CHAPTER-7
CONCLUSIONS AND RECOMMENDATIONS

This study was undertaken to examine the various aspects of human resource management in Markfed. All the relevant areas like organisation structure, human resource planning, recruitment and selection, career planning, performance appraisal and training were covered. Following are the main conclusions and recommendations of the study. It is hoped that these will amply demonstrate strengths and weaknesses of the organisation in the vital area of human resource management and would be helpful towards the betterment of the organisation and its employees.

Co-operatives have been an outcome of immense economic, social and political changes, which took place in the Eighteenth and Nineteenth centuries. They have evolved as a complex organisation and are an attempt to find a way out of the situation arising out of the evils of the new industrial society. In Indian context, our nation being based on the ideals of democracy and socialism they are the apt example of the socialistic system as incorporated in our constitution. Co-operative movement has fulfilled the needs of our economic and social fabric. The co-operative movement, which was necessitated to protect the interest of weaker sections of Indian society with the purpose of freeing the farmers from the grip of moneylenders, subsequently proved to be advantageous for the social and economic development of the entire country. The co-operative movement in India has completed hundred years of existence in 2004 and is imbued with social purpose and democratically based, is eminently suited to bring about the socio-economic transformation of the rural poor.

Co-operatives in Punjab are playing an incredible role for the upliftment of the poor and the overall development of the State. The Punjab State Co-operative Bank is the only financial institution covering all types of needs of a poor labourer, farmer, traders and artisans both business as well as domestic needs. The timely, adequate and easily accessible financial assistance provided by the bank has contributed substantially to the green, white and sweet revolutions in the State of Punjab. The Punjab State Co-operative Bank came forward for helping the people of Punjab for which they were earlier dependent on the moneylenders and commercial banks. The Punjab State Co-operative Agricultural Development Bank Limited has been doing a commendable job by providing long-term credit to the farmers for agricultural and allied activities. The bank has kept itself abreast of the changing
requirements of the society. The bank was earlier financing the farm sector only, but in order to provide opportunities for self-employment to the educated and skilled persons in the State, the bank started financing non-farm sector activities also. Thus, the bank has not only concentrated on the agriculturists but has also addressed to the need of unemployed youth.

Markfed represents the farmers of Punjab and is the Asia's largest marketing co-operative. It plays a key role as a catalyst for integrated development and growth in the rural areas of Punjab. It helps in stabilizing the market rates of farm produce, ensures supply of quality goods, helps in generating employment and contributes substantially towards earning foreign exchange. Markfed's contribution to Punjab's agriculture and industry has drawn appreciation from all quarters and has borne fruits in many ways. Milkfed has aptly concentrated on the dual objectives of providing remunerative milk market to the milk producers in the State by value addition and marketing of produce on one hand, and technical input, services to the milk producers for enhancement of milk production on the other. Housefed has succeeded in promoting and sustaining the housing co-operatives in Punjab, by advancing loans for construction, addition and alteration to the dwelling units in the State. Sugarfed has made an impressive journey by starting the first sugar mill of Punjab, in 1956. Today, it has fifteen sugar mills, which constitute sixty-five percent of the sugar mills in the state. However, the sugar industry in Punjab is in a state of financial crisis and the state government has been providing assistance to it.

Weavco has taken care of the cause of the weavers of Punjab by selling the products of primary handloom weaver's co-operative societies. Weavco's member societies demonstrate that the weavers of Punjab particularly those engaged in the handloom have deep sense of co-operative ideology and are working in co-operative sector for social strengthening of the society. Puncofed has played a pivotal role in creating enlightened membership and leadership for the co-operative sector, in Punjab, by imparting co-operative education and training to members, prospective members, managing committee members, salesmen, secretaries/managers of primary co-operatives and to guide and assist the people in their effort to build up and expand the co-operative sector and to serve as an exponent of co-operative opinion.

