

**Human Resource Development Practices in Mother Dairy: An Analysis****\*Puja Shree****Research Scholar****Department of Commerce and Business Administration****L. N. Mithila University, Darbhanga****\*\*Dr. K K Choudhary****Assistant Professor****Department of Commerce****Maharaja Laxmishwar Singh Memorial College, Darbhanga****Abstract**

*Human Resource Development (HRD) has in recent years become the focus of attention of planners, policy-makers and administrators. HRD may be defined as the process of increasing the knowledge, skills and capacities of people. It is important not only for an enterprise but for a nation to develop its human resources. A country can develop only when its human resources are developed through health, nutrition, education, training and research. At the enterprise level, employee training and executive development are main areas of human resource development. Against this background, the present study has been undertaken to make an appraisal of Human Resource Development practices followed at Mother Dairy, which is currently considered as the best corporate entity in Indian Dairy Industry.*

**Keywords:** *Corporate Sector, Human Resource Development, Human Resource Planning, Indian Dairy Industry, Mother Dairy.*

**Introduction**

Human Resource - the prime mover is in the nucleus of organizational dynamics. During Liberalization, Privatisation and Globalisation (LPG) era the organizations have come to understand the fact that Human Resource (HR) is the centre of the whole organizational system. Human Resource Management focuses more on developmental aspects of human resource. In addition to wages and salaries, an organization offer make sizeable investment in their human resources by way of recruiting, hiring and training people to fulfill its need of well-trained and experienced human resource. Change in socio-economic and political

conditions are bound to bring about changes in the environment within, the organisation. The new breed and brand of new generation workforce ask for more participation. It is rather difficult to motivate many of new generation of workers than their predecessors.

Human Resource Development (HRD) is a planned and systematic approach to the development of people. It is not a fragmented or piece-meal approach but a total system of interacting elements designed to improve the total personality. It is a continuous process of developing the competencies, motivation, dynamism and effectiveness of employees. It is based on the belief that there is no end to the development of an individual and learning continues throughout life.

HRD is an interdisciplinary concept. Experts belonging to different disciplines tend to adopt a compartmentalized approach to HRD. But, HRD involves confluence of ideas from many sciences. Sociology provides new insights in the growth and development of human system through the study of families, communities and other groups. Psychology provides explanation of human behaviour in terms of perception, motivation, morale, etc. It provides instruments for use in selection, induction, training, counselling, etc. of employees. Anthropology focuses on traditions, kinship, culture, etc. which is helpful in conflict management, intercultural relationships, etc. Political science provides conceptual base for power, status, politics, etc. Economics and management also contribute to HRD in their own ways.

HRD is a process not merely a set of mechanisms and techniques. The techniques like performance appraisal, counselling, training and organisation development are used to initiate, facilitate and promote this process. The process has no limit and, therefore, the techniques have to be reviewed and revised periodically.

### **Statement of the Research Problem**

HR Practices process will be lengthy for large organizations and will be wider for diary organizations and it differs from one industry to other. There are many factors that are to be considered while following HR practices, for example, while selecting a candidate, best

suitable HR activities is to be decided among aptitude assessment, group discussions, employment background, referral background, interviews, medical tests etc.

The dairy development in Delhi offers a unique advantage over economic development in the capital. It is responsible for the contribution of development of middle and lower segment of the society not only through employment and income generation but also through their nutritional status and health aspect. The Dairy industry in India has emerged as an important source of live hood. The efficient management of dairy cooperative can generate more employment, income and economy of the nation. Unfortunately, there is lacking of effective and efficient HRD practices in this sector. Hence, dairy people should enhance their professional skill and knowledge for making these sectors a performing sector.

Currently, Dairy sector in India is facing image problem in attracting HR because of poor working culture, condition, lack of career development, promotion opportunities and non-availability of attractive employment. Instability of employment has been the cause of HR turnover from dairy sector.

