

Comparative study of Human Resource Development practices in Public Sector and Private Sector milk processing organizations in Nashik region

Prof Sambhaji V. Mane

*School of Management Sciences, Swami Ramanand Teerth Marathwada University Nanded's
Sub Campus Peth, AUSA road, Latur Maharashtra, India - 413531

Abstract-

HRD practices in Public and Private Sector milk processing organizations in Nashik region were judged from 133 respondents of Management and employee category of Public Sector & 99 respondents of Private Sector by adopting proportionate convenience sampling technique and compared the existing HRD practices in both the sector; accordingly found their exit poor HRD practices in both public and private sector milk processing organizations in Nashik region, indicating the need for a drastic intervention to bring about a change for the better result and implying the HRD activity may be improved through suitable methods and effort. The HRD practice namely employee benefits in public sector and none from private sector was found at a 'good' level and neither of the HRD practices found at 'excellent' or 'outstanding' level in both the sectors.

Key words:

HRD practices, HRD, Policy, Public, Private, Milk organizations, Nashik, Comparism

Introduction

Human Resource Development practices are important to every business organizations irrespective of its sector and region. It helps organizations to convert its liability workforce to an asset workforce. Hence every organization in the world are trying to adopt scientific HRD practices and developing more and more productive workforce. This helps organizations to increase their sustainability in global cut throat competition and active participation of workforce in product development and innovation process.

The study "Human Resource Development in a Changing Environment" reported that, developed workforce is resourceful for the organization to increase its effectiveness and play a vital role in creatively coping with change and innovations. The study concluded the special characteristics of HRD in changing environment as, team building, team spirit in organizations and encouraging the personnel to grow and change, enabling individuals to solve complex problems more competently and developing a greater degree of commitment to change in organizations (*Ravishankar S., Mishra R.K., Sharma Motilal, 1988*).

Many private sector companies started implementing HRD practices in their organization. Companies all over the world recognize training and development of their human resources as the single major contributor to corporate growth, innovativeness, dynamism and prosperity. The Chairman of Wartsila Diesel India Ltd., at the company's sixth annual general meeting in Bombay on Aug 28, 1992 stated that, "they consciously promoted training inputs for all its employees; technical training in development of skills, product knowledge and power plant operation continued to demand the attention of technology school; Management Development Program through workshops, seminars and cross-functional task forces to encourage participation and to foster a vibrant, dynamic, customer-oriented team; organizations should tribute for employees due to the dedicated teamwork, commitment, foresight, continuing innovativeness, participative style of management and high standard of performance (*Sondni Mantosh, 1992*). 'The HRD expert in the field reported that, there is no one formula to retain talent by emphasizing significant learning aspect What is important is to capture and retain knowledge in the organization by creating system of documentation and coaching, organization must leverage the urge of employee to learn as a powerful retain tool, compensation is low order issue in retention, value, work culture, career planning and job design have a key role,

workplace should be a mean of fun and joy to the employees and organization's personnel policy should distinguish between high performers, high potential & high efforts' (Sriram Y., Bhaduri Abhijit, 1998).

Researcher feels that all organizations from public and private sector must have similar type of Human Resource development practices and should not have any change in its practices. The public sector organizations must compete with private sector organizations by adopting new age HRD practices in Nashik region which is being the most important agro based industry region. Hence, attempt has been made to compare existing Human Resource Development practices in Public and Private sector milk processing organization in Nashik region.

Literature review:

The researcher has reviewed various books, magazine, news paper articles, PhD thesis & MPhil dissertations in literature review and reported the facts.