Labourfed has been assisting and promoting the working of labour unions and primary co-operative labour construction societies. It plays a central role in solving the problems coming in the way of the labour construction societies. Infed has been promoting
proper development of village small scale and cottage industries on co-operative lines by marketing its own goods like shoes, sports goods, soaps, handicrafts, hosiery, furniture etc. Thus, it has tried to keep the fabric of co-operatives intact at the village level.

Thus, we see that co-operatives have diversified their activities into new fields and have also created employment opportunities for the youth of Punjab. They have taken up the challenge thrown by liberalisation and globalisation by playing a central role in the economic development of the people of Punjab.

Human being is the most vibrant animal, with an infinite capacity to think, to create, to develop, to discover and invent, to produce, to feel, to love, to dream, to conquer, to master, to achieve, to give, to live, to play and to do as well as to destroy, to hate, and to kill. His behaviour is the most unpredictable. Development of human beings is, therefore, necessary not only for physical growth but for the spiritual realization, as well. A right environment where the individual may grow to his fullest stature and realize his fullest potentialities is all the more imperative. This is where the human resource management plays a vital role. The real strength of the country and organisation lies in the development of the human mind and body. Today, most of the larger public and private sector organisations in India are using the techniques and approaches of human resource management to develop their employees for the achievement of organisational goals with individual satisfaction and growth. To cope with the changing world, organisations are changing their approaches of working through human resource management. The basic philosophy of human resource management can be planned and monitored in ways that may be beneficial both to the employees and to the organisations. Human resources can be developed to an unlimited extent because of the never-ending potential of human beings. Each human being is born as something new, something that never existed before. Each is born with the capacity to win at life. Each has his own unique potentials, capabilities and limitations. Thus, it is the responsibility of the management to develop employees for the achievement of organisational goals. Material resources depreciate every year in value but human resources appreciate in value by acquiring greater knowledge, experience and efficiency.

Organisations are ever evolving and they are the backbone of management and the edifice of its success as it facilitates the interactions between people and their work. Without an organisation human beings are secluded entities since there will be lack of structural relationship between different departments, human beings and other resources to achieve the
desired objectives. The present structure of Markfed is not only systematic but formal as well. It has achieved the uniformity of designations and clubbing of functions, which was missing in the previous structures. At the same time the problem relating to the long chain of command has come into sight, which has slowed down the communication process by making it traverse through long and cumbersome channels, thereby retarding the decision-making and implementation processes.

Every organisation has certain goals to achieve and as organisations mature from simple to complex, they are characterised by a high degree of task specialisation. The grouping of activities in Markfed is functional, as it has put similar work in one organisational constituent or section called department, which has a functional or departmental head. Markfed has achieved task specialisation by systematically removing the duplicity of certain functions being performed by departments. The management of Markfed has been taking note of various discrepancies and inadequacies in its organisational structure and has been restructuring itself to meet the challenge of changed requirements. The new organisation structure is, thus, more systematic, organised and rational. However, clear possession of authority for effective performance of duties dilutes as one goes down the hierarchy. Most of the employees in Groups A, B and C expect a considerable change in the nature of their jobs with enhanced authority and responsibility.

In Markfed the staff experts have built themselves up as an important power centre. It is attributed to their knowledge and technical competence in their respective fields. The name of the MD and the AMDs is frequently used to convey the directives by the staff agencies. But this is not Markfed’s exclusive quandary. Line-staff controversy has acquired a larger shape and has become a universal problem.

The span of control at the level of AMDs is also large. The AMD (General) is looking after fifteen departments at head office and seventeen district offices whereas, AMD (Plants) controls seven departments at HO and nineteen plants in the districts. In addition, the junior officers also have a direct access to them. This hampers the efficiency of the AMDs as they are overburdened.

As regards the principle of unity of command it is intact in Groups A, and B. However, it is violated as one goes down which is not a sign of a healthy organisation because as soon as two superiors exercise authority over the same person, discipline is under
threat, employees feel uneasy and low spirited which ultimately results in chaos. In simple words, accountability to more than one boss results in confusion and conflict.