From past few decades the Dairy Industry is crucially concentrating on their human resource, as they are the most valued and most treasured assets as per latest studies. Dairy organisations are advancing modern HR practices due to the entry of multinational companies. The foresightedness for the skilled and quality HR, introduction of latest technology, better work culture and effective HRD, practices can explore better future for dairy industry. The future success of dairy depends on developing and retaining highly skilled and motivated people, recognizing their potential and optimizing their performance and for this effective HRD Practices is required.

Against this background, the present study has been undertaken to make an appraisal of Human Resource Development practices followed at Mother Dairy, which is currently considered as the best corporate entity in Indian Dairy Industry.

### **Objectives of the Study**

The present study has been carried out with the following objectives:

- To examine the present practices of Human Resource Development (HRD) in Mother Dairy.
- To observe the prevailing difficulties in HRD practices in the target organisation, and
- To evaluate Recruitment, Selection, Training and Development process in the target organisation.

### **Hypothesis**

The present study has been undertaken with the below mentioned hypotheses:

1. Modern principles of Human Resource Development are not followed by Mother Dairy.
2. Human Resource Development (HRD) practices at Mother Dairy are not satisfactory.

### **Research Methodology**

The validity of any research is based on the systematic method of data collection and analysis. The research design for the study has been descriptive and exploratory in nature. The study has made an attempt to analyse the existing data. Both primary and secondary data have been used for the study.

The Primary data for the study has been collected from 150 (50 employer + 100 employees) sample respondents of Mother Dairy. For the collection of primary data for the study, a well-structured Questionnaire has got drafted. The data got collected through Survey method by distributing Questionnaire among people associated with reputed Mother Dairy units. These units are:

1. Delhi unit,
2. Gurugram unit, and
3. Noida unit.

An exclusive field study and interview have been conducted from employees' side and management side to find out the practices of HRD in Mother Dairy. The Secondary data have also been collected for the study from different Books, Journals, Newspapers, Magazines and

from internal sources of the target organisation. With the help of data, analysis and interpretation have been made using suitable mathematical techniques and statistical tools. The used tools/ techniques include

- Ratio Analysis,
- Proportionate Share with the help of Proportion,
- Percentage,
- Trend Analysis,
- Mean or Average etc.

### **Plan of Work**

The present work has been divided into five chapters:

#### **Chapter -1: Introduction**

This chapter of the study is introductory in nature. This chapter presents review of literature, statement of the research problem, objectives, importance of the study followed by hypothesis and methodology. Further, plan of work has also been presented.

#### **Chapter -2: Human Resource Development: An Overview**

This chapter of the study has been devoted to make an overview of Human Resource Development.

#### **Chapter -3: Human Resource Development Practices in Dairy Sector**

The Human Resources Development (HRD) practices in Dairy sector have been studied in the present chapter.

#### **Chapter -4: Human Resource Development Practices in Mother Dairy: An Analysis**

In this chapter, an analysis has been made on the Human Resource Development practices in Mother Dairy, Delhi.

#### **Chapter -5: Conclusion and Suggestions**

In the last chapter of the present study, conclusion has been drawn on the basis of findings and there after suggestions have been put forth.

### **Findings of the Study**

The study reveals that

- 86% of male respondents and 62% of female respondent said that the HR recruitment and selection process is good & very good in the company.
- 80% of male respondents and 73% of female respondent said that the HR training and development process is good & very good in the company.
- 73% of male respondents and 63% of female respondent said that the HR performance management system is good & very good in the company.
- 78% of male respondents and 50% of female respondent said that the HR compensation and benefits process is good & very good in the company.
- 65% of respondents of age group 10-30 and 90% of respondent of age group 30-70 said that the HR recruitment and selection process is good & very good in the company.
- 65% of respondents of age group 10-30 and 89% of respondent of age group 30-70 said that the HR training and development process is good & very good in the company.
- 46% of respondents of age group 10-30 and 89% of respondent of age group 30-70 said that the HR performance management system is good & very good in the company.
- 64% of respondents of age group 10-30 and 85% of respondent of age group 30-70 said that the HR compensation and benefits process is good & very good in the company.
- 92 % of male respondent are mostly satisfied with candidate selection process like written tests, Group Discussion, Interviews etc.
- 90% of female respondent and 84% of respondent of age group 10-30 are mostly satisfied with objective of attracting competent people by conducting competitive selection processes
- 90% of respondent of age group 30-70 are mostly satisfied with the way company widely circulates information regarding both external & internal recruitment processes

