HUMAN RESOURCE DEVELOPMENT IN DAIRY SECTOR

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Abstract

Human Resource is the centre of organizational dynamics. The success of organization depends on the Quality of Human Resource, which make a organizational performing organization. In the changing time organizations are more concentrating on its human resource because they are most valuable assets. Among the HR practices recruitment is the basic function and first step, than after selection and placement comes in the employment process.

Key words*: Barauni, Dairy, Selection, Sudha, HRD, HRM*

Indroduction

Recruitment is a positive aspect, where as selection is the negative aspect of HR Practices. Recruitment is concerned of attracting the candidates and making them to apply for the job. Recruitment process followed at many organizations is by framing the recruitment policy and then making the policy into action. Selection is the second step in Human Resource planning. It is the process of choosing the appropriate candidates which match the candidate skill and the job requirements. Recruitment and selection of right people for Sudha Dairy is a significant challenge.

If an organization fails to procure the services of persons with required qualifications, skill and caliber continuously, a time may come ultimately when all the qualified persons retire and then the organization is bound to suffer. Therefore, the importance of recruitment and selection of the right type of persons at the right time is indispensable to the organization.

Sources of Recruitment

Basically the sources of recruitment are of two types''

1. Internal Sources and

2. External Sources

I. Internal Sources

Internal sources include personnel already on the pay-roll of Dairy. Filling a vacancy from internal sources by promoting people has the advantages of increasing the general level of morale of existing employees and of providing to the company more reliable information about the candidate. These may be:

(a) Promotions

(b) Transfers and

(c) Response of employees to a notified vacancy.

II. External Sources

These sources lie outside the organization. They may come through the following sources:

(a) Advertisements

(b) Employment and exchanges

(c) Campus Recruitment

(d) Unsolicited Applicants

(e) Labour Contractors

(f) Employee Referrals and

(g) Field Trips

HR Challenges of Recruitment in Dairy

Recruitment is a function that requires business perspective, expertise, Ability to find and match the best potential candidate for the Dairy organization. The HR Professionals-handling the recruitment function of the organization are constantly facing new challenges. The biggest challenge for such professionals is to source or recruit the best people or potential candidate for the organization. The major challenges faced by the HR in recruitment are:

- **Adaptability to globalization**
- **Lack of Motivation**
- **Process Analysis**
- **Strategic Prioritization**

Improving Effectiveness of External Recruitment

External Recruitment can be improved by assessing the (a) Yield Ratios (b) Realistic Job Previews and (c) Ensuring frequent training of the recruiters.

Yield Ratio Analysis

Yield Ratio is the percentage of applicants from a recruitment source that make it to the next stage of the selection process. If in a recruitment process 100 resumes are received, and 50 are being found to be acceptable then we can say that there is 50% yield. On the other hand, the **Cost of Recruitment (per employee hired)** would be determined by the formula:

$$=$$

Where,

SC = Source Cost

AC = Advertising Costs, total monthly expenditure

AF = Agency Fees, total for the month

RB = Referral Bonuses, total paid

NC = No-cost hires, walk-ins, non-profit agencies, etc.

H = Total Hires.

Recruitment Strategies in Dairy

Recruitment is of the most crucial roles of the human resource professionals. The level of performance of a Dairy depends on the effectiveness of its recruitment function. Dairy have developed and follow recruitment strategies to hire the best talent for their organization and to utilize their resources optimally. A successful recruitment strategy should be well planned and practical to attract more and good talent to apply in the organization. For formulating an effective and successful recruitment strategy, the strategy should apply in the organization. For formulating

and effective and successful recruitment strategy, the strategy should cover the following elements:

Identifying the Prioritizing Jobs: Recruitments keep arising at various levels in every organization; it is almost a never-ending process. Ii is impossible to fill all the positions immediately. Therefore, there is a need to identify the positions requiring immediate attention and action. To maintain the quality of the recruitment activities, it is useful to prioritize the vacancies whether to focus on all vacancies equally or focusing on key jobs first.

Candidates to Target: The recruitment process can be effective only if the Dairy completely understands the requirements of the type of candidates that are required and will be beneficial for the organization. This covers the following parameters as well:

- Performance level required: Different strategies are required for focusing on hiring high performers and average performers.
- Experience level required: The strategy should be clear as to what is the experience level required by the Dairy organization. The candidate's experience can range from being a fresher to experienced senior professionals.
- Category of the Candidate: The strategy should clearly define the target candidate. He/She can be from the same industry, different industry, unemployed, top performers of the industry etc.