The organisation structure of Markfed as however, evolved over the years but initially the structure grew in a haphazard way but in the later years there was a systematic growth. Hence, the hypothesis that the organisation structure has evolved in an unstructured way holds good.

Human resource planning is one of the most key elements for the management of human resources. It explicitly considers the levels and types of human resources necessary to ensure the success of the organisation’s strategic plan. Markfed has written human resource policies in the form of common cadre rules, which helps in minimising the possibility of favouritism, inconsistency and confusion over rights and obligations. They help employees to decide about the ways their care will be taken during their term in the organisation and thus, they can enjoy a degree of certainty as to how they will be treated under varying circumstances. CCR have been amended from time to time thus indicating the vibrant nature of the management.

Human resource planning is the process by which an organisation ensures that it has the right numbers and kinds of people, in the right places at the right time doing the things for which they are economically most useful. In Markfed, human resource planning is a top down exercise as the MD and the AMD direct the programmes of human resource planning. There approach for determining the future need and supply of human resources is lacking. It should be an annual exercise, just like the annual budgetary exercise whereby the human resource requirements are reviewed in the light of projected business environment, growth or reduction projections in terms of operations, technological advancements and other allied factors. However, this practice has no place in Markfed.

The role of the Staffing Pattern Committee is also not very sound as it takes a very long time in reviewing the requirements. Sometimes it takes more than a year to decide about the changes in human resources requirements. Such lengthy time taken results in irrelevance of human resource planning because the planning of human resources done today is in context of prevailing circumstances, requirements and immediate future environment, whereas today’s business is fast paced and is characterised by fast changes. The approval by Board of Directors is also a difficult matter when it comes to downsizing. This is largely due to the leaning of the political masters towards the provision of employment. The approval
from Registrar, Co-operative Societies, is also a long process as any change in the number of
posts is subject to comparison with other co-operatives.

Human resource planning process is the basis on which the entire human resource
management of an organisation is made. Effectiveness of recruitment and selection processes
depends on effectiveness of the human resource planning exercise. It is a prerequisite to have
the knowledge of the nature and requirement of jobs. Such information is gathered through
job analysis-the writing the job descriptions and the preparation of job specifications. The
purpose of job analysis is to have a detailed account of tasks, determining the relationship of
the job to technology and to other jobs and examining the knowledge, qualifications or
employment standards, accountabilities and other incumbent requirements. The process of
job analysis is non-existent in Markfed. In other words, the process of studying and collecting
information relating to the operations and responsibilities of a specific job is not present in
Markfed. Also, Markfed has no human resource inventory and there is no summarisation of
employees’ skills and abilities. Thus, the organisation is denying itself the opportunity to
readily identify the employees with particular skills in order to satisfy its changing needs for
human resources. Therefore, the hypothesis that human resource planning in Markfed is
systematic is disapproved.

Quality performance is possible only with people and a well-planned recruiting effort
results in outstanding applicants, whereas an unstructured and piecemeal effort attracts
average performers. The first step in the process of direct recruitment and selection is the
creation of a pool of applicants from which the qualified candidates are selected for the
various openings or vacancies. For white-collar employees, Markfed relies on recruitment
advertisements in the leading newspapers and for blue-collar employees it depends upon the
employment exchanges, in first instance and if they are not able to meet its requirements then
it goes in for advertisements in leading newspapers.

In Markfed, the advertisements for recruitment are not effectively drafted, as they do
not include the job content, a realistic description of working conditions, job specifications
and growth prospects. They also do not speak about the profile and activities of the
organisation, which results in failure to make any impact on the job applicants. The job title is
given in the advertisements but the primary duties and responsibilities are not mentioned. The
advertisements are not only silent about the job summary, but also do not mention the
reporting relationships. The description about working conditions, machines, tools,
equipment and related hazards is also not given. As regards the compensation, the advertisements mention only the pay scale, but not other types and quantum of allowances and benefits.