- 92% of male respondent and 84% of respondent of age group 10-30 and 89% of respondent of age group 30- 70 are mostly satisfied with the way organization, feedback of training is duly recorded, and the training program is evaluated by participants
- 100% of female respondent are mostly satisfied with organization Trainings that include General Problem solving skills, broader knowledge of the company business, Social & Communication skills
- 80% of male respondent are mostly satisfied with Performance Appraisal which contributes to enhance the job skill of employees and identifies their developmental needs required to support their career objectives
- 80% of female respondent are mostly satisfied with company shares criteria of performance appraisal and its subsequent results & feedback from management with all individual employees.
- 75% of respondent of age group 10-30 and 83% of respondent of age group 30-70 are mostly satisfied with the process that, standards of targets & Key Result Areas are set realistically and designed considering the views of concerned employees
- 92% of female and male employees and 100% of employee of age group 30-70 are mostly satisfied with payment done on time.
- 92% of respondents of age group 10-30 are mostly satisfied with, individual employee's goal and values are strongly considered.

### **Suggestions**

The management of company can increase its scope of HR Practices through accepting and adopting the new practices emerging globally, making it more suitable for female staff. Human Resource strategies can be further rejuvenated and designed in order to provide better growth opportunities to young generation employees. They may also follow new HR application based tools for better recruitment, selection, training, performance management and compensation practices.

The member of the HR Practice committee may comprise of more techno savvy people so that innovative new applications can be used in HR activities for quicker execution and enhanced accuracy. It is suggested that the HR Department may approach to take more inputs

from various Departmental Heads while designing as well as following any of new HR Practices, as the Departmental Heads can directly analyze and project the output of these practices through their technical knowledge relating to the job of their particular Department.

Lack of professionalism among the workers working for dairy industry in general and Mother Dairy in particular is the key area of problem of this industry.

### ***Need to Replace Obsolete HRD Practices***

Dairy industry is still following old outdated and traditional human resource practices and in some areas the adoption of HRD practices is found to be marginal. Hence it is suggested that:

- ✓ The dairy units should refine its HRD practices by adopting more professionalism and by induction of principles of modern management.
- ✓ Old practices of wage payment should be replaced by the performance linked wage payment system.
- ✓ Industrial relations should be governed by current industrial laws, old practice should not come in the way of adoption of new system for resolving industrial disputes.

### ***Improvement in the Effectiveness of Human Resource Planning***

No method of scientific planning is found in the organisation under study. Following steps that may be taken to improve the effectiveness of human resource planning are as under:

- ✓ Human resource plans should be balanced with the organizational plans of the enterprise. The methods and techniques used should fit the objectives, strategies and environment of the particular organisation.
- ✓ Due to non-scientific planning of manpower, dairy organisations suffer with the over or under manpower availability. Hence they need a refining of their manpower planning as per their requirements.



### ***Need Based Design of Training and Development***

Training and development in dairy organisation like Mother Dairy need attention. Though certain training programmes are organized in Mother Dairy still it needs some improvements. Hence, it is suggested that:

- ✓ Induction programmes must be made integral aspects of the socialization process of the new employees.
- ✓ Training programmes must be identified on the basis of need and must be organized on continual basis.
- ✓ Training programmes must be evaluated at all levels so as to judge their suitability to the organisation and the employee. Training must be imparted in such a simple way that it may transfer to the employees easily and their efficiency and the productivity is increased.