A study on human resource development in selected public sector undertakings in Maharashtra and Goa, recommended separate selection board for appointment of board level posts, satisfactory personnel policies and long term training for the employees and appointment of Director (T&D), valid and reliable performance evaluation system and issue of appreciation letters to outstanding employees (Kolekar Bajarang D., 1987). 'New Work Culture' comments that, the organization would do the best by- developing a corporate culture, by making clear statements of its mission, values and guiding principles which all employees are required to follow and also by providing autonomy to workers, better Quality of work-life, participative management, co-operative participation, better communication, increasing the skill and competence of peoples, and a personal approach to people & their problems (Ghosh R., July 1987). "Pursuit of Management Excellence in Banks" states that, if an organization has to sustain its viability and optimize its growth according to parameters offered by the potential in the market place, then effort and investment in improving manpower assumes the highest priority for a business organization. He strongly urged for employees competencies build up, proper training program arrangement and proper performance appraisal systems implementation (Screwvalla Z.S., Feb.1988). Article 'Human Resource Management' emphasize on, commitment dimension of the employees; stated effective Human Resource Management practice is the key to excellence in an organization. Organization should develop workforce by under taking different policies and strategies in a way so as to increase their work commitment and dedication (Budhiraja V.M., 1989). Due to competition, industries have been compelled to bring in additional capital, develop new technologies, and find new methods in increasing workers contributions and changing altogether the existing systems. The new and complex technology has also been demanding new system of working and posing greater challenges for management (Akhilesh K.B. and Nagaraj D.R., 1990). In a research study, 'Personnel Practices in Small Scale Industries of Bangalore City- a survey' found that, majority of units did not have separate personnel department, not aware about manpower planning and did not have any HRM policies. Employees were recruited on temporary basis through personal contacts and walk-in type. Majority of the units did not have any policy on training and development. The study suggested that, they might hire a consultant on a 'permanent part-time basis', which will bring about increasing awareness to implement current knowledge in HRM and should give-up their old method of management and thoughts; they have to manage their business on scientific basis by analyzing their business problems and must change their attitude towards employees, as they are their real assets. Also they should implement HRD techniques to utilize their potential (Eresi, K. June 2001). Article "Performance Appraisal- an Important Managerial Responsibility" quoted that performance appraisal should be viewed as a beneficial process in HRD. It should be accepted as a normal management responsibility to review the performance of all employees and should also discuss its results with them regularly. According to the author

the key elements of an effective performance appraisal system are - clearly defined performance standards, an effective monitoring system, regular discussion of performance, and development of appropriate action plans as a consequence of the appraisal. These elements will help employees to ensure, accept and yield more desired benefits (*Simpson, Gordon L., 2004*). 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 failure to keep learning could mean stagnation in your career. You must incorporate continuing education into your career plan to remain competitive. At the heart of continuing education is the goal to keep you updated on the skills, trends, practices and principles governing a particular industry (*Wells, Nourisha. Jan. 14, 2005*)

Methodology

In Nashik region, there were four milk-processing organizations from public sector and thirty-five from private sector, in total, 39 milk-processing organizations were registered of which 33 milk-processing organizations - 4 from public sector and 29 from private sector were actually functioning. Out of these 33 functioning milk-processing organizations universe; 7 organizations were incorporated in the sample of the present study - 3 from public and 4 from private sector-by adopting the criteria as: only one organization from the district, well reputed organization, permission for research, organization with 5 years of registration and more than 30 employees, daily milk collection minimum of 5,000 lit. and plant handling capacity minimum of 20,000 lit/day.

In sample of selected organizations, public sector organizations were having 445 workforces and the private sector organizations 331 workforces, in total 776 workforces were working in Nashik region. As it was quite difficult to conduct survey for entire workforce; sample of 30% respondents were selected, 133 respondents from public sector and 99 respondents from private sector, in total 232 respondents were selected for the present study. Again out of the total respondents 48 belongs to management and 184 belongs to employee category and these were selected by adopting proportionate convenience sampling technique to accomplish the **objectives** of the study:

1. *To compare HRD practices being followed in public and private sector milk processing organizations under study and*
2. *To provide sectorial necessary adoptive measures for escalating effective HRD practices.*

Researcher collected primary data through survey method, non-participatory observation method, discussions and interviews and secondary data through documentary research method and unstructured interviews.

The geographical scope of the study covers the entire Nashik region of Western Maharashtra, 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 included urban and rural areas of Nashik region the spatio-temporal perceptions of individual employee's differ widely and have accordingly influences their responses.

Results and Discussions

The average management respondents' interviewed was male, mostly 26-55 years old, with an average service of 6-30 years. They had mostly joined supervisor/officer level in their 20 to 25 years of age after completion of diploma, UG, PG & PhD and all of them were members of employee association only in public sector. The average employee respondent interviewed were 18-55 years old, below H.S.C. qualified males with a veteran of 0 to 30 years. They invariably joined milk-processing organizations, as a worker and all of them were members of employee association in public sector only. Again, in public sector only Female category responded of both the categories were found & interviewed. The average personal profile of the respondents presented in Table 1.1

Table 1.1- 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 30	Diploma(IDD),UG, PG,PhD	Yes
2	Employee	Male	18-55	0 to 30	Up to HSC , UG	Yes

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

Table 1.2- 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 53	x 56	x 24	x 0	x 0	x 0 = 133 Respondents
	53 +	112 +	72 +	0 +	0 +	0 = 237 Total Score
	$= 237 \text{ Total Score} / 133 \text{ Respondents}$ $= \mathbf{1.7819 \text{ Mean Score}}$					
Highest possible Mean Score is 5.00 = 100 % Hence 1.78 = 35.63 %						

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 of Management and Employee respondents from Public and Private sector of Nashik region interpreted in above manner and presented in Table No.1.3.