With reference to the job specifications, the advertisements are broad and incomplete. They do not mention the training, judgment, initiative, communication skills and emotional characteristics required by the individuals to perform successfully on the job. Besides, the advertisements are also silent about the growth prospects thus leaving the candidates to wonder about the career opportunities offered by the organisation. Such inconsistencies make a large number of applicants eligible and subsequently the pool of applicant’s widens enormously. This results in time consumption during scrutiny of applications.

Campus recruitment has emerged as a cost effective and speedy method for recruitments. But Markfed has no policy for campus recruitments. However, the employees of Markfed are converse to it and feel that educational institutions and universities should be used for recruitment. Markfed receives a good number of unsolicited applications for employment. Such applicants represent a wide range of abilities but Markfed pays no attention to such applications, thus depriving itself of having a wider choice.

Markfed by and large depends on advertisements as the main recruiting method. However, as a matter of fact, this is the costliest source of recruitment as compared to other sources. Markfed needs to devise a cost effective recruitment source-mix. A wise and systematic method of recruitment will minimise the costs of selection and training, and result in an effective workforce. On the contrary, an ineffective method will result in wasted manpower. Since, the basic purpose is to interest a sufficient number of applicants, it may be worthwhile to reach a wider range of suitable and qualified candidates by making a proper use of all possible sources.

It is also interesting to note that Markfed has no printed application blanks or forms, for recruitment. The candidates submit information for employment on a plain paper. As a result in a large number of cases unwanted information is furnished and in certain cases, the needed information is not supplied. Consequently, a lot of time is wasted in the processing of such applications. On the other hand, the printed application forms concisely offer the factual information needed for assessing the candidate’s appropriateness. Printed application forms not only save time but also act as a useful device for storing information for later references.

There is also a lack of policy with respect to the number of candidates to be called for
interview in relation to the number of posts. Markfed also has no system to inform the unsuitable applicants about their not meeting the requirements of the job. It is thus, suggested that polite but firm letters of rejection may be sent to such candidates which will help Markfed in building up its standing of a good employer.

The process of interviewing in Markfed is partly structured and partly non-structured. The members of the interview committee probe selected aspects concerning the nature of the job, general questions, ranging from previous job experiences, educational qualifications to personal life and current affairs.

Proper placement of new employees is also lacking in Markfed. New employees are directed to join the concerned department where the respective head of the department provides instructions about the job. This results in employees wondering as to what is expected of them at the job. Besides leading to frustration, it may force the exit of such employees from the organisation.

There is no evaluation of recruitment and selection process in Markfed. Thus, the control mechanism for monitoring and feedback is non-existent. Thus, the process of shedding of inefficient employees is not practicable.

Markfed, since its inception, has been heavily relying upon the services of the employees of the various departments of Punjab Government. However, this dependence has considerably reduced in the last twenty years, which has largely been due to the fact that the most of the employees on deputation had lacked knowledge of work of Markfed and they, because of their political connections, got the postings for personnel convenience. It has also been found that besides blocking the promotional channels for internal employees, the deputationists also lacked identification with Markfed and were class conscious. Hence, the hypothesis that the recruitment policy is sound and relevant is disapproved as the recruitment policy lacks professionalism and is not in tune with time.

The organisation utilises its employees' abilities to the fullest and in return give its employees a chance to realise their full potential and grow. Career planning is not an event or an end in itself as it focuses on the development human resources for the attainment of exceptional results. It is the unearthing of employees' talents and encouraging their development for re-deployment.

Employee aspirations have undergone an amazing change, thus impelling the organisations to plan the careers of its employees systematically. Unfortunately career
planning in Markfed is slow paced. To improve its effectiveness, an organisation needs to blend the needs of the organisation with the innate aspirations of the employees. But in case of Markfed it seems that it is on the path to becoming a stagnant organisation, since there is a lack of sufficient avenues for career advancement. Interestingly, the employees have placed a high significance to the promotional avenues in determining the attractiveness of a job or career. This is more relevant for Group C employees, as they constitute a major portion of the workforce. They feel that the career advancement is very slow and most of the employees expect a considerable change in the nature of job and increased authority/responsibility. This calls for some introspection and Markfed needs to design a career planning model for its employees by analysing the employees’ attitude and potential.

