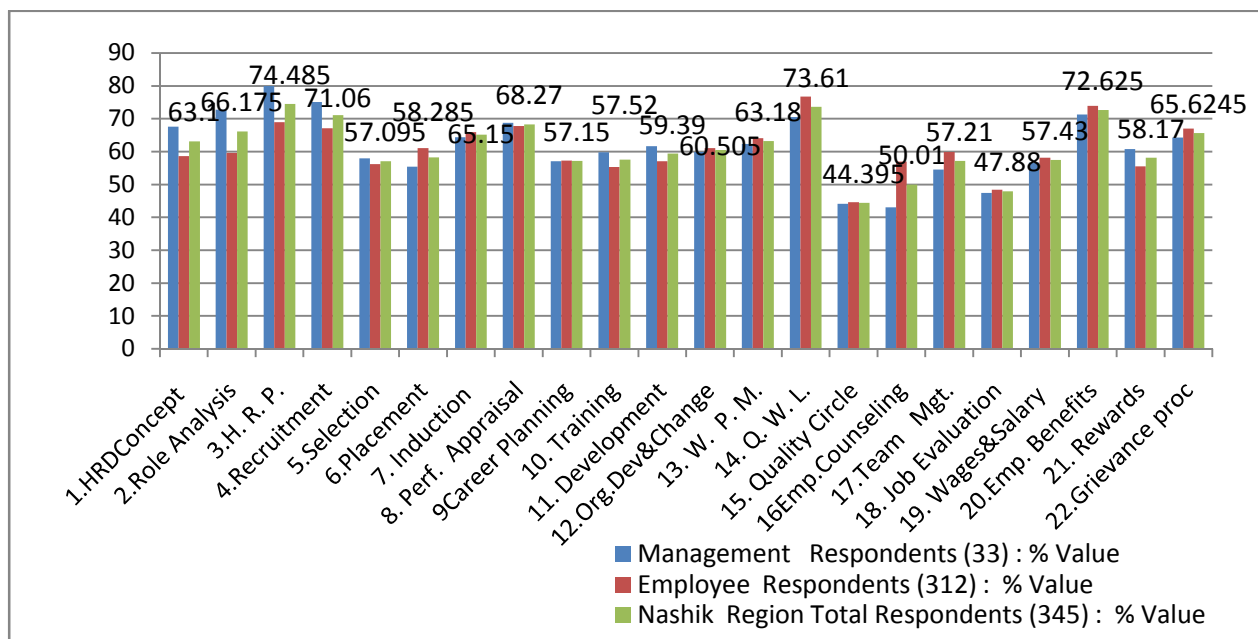
The HRD practices opinion survey data collected from the sample respondents (Management and Employees) of cooperative sector, Nashik region has been interpreted in above manner and presented in Table No.1.3 and Graph No 1.1

Table No.1.3 HRD practices opinion survey data

HRD Practices	Management Respondents (33)			Employee Respondents (312)			Nashik Region Respondents (345)		
	Average Score	Mean	% Value	Average Score	Mean	% Value	Average Score	Mean	% Value
1.HRDConcept	3.3788		67.58	2.9311		58.62	3.1549		63.10
2.Role Analysis	3.6364		72.73	2.9808		59.62	3.3086		66.17
3.H. R. P.	4.0000		80.00	3.4487		68.97	3.7243		74.48
4.Recruitment	3.7525		75.05	3.3536		67.07	3.5530		71.06
5.Selection	2.8970		57.94	2.8125		56.25	2.8547		57.09

6.Placement	2.7727	55.45	3.0561	61.12	2.9144	58.28
7. Induction	3.2197	64.39	3.2957	65.91	3.2577	65.15
8. Perf. Appraisal	3.4394	68.79	3.3876	67.75	3.4135	68.27
9Career Planning	2.8523	57.05	2.8624	57.25	2.8573	57.15
10. Training	2.9879	59.76	2.7641	55.28	2.876	57.52
11. Development	3.0848	61.70	2.8538	57.08	2.9693	59.39
12.Org.Dev&Change	2.9949	59.90	3.0556	61.11	3.0252	60.50
13. W. P. M.	3.1152	62.30	3.2032	64.06	3.1592	63.18
14. Q. W. L.	3.5253	70.51	3.8355	76.71	3.6804	73.61
15. Quality Circle	2.2071	44.14	2.2324	44.65	2.2197	44.39
16Emp.Counseling	2.1515	43.03	2.8494	56.99	2.5004	50.01
17.Team Mgt.	2.7273	54.55	2.9936	59.87	2.8604	57.21
18. Job Evaluation	2.3697	47.39	2.4186	48.37	2.3941	47.88
19. Wages&Salary	2.8347	56.69	2.9085	58.17	2.8716	57.43
20.Emp. Benefits	3.5657	71.31	3.6969	73.94	3.6313	72.62
21. Rewards	3.0404	60.81	2.7767	55.53	2.9085	58.17
22.Grievance proc	3.2121	64.24	3.3504	67.009	3.2812	65.62

Graph No 1.1 HRD practices opinion survey:



Researcher has used the **Kolmogorov – Smirnov’s ‘D’ test**, to test the set Hypothesis. **Hypotheses:**

1. HRD practices in cooperative sector milk processing organizations in Nashik region of Western Maharashtra are implementing promptly.
2. HRD practices in cooperative sector milk processing organizations in Nashik region of Western Maharashtra are strong.