The derived mean score of Public and Private sector HRD practice in Nashik region were used for plotting the line graph so as to compare the potential 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 1.3- HRD Practices Opinion Survey of Management and Employee Respondents from Public and Private Sector of Nashik region:

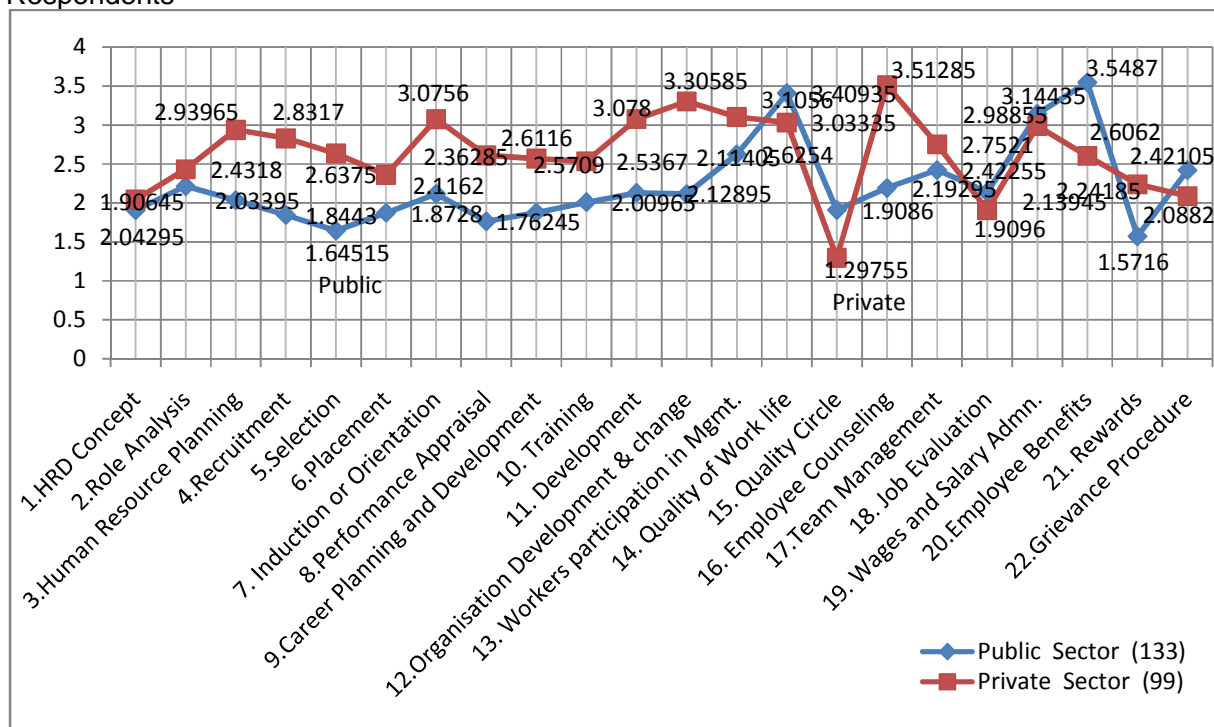
HRD Practices	Public Sector (133)			Private Sector (99)		
	Mgt. Resp. (19)	Emp. Resp. (114)	Mean Score	Mgt. Resp (29)	Emp. Resp (70)	Mean Score
1.HRD Concept	1.9035	1.9094	1.9064	2.1954	1.8905	2.0429
2.Role Analysis	2.2105	2.2193	2.2149	2.6207	2.2429	2.4318
3.Human ResourcePlanning	2.0789	1.9890	2.1784	3.1293	2.7500	2.9396
4.Recruitment	1.8772	1.8114	1.8443	2.9253	2.7381	2.8317
5.Selection	1.7105	1.5798	1.6451	2.7379	2.5371	2.6375
6.Placement	1.8421	1.9035	1.8728	2.4828	2.2429	2.3628
7. Induction orOrientation	2.1447	2.0877	2.1162	3.2155	2.9357	3.0756
8.Performance Appraisal	1.7588	1.7661	1.7624	2.7184	2.5048	2.6116
9.Career Planningand Development	1.9375	1.8163	1.8769	2.6034	2.5384	2.5709
10. Training	2.0895	1.9298	2.0096	2.5448	2.5286	2.5367
11. Development	2.1474	2.1105	2.1289	3.1103	3.0457	3.078
12.Organisation Development & change	2.1842	2.0439	2.1140	3.3046	3.3071	3.3058
13. Workers participation in Mgmt.	2.6526	2.5982	2.6254	3.1655	3.0457	3.1056
14. Quality ofWork life	3.4035	3.4152	3.4093	3.0000	3.0667	3.0333
15. QualityCircle	1.9298	1.8874	1.9086	1.3046	1.2905	1.2975
16. EmployeeCounseling	2.0526	2.3333	2.1929	3.4828	3.5429	3.5128
17.Team Management	2.5439	2.3012	2.4225	2.7471	2.7571	2.7521
18. Job Evaluation	2.1368	2.1421	2.1394	1.8621	1.9571	1.9096
19. Wages andSalary Admn.	3.1244	3.1643	3.1443	3.0031	2.9740	2.9885
20.Employee Benefits	3.5906	3.5068	3.5487	2.6092	2.6032	2.6062
21. Rewards	1.6140	1.5292	1.5716	2.3218	2.1619	2.2418
22.Grievance Procedure	2.4035	2.4386	2.4210	2.1954	1.981	2.0882