Assessing employees’ performance is vital for accomplishing the organisational goals. Such systematic evaluation of the individual’s performance is done in a formal and structured way whereby an attempt is made to determine how the employee is presently performing and how effectively can he contribute in the future, so that the employee and the organisation mutually benefit. Hence, the hypothesis that career planning is systematic and in tune with the employees’ perceptions is disapproved, as there is no attempt to identify and merge the individual employee aspirations with the career opportunities offered by the organisation.

Markfed follows the system of annual confidential reports for evaluating the employees’ performance. It has two different types of performance evaluation formats—one for the Group A and B employees, which is comprehensive and systematic as compared to that of Group C and D employees. Though the performance appraisal system of the former is better but it is not scientific. It has been found that performance appraisal is more of a routine administrative exercise than a performance and talent-rewarding tool. The appraisal systems lack forward orientation as no attempt for judging the potential of the employee is made. The system of rating is also blemish. At every stage the next higher officer has the discretion to change the rating given by the junior officer and the final discretion lays with the Chief Executive i.e. the MD. For most of the employees performance appraisal is a ritual as favouritism plays a dominant and frequent role while appraising performance. There is also no system of appraisal interview, where the supervisor and the superior review the appraisal and make plans to remedy the deficiencies and reinforce strengths. An appraisal interview is very important as it gives the employee to understand his shortcomings and it also gives the employee to express his developmental needs for improving his job performance. Hence, the
hypothesis that performance appraisal is a performance and talent-rewarding tool does not hold good as there is no linkage between the performance of the employee and the reward mechanism.

In any organisation, training constitutes an unending process. It is necessary for elevating the skill levels and augments the versatility and adaptability of employees. It is a learning experience as it makes an everlasting change in individuals for improving their abilities to perform on the job. It involves the changing employees skills, knowledge, attitudes or social behaviour at all levels. Training is one of the most vital tools for the development of human resources. It contributes straight to the individual development and increases teamwork, strengthens inter personal relationship and collaboration; and trims down the wastages. Training also improves the productivity and efficiency along with improved quality and high morale.

In Markfed, training is not given adequate importance in Markfed. As soon as individual joins an organisation his training begins. He needs to be socialised into the organisation and apprised of the norms, culture, and expectations of the organisation. New employees also need to be provided the basic background information about the employer and such other information they need to perform their jobs acceptably. Surprisingly, no such induction training for new employees exists in Markfed, which is actually aims at introducing the new employees and the organisation to each other and facilitates them in acquainting and helping them accommodate each other. Its lack leads to jitters, which the new employees usually face on their first day of work acquiring the shape of reality shock. An effective orientation can help in minimising this shock by way of creating a sense of security, belongingness, and confidence among new employees.

In-house training is not prevailing in Markfed. Punjab Institute of Co-operative Training (PICT) conducts the training for employees of Markfed. The existing training system lacks scientific basis. PICT prepares the training calendar for the employees of Markfed without taking into account the training needs of the employees and such other areas of training, which may arise due to the technological changes. The success of any training and development program rests on the determination of training needs, the infrastructure arrangements available, the organisation and administration of training programmes and their evaluation and follow up. Therefore, effectiveness of training activities will depend to a great extent on careful and systematic identification of training needs of the organisation at the
macro level and those of the trainees at the micro level. However, the process of training need identification is not systematic in Markfed. In case of Group A and B the immediate superiors identify level employees the training needs through the performance appraisal. Interestingly, the appraisal reports are not being used for training need identification because in majority of cases, either the section of training needs in appraisal reports is not filled up or even when filled up, vague comments like – 'needs developmental training', 'needs wider exposure' etc. are given by the appraisers. This fails to serve any valuable purpose vis-à-vis training need determination. Surprisingly, there is no process for identification of training needs for Group C and D employees. It is also interesting to note that many employees have not attended a single training programme for the last five years.

