



Human resource development practices in mother dairy: An analysis

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Abstract

Human resource development is a newly emerging field of study. Although development of human beings has been in existence in some form or other since the beginning of civilization. A planned and systematic approach to HRD in the corporate sector emerged in the latter half of the 20th century. In the past, training was the only planned way of developing human resources. But, now HRD has emerged as an inter-disciplinary and integrated approach to the development of human resources. The present paper is a modest attempt to have a synoptic view on Human Resource Development Practices in Mother Dairy.

Keywords: dairy products, Indian dairy sector, human resources, HRD Practices, mother dairy

Introduction

In simple words, Human Resource Development (HRD) is an organised learning experience aimed at matching the organisational need for human resource with the individual need for career growth and development. It is a system and process involving organised series of learning activities designed to produce behavioural change in human beings in such a way that they acquire desired level of competence for present or future role. HRD is a process in which the employees of an organisation are continually helped in a planned way to:

- Acquire or sharpen capabilities required to perform various functions associated with their present or expected future roles.
- Develop their general capabilities so that they may be able to discover their own inner potentialities and exploit them to full for their own and organisational development purpose, and
- To develop an organisational culture where superior-subordinate relationships, teamwork and collaboration among different sub-units are strong and contribute to organisational wealth (or professional well-being) and motivation and pride of the employees.

Human resource development 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. Human resource development 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: An interdisciplinary concept

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. Human resource development has both micro and macro aspects. At the micro level, HRD is concerned with improving the skills, attitudes and behaviour of employees in organisational settings for the benefit of both the individual and the organisation. At the macro level, HRD involves improving the quality of life of people in a country. Development of people is done by providing the right environment wherein the individual may grow to his fullest stature and realise his fullest potential. HRD is a part of educational and developmental planning for nation's welfare.

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.

Mother Dairy-A trusted brand

Mother Dairy was commissioned under the flagship 'Operation Flood' project of the National Dairy Development Board (NDDB) in December 1974 and today the Company is a wholly owned subsidiary of NDDB. A trusted brand, known for its purity, safety and adulterant free quality milk has been serving the Delhi city for nearly 40 years and has become an integral part of the lives of the millions of people living in the city. Mother Dairy has been a market leader in the branded milk segment in Delhi and also markets milk to regions like Mumbai, Lucknow, Kanpur, Tirupati, Pune and Hyderabad.

The brand over the years has also evolved into a significant dairy products player with presence in the categories of Ice creams, Dahi, Misti Doi, Fruit yoghurt, Masala Chach,

Lassi, Flavoured milk, butter, cheese, UHT milk, etc. Mother Dairy also markets fresh fruit & vegetables, frozen vegetables, fruit pulps and juices under the brand name 'Safal'. The Dhara range of edible oil is also marketed by Mother Dairy and is available in all major locations across the country.

The Company in its consistent effort to stay connected with its stakeholders has launched a campaign with new corporate tag line –*Happy Food Happy People*. The tagline captures the essence that the Company is committed to bring happiness to every individual with its range offering pure, hygienic and adulteration-free high-quality products backed by the strength, differentiator and heritage of the brand over years.

Mother Dairy claims that in its effort to instil and create happiness in all the lives it touch, it live its notion of creating happiness for its employees through creating a workplace reality that is fulfilling and enriching for them. The organisation constantly listen to its employees and evolve its people practices. As a result of this, Mother Dairy has been recognized as a Great Place to Work by Great Place to Work Institute in their annual survey, where it has appeared at 62nd position among the top 100 best places to work and 5th in Manufacturing sector. Over a period of two years, its Trust Index has risen from 70% to 81%. HR practices of the organisation around the Concessionaire Management have been cited as Examples of Excellent practices across all the Organizations.

HRD practices in mother dairy

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.

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.

Summing-up

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.

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.

Employee welfare programmes like housing, canteen facilities, social security measures etc. play a vital role in the commitment of workers. In dairy industry there is wide coverage of welfare programmes, i.e. washing allowances recreational facilities, leave travel concession, co-operative credit society, canteen facilities, housing facilities, various loan facilities, consumer cooperative stores, allowances and a unique scheme for the deceased members of the family and other employee welfare programmes have great impact on employees that will obviously lead to commitment of the job.

In fact the managements have concentrated to extend employee welfare facilities in accordance with their financial viability. There is a greater need to introduce new employee welfare measures based on needs of individuals because present employee's aspirations are high in all

aspects of their life. Studies suggest that new schemes in the new economic environment might enable the employees of today to perform their jobs meaningfully. Besides the existing benefits, new measures like access of internet, opportunity for multi-skills learning, interactions with other executives are essential for the managerial personnel. Whereas in the case of the non-managerial personnel up gradation of skills, performance-linked incentives, autonomy of work, and empower to take decision will go a long way to make the young employees more committed.

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