Findings and recommendations:

On the basis of data presentation, analysis and interpretation & comparative graphical presentation and analysis of HRD practices being practiced in public and private sector milk processing organizations in Nashik region shows that overall HRD practices in both the sectors were at fair, poor and very poor level indicating the need for a drastic intervention to bring about a change for the better result and implying the HRD activity may be improved through suitable methods and effort. The HRD practice namely employee benefits in public sector and none from private sector was found at a 'good' level and neither of the HRD practices found at 'excellent' or 'outstanding' level in both the sectors.

Sector specifically, in Public sector milk processing organizations of Nashik region, the HRD practices namely Employee Benefits only found at good level; Wages and Salary administration & Quality of Work life was at level fair level; Workers participation in Mgmt. at poor level & rest of the practices such as HRD Concept, Role Analysis, Human Resource Planning, Recruitment, Selection, Placement, Induction or Orientation, Performance Appraisal, Career Planning and Development, Training, Development, Organization Development & change, Quality Circle, Employee Counseling, Team Management, Job Evaluation, Rewards, and Grievance Procedure were found at very poor level and does not fulfill its avowed purpose. A worrying situation indeed!

Graph No 1.1- Comparism of HRD Practices in Public and Private Sector milk processing organizations in Nashik region based on Opinion Survey of Management and Employee Respondents



Graph No 1.1- Comparism of HRD Practices in Public and Private Sector milk processing organizations in Nashik region based on Opinion Survey of Management and Employee Respondents

In Private sector Milk Processing Organizations of Nashik region, the HRD practice namely Employee Counseling was found at good level; Induction or Orientation, Development, Organization Development & change, Workers participation in management and Quality of Work life were found at fair level; Human Resource Planning, Recruitment, Selection, Performance Appraisal, Career Planning and Development, Training, Team Management, Wages and Salary administration, Employee Benefits were at poor level and HRD Concept, Role Analysis, Placement, Quality Circle, Job Evaluation, Rewards and Grievance Procedure were found at very poor level.

Overall, poor existence of HRD practices in public and private sector milk processing organizations in Nashik region! An enlightened organization would initiate immediate drastic HRD interventions to prevent the situation from deteriorating further by designing effective HRD policy and developing good HRD practices. Management of the milk processing organizations needs to be design and re-design the existing HRD policy in line with standard practices so as to develop good HRD culture.

Researcher has suggested implementation of HRD practices in both the region scientifically as:

1. Appoint MBA-HR candidate as a HR/HRD officer/manager & establish HRM department wherever lagging.
2. Top management support HR manager in investigation of each HRD practices.
3. Encourage HR officer/manager to undertake HRD activities in the organization.
4. Develop strong HR policies if required in the organization
5. Find out HRD policy loophole in the organization.

6. Communicate HRD activities to all in the organization.
7. Involve employees in every HRD activities.
8. Arrange for employee training, development and counseling for the needy workers
9. Follow-up and successfully implement every HRD activity.

Conclusions

Overall, HRD practices in public and private sector milk processing organizations in Nashik region were judged on the basis of theoretical presentation and the analysis of the empirical data; accordingly it is concluded that in public and private sector milk processing organizations in Nashik region the HRD practices were at very poor level and need to be improve drastically by improving the existing HRD practices in order to sustain in global competition.

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