Systematic selection of trainees is training programme, which is closely linked, with identification of training needs does not exist in Markfed. The personnel department provides the details of the training programme to the departmental heads who then nominate the departmental heads some employees from their respective departments to the training programme. The objective criterion for nominating employees to such training programmes is missing. Extraneous considerations such as convenience, personal influences etc. play an important role in the selection of trainees. Consequently, those in need of training often do not get the opportunity to attend the training programme and those unlikely to gain anything from training get the chance to attend it.

Proper evaluation of their effectiveness is a desirable characteristic of training any training programme. This built-in part of the training process is an attempt to obtain information (feedback) on the effects of a training program and to assess the value of the training in light of that information. Markfed is devoting a lot of money and efforts towards training programmes, due attention, however, is often not paid to the evaluation part. However, feedback from the participants is taken by PICT, which is generally restricted to asking the trainees about their liking or disliking for the program attended, with the help of formal questionnaires. Training activities aim at bringing the desired improvement in one or more of skills, knowledge and attitudes. A positive response of trainees about the utility of training programs may not be a definite indicator of the effectiveness of training. The first and foremost function of training is to provide new knowledge, new skills, and change in attitudes and behavior and its actual effectiveness can be judged only from a systematic study of the actual change in the desired behavior and performance, over an extended period of
time. Training is absolutely meaningless if it fails to bring about changes in any of these areas. Therefore, the hypothesis that the training process is methodical and training need identification is systematic stands disapproved as the training process is unscientific and the determination of training needs is conspicuously absent.

In a co-operative like Markfed, the need for human resource management is on the higher side. The personnel department, in Markfed, is responsible for managing its human resources. It has limited scope and inverted orientation. It is performing the routine activities like hiring new employees and maintaining personnel records. It is not playing the part of the strategic management in business. However, to keep pace with the times and to imbue fresh energy with respect to the human resources of the organisation, it is recommended that Markfed should have a full fledged human resource department, comprising of human resource professionals, which views people as an important source or asset to be used for the benefit of the organisation and employees. This human resource department will have distinct philosophy for creating culture and providing policies that promote mutuality-mutual goals, mutual respect, mutual rewards and mutual responsibility. The underlying belief is that policies of mutuality will elicit commitment, which in turn will yield both economic performance and greater human resource development.

Authority is the key to the management job. Since managers must work through people to get things done, management theory is necessarily concerned with a complex of superior-subordinate relationship, which is founded in the concept of authority. In case of Markfed, it is suggested that the superiors should delegate more authority to its employees. Empowering employees this way would not only result in enhanced and speedy performance, but would also increase the commitment of employees by raising their morale and esteem. Line and staff controversy is not a unique feature to Markfed. Today it is worldwide problem and probably no organisation can escape from it. However, it is suggested that the top executives should keep a strong vigil over their secretarial staff so that the staff, to get the work done from line agencies, does not unnecessarily use their name.

As regards human resource planning, it is suggested that Markfed makes it an annual exercise, in which all the departmental heads review their requirement of human resources, in the light of the changing business requirements. This will result in systematic approach for determining the future demand and supply of human resources. It is also suggested that the staffing pattern committee should play a limited role only and over a period of time should be
abolished. The role being played by it is actually that of the human resource department in close association with the line managers. Once the organisation creates the human resource department comprising of human resource professionals, the relevance of staffing pattern committee will automatically be subjected to question marks.

The organisation also needs to be active in appreciating the role of various human resource management techniques. One of them being job analysis. It is strongly recommended that a systematic analysis of all jobs be done and job analysis documents be prepared. Close to the job analysis documents are the human resource inventories. These are basically human resource information systems having computer-based application. It will catalogue each employee’s skills and abilities. This would as an active input in identifying availability of skill set required by the organisation, thus providing employees a chance for growth and would also help the organisation in redeployment.