Sources of Recruitment: The strategy should define various sources (external and internal) of recruitment. Which are the sources to be used and focused for the recruitment purposes for various positions? Employee referral is one of the most effective sources of recruitment in Dairy.

Trained Recruiters: The recruitment professionals conducting the interviews and the other recruitment activities should be well-trained and experienced to conduct

the activities. They should also be aware of the major parameters and skills to focus while interviewing and selecting a candidate.

Recruitment Policy in Dairy

A Policy is a standing plan, policies or directives provide continuous framework for executive actions on recurrent managerial problems. A policy assists decision-making but deviations may be needed, as exceptions and under some extra-ordinary circumstances. Such a policy asserts the objectives of the recruitment and provides a framework of implementation of the recruitment programme in the form of procedures. The essentials of policy formation may be listed as follows:

1. A policy should be definite, positive and clear. Everyone in the organization should understand it.
2. A policy should be translatable into practice.
3. A policy should be flexible and at the same time have a high degree of permanency.
4. A policy should be formulated to take care of all reasonable anticipated conditions.
5. A policy should be founded upon facts and some judgement.
6. A policy should conform to economic principles, statues and regulations.
7. A policy should be a general statement of the established rule.

Therefore, a well-considered and pre-planned recruitment policy, based on corporate goals and needs may avoid hasty decisions and help the organization to appoint the right type of personnel.

Selection Process in Dairy

According to Roe and Greuter (1989), it is important that selection procedures in an organization fulfill four main functions:

- ***Information Gathering:*** It involves generating information about the organization, the job, career, paths and employment conditions one the one

hand; and on the other, about the candidate including their experience, qualifications and personal characteristics.

- *Prediction:* Using information on past and present candidate characteristics as a basis for making predictions about candidates' future behavior.
- *Decision-making:* Using the predictions about candidates' future behavior as a basis for making decisions about whom to accept or reject.

Information Supply: Providing Information about the organization, the job and employment conditions to candidates etc.

Recruitment and Selection in Dairy

Recruitment stimulates people to apply for jobs to increase the hiring ratio. Selection on the other hand is a process to reject the good number of those, who apply, leaving only the best to be hired. Most of the Dairy in the state was both internal and external sources as and when required. Many people replied that their dairy units used only external sources while recruiting new candidates and most of the people of other dairy replied that their dairy units used only internal sources for recruitment. Hence, majority of Dairy unit in Bihar have been used both internal and external sources of recruitment.

The objective of selection process is to determine whether an applicant meets the qualification for the specific job in order to choose the applicant, who is most likely to perform well in the job. Selection is a long process commencing from the preliminary interview of the applicants and ending with the contract of the employment. In between the process, different types of tests applied to check the efficiency of applicant towards job. Most of the dairy organization applied interest and personality test. Some of the Dairy organization in Bihar used aptitude test, achievement tests during selection procedure. It has been found that different dairy organization uses different selection pattern depending upon their need and nature of the job.

From past decade the business organizations are more concentrating on the human capital because they are the most valued and most treasured assets.

Recruitment is the process of searching prospective employees to apply for the job posting in the sai yarntex private limited. Selection is the process of choosing an appropriate candidate among the job applicants. Selection process starts after the completion of the recruitment process.

Conclusion

Among the HRD practices recruitment and selection is the major functions of human resource management. Recruitment and selection is the first and second process in the employment process. Recruitment is the process of finding and attracting right people for employment. Recruitment process means to locate the source of workforce so as to meet job related requirements and skill or experience related specification. HR manager handling the recruitment function of the organization constantly facing new challenges, selection on the other hand starts after recruitment. Selection is the process of picking right man having relevant Qualifications and experience for filling job vacancies in the organization.

In Sudha Dairy employees are recruited by word of mouth, advertisement in newspaper and by the rural employment agency. Word-of-mouth and walk-in are the most commonly used method of recruitment in Sudha Dairy (SD). Selection in Sudha Dairy (SD) include practices like review of the applicants Qualifications, skill, experience, background, after face-to-face interviews the hired participants are said to go on one to two days job trial. The key objective of selection process in Sudha Dairy is to evaluate employers capability in Dairy environment.

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