The HRD practices data collected from management and employee respondents from *cooperative sector milk processing organizations in Nashik region of Western Maharashtra* have been presented in worksheet for the Kolmogorov–Smirnov’s ‘D’ test, to test the set hypothesis, as given in **Table 1.4**.

Table 1.4 Testing of hypothesis for the data collected from cooperative sector of Nashik Region:

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) / 344.999976	Sum of (4)	= 345 / (6 X 345)	Sum of (6)	(5 – 7)
Strongly Agree	5	144	0.417391333	0.417391	0.166666	0.166666	0.2507246
Agree	4	149	0.431884088	0.849275	0.166666	0.333333	<b>0.5159420</b>
Partly Agree and Partly Disagree	3	0	0	0.849275	0.166666	0.5	0.34927542
Disagree	2	16	0.046376815	0.895652	0.166666	0.666666	0.22898557
Strongly Disagree	1	21	0.060869569	0.956521	0.166666	0.833333	0.12318847
No opinion	0	15	0.043478264	1	0.166666	1	0
345					* Calculated D value = <b>0.5159420</b>		
					* Critical D value = <b>0.073219</b>		
*344.999976 (345) = 18.574175 X 18.574175							
* Kolmogorov –Smirnov's Critical 'D' value = (1.36 / √n) = 1.36 / 18.574175 = <b>0.073219</b>							
* n=no. of respondents							

This is a procedure for single statement, similar procedures have been carried out for the remaining 130 statements of 21 HRD activities and likewise, the calculated values and critical values for 'D' have been developed.

As the calculated D value **0.5159420** exceeds the critical value of **0.073219** in cooperative sector of Nashik region, the null hypothesis that hypothesises 1.HRD practices in cooperative sector milk processing organizations in Nashik region of Western Maharashtra are implementing promptly, 2.HRD practices in cooperative sector milk processing organizations in Nashik region of Western Maharashtra are strong are rejected. Hence, HRD practices in cooperative sector milk processing organizations in Nashik region of Western Maharashtra was *poorly* implementing and *HRD practices in cooperative sector milk processing organizations in Nashik region of Western Maharashtra were weak*.

#### Recommendations:

On the basis of data presentation, analysis and interpretation and testing of hypothesis, following recommendations have been made for the *cooperative sector* milk processing organizations in Nashik region of Western Maharashtra as:

In Cooperative sector Milk Processing Organizations of Nashik region, the HRD practices namely Quality Circle and Job Evaluation were at a 'very poor' level; Selection, Placement, Career Planning, Training, Development, Employee Counselling, Team Management, Wages & Salary and Rewards were at 'poor' level indicating the need for a drastic intervention to bring about a change for the better; The HRD practices namely HRD Concept, Role Analysis, Induction, Performance Appraisal, Organisational Development & Change, Workers Participation in Management and Grievance procedure were at a 'fair' level implying the HRD activity may be improved through suitable methods and effort. However, the HRD practices H.R.P, Recruitment, Q.W.L. and Employee Benefits were found at a 'good' level and neither of the HRD practices found at 'excellent' or 'outstanding' level.

Overall, fair & poor situation indeed! 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 the milk processing organizations needs to be design/re-design the existing HRD policy in line with standard with respect to the lagging areas so as to develop good HRD climate.

The researcher has underlined 'modular HRD activities practiced in cooperative sector milk processing organizations as:

1. Establish HRM department. Appoint suitable candidate with MBA-HR as a HR/HRD officer/manager.
2. Top management should carry out deep analysis of each HRD practices /activities.
3. Encourage HR officer/manager to undertake HRD activities drastically in the organization.
4. Establish strong HR policies.
5. Find out/know the structural and policy loopholes in the organization.
6. Create appropriate organizational culture.
7. Publicize each HRD activity widely in the organization.
8. Involve employees in the each and every activity.
9. Arrange for employee training, development and counseling.
10. Follow-up and successfully implement every HRD activity.

### Conclusions

Overall, HRD practices in cooperative sector milk processing organizations in Nashik region of 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 Nashik region of Western Maharashtra HRD practices are Poor and Fair and need to be improved to the 'excellent' or 'outstanding' level in order to enhance the HRD practices and sustain the organizations in global competition.

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