### ***Properly Planned and Systematic Recruitment Policy***

A properly planning and systematic recruitment policy is necessary to minimize disruption of work due to changes in employees and to secure equitable distribution of employment opportunities. A well-considered and pre-planned recruitment policy based on the goals, needs and environment of the organisation will help to avoid hasty or ill-conceived decisions and help to man the organisation with the right kinds of personnel. The factors affecting recruitment policy include organizational objectives, human resource policies, preferred sources of recruitment, organisations, recruitment needs, recruitment costs and financial implications, selection criteria and preferences etc.

### ***Need of Qualitative Improved Performance Appraisal System***

Although system of performance appraisal is in practice in the organisation under study. However, for more effective appraisal, following suggestions may be given:

- ✓ The appraisal system needs to be qualitatively improved and objectively as well as transparency must be maintained.
- ✓ The employees should be told about the criteria adopted for such appraisal. They should also be told about their strength and weaknesses.

- ✓ There should be integrated of performance system among promotions, reward system and growth and opportunities of the employees.

### ***Proper and Adequate Career Development***

Career planning along with promotions has been a matter of raw dealing in the hands of the management of the organisation under study. The study revealed that some employees like dairy attendants retire a without any promotion and envelopment opportunities. This means that they retire at the position on which they were initially recruited. This shows management's negligent behaviour and thought regarding career development of the employees. However, the importance of career planning both from personal point of view of employee or from management's point of view cannot be ignored. Management should not forget that human resource planning. Hence, it is suggested that the management of dairy organisation should explore promotional avenues or incremental growth in the time scale for every four or five years to keep the morale of the employees high and work enthusiastically.

### ***Strict View and Action for Indiscipline and Misconduct***

The study revealed that the cases of misconduct in the organisation of the study are frequent. In the target organisation, major indiscipline and misconduct are noticed in the form of absconding from duty without authorized leave, dereliction of duty, willful insubordination, fraud and damage to the property. It is further revealed by the investigation that the main cause of such incidents repeating is the lenient view of management towards these incidents. Inordinate delays in disposing off these matter is another big reason of such conduct of the employees. It is therefore, suggested that the management should take a strict view and action on such incidents in the organisation. The Management should conduct a quick and fair trial and once the offence is proved punishment should be decided as early as possible on the basis of findings of enquiry, past record of the worker and gravity of the misconduct.

Through Mother Dairy is placed almost in a better situation for the time being in dairy industry of the country yet it has to be acknowledged that the business world is highly competitive and Mother Dairy cannot escape this challenge, which is likely to be more intense in the future years to come. Under these circumstances the strategy of the

organisation in terms of HR practices, finance, marketing and technology are not adequate. The operation of the organisation should be more professionalized and the future challenge is accepted. HR policies of the organisation must be integrated with the overall business strategic policies of the organisation.

### **Summing-up**

There is a need to look into the continuous changes in the environment and human resources and also to find out proper solutions that arise from them. Every manager has to find out solutions to these changes and also manage human resources effectively by properly understanding the human resource management practices. The manager should be through with educational and developmental programmes that takes place continuously in the field of human resource management. Effective human resource management practices can play three major roles in the organisation, they are to

- ✓ Build critical organizational capabilities,
- ✓ Enhance employee satisfaction and also
- ✓ Improve customer satisfaction.

Finally, we may opine that Indian Dairy Industry has a vast area of operation. Its potential for contribution to economic development and employment generation emerge since it is a vital food industry which caters the daily needs of the population. Mother Dairy may take necessary steps to expand its operation further with special emphasis on processing capacity expansion. It being an agro-based industry both aspects of generating further employment in rural India especially NCR region as well as using new technology must be given equal importance.

The organisation should also take care of its compensation policy. As we know, the compensation policy is derived from organizational strategy and its policy on overall human resource management. In order to make compensation management to work effectively, the organisation should clearly specify, its compensation policy, which must include the basis for determining base compensation, incentives and benefits, and various types of perquisites to various levels of employees. The policy should be linked with the organizational philosophy

on human resources and strategy. Besides, many external factors which impinge on the policy must also be taken care of.

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