As regards recruitment and selection, it is suggested that the organisation should not depend only on advertisements in newspapers, but should have a recruitment source mix. It is also recommended that the Markfed should utilise the campus source of recruitments for freshers. Management Trainees should not be recruited through advertisements in newspapers as it has high costs and is a lengthy process. It is suggested that Markfed prepares a list of business schools for its requirements of management trainees and conduct campus interviews. This will save cost incurred in conducting the written test as most of the business schools have tough written examinations and selection criteria. It is also recommended that for highly specialised jobs, Markfed should advertise in exclusive journals and magazines like Business India, Business Today, and Human Capital etc.

Advertisement for recruitment is the first contact between an organisation and the prospective employees. Thus it becomes imperative for Markfed to draft effective and complete advertisements. It is recommended that the advertisements for recruitment should include all the relevant components of job description and job specification. They should not keep guessing the applicants about the organisation profile, job contents, compensation and career prospects. Markfed should not ignore the unsolicited applications. It is recommended that Markfed maintains databank of such candidates and utilises it in case the profile some applicants’ matches the job profile. It is also recommended that Markfed devise an application blank for the purposes of recruitment. This will systematically achieve uniformity and will be easier in compiling the information regarding the particulars of the applicants.
As regards the career planning, it is recommended that the practice of fitting a square peg in a round hole be eliminated. The principle of seniority in promotions should not overshadow the principle of merit. Also, the management must eliminate the element of favouritism in promotions. The employees in Group C do not see many chances of career advancement and are stagnated. It is true that as one moves up the organisational ladder the number of positions reduce. Therefore, all employees cannot be promoted. Thus, it is recommended that Markfed holds career advancement workshops and organise career counselling for such employees.

As regards the performance appraisal it is strongly recommended that the organisation does away with the existing system of annual confidential reports and replaces it by an open appraisal system, which unlike annual confidential reports would give the employees to participate in their evaluation process. This will give employees an opportunity for self-reflection and help them in improving their performance. It is also recommended that the career growth of employees in terms of increments and rewards be strictly linked to the performance appraisal. It is also recommended that some training programmes on objectives and problems of performance appraisal be organised for the appraisers. This will help in minimizing favouritism and achieve objectivity in performance evaluation.

As regards training, it is high time for the organisation to wake up and appreciate the importance systematic and scientific approach. It is strongly recommended that superiors be given some training to identify the training needs of their subordinates. This will help in reducing the vagueness while defining the training need and foster objectivity. It is also recommended that the identification of training needs be done through the performance appraisal for Group C and D employees. The record of each employee’s training needs should be maintained and used while selecting the trainees for a training programme. Further, it is suggested that the employees should also be encouraged to express their views with respect to the training inputs they require. It is also recommended that this training need assessment be done prior to the formulation of training calendar by PICT. On the basis of training needs of employees, Markfed should prepare a training calendar for its employees and send it for implementation by PICT. However, if a desired training need is not covered then Markfed should press hard upon PICT to arrange for such training inputs. It is also
recommended that the organisation devise its own method to gauge the effectiveness of a training programme. It is not wise to leave the evaluation part to PICT. Such evaluation will help in monitoring the performance of the employees.

In the present study, an attempt has been made to investigate various issues related to the human resource management in Markfed. It reveals those specific areas of human resource policies and practices, which require management’s attention in order to plan, attract, develop, motivate, utilise, reward and retain its human resources more effectively. It also highlights the relevant strength areas of the organisation that may be capitalised upon. The study also indicates some of the useful areas for further research, besides supporting, modifying or disputing some of the previous research findings and prevailing beliefs about human behaviour in organisations. It is hoped that this unpretentious effort would be useful to all those, who may be concerned with the subject of human resource management. This study is a humble effort in the vast arena of human resource management in the co-operatives. It somehow contributes a drop in the ocean of knowledge.