CHAPTER TWO

RESEARCH METHODOLOGY
2.1 Objectives of the Study

The main objectives of this study are:

1. To review the existing literature and understand Human Resource practices trend in Dairy Companies of India
2. To review the Human Resource Practises of Private Dairy Companies of Jaipur, Rajasthan
3. To study Recruitment & Selection, Training & Development, Performance Management System and Compensation & Benefits of Private Dairy Companies of Jaipur with respect to benchmarking organisation, i.e. Mother Dairy, Delhi.

2.2 Hypothesis

“Human Resource practises of Recruitment and Selection, Training and Development, Performance Management System & Compensation and Benefits followed by Private Dairy companies are same as that of Human Resource Practices adopted by benchmarked dairy company i.e. Mother dairy, Delhi”
2.3 Universe of the Study

This chapter contains the methodology of the study which contains the research design, research population, case study organisation, sample and sampling procedure, data gathering instruments and method of data analysis. Private Dairy Companies of Jaipur will be studied to understand the Human resource Practises followed in their system in comparison with the HR practises of Mother Dairy, Delhi being a benchmark company of Private Dairy Sector of India. There are following Private Dairy Companies in Jaipur:

- Lotus Dairy Products Pvt. Ltd.
- Reliance Foods Pvt. Ltd.
- Paayas Milk Producer Company Ltd.
- Dairymax (Dharampal Satyapal Group)
- Govindjee Dairy Milk Pvt. Ltd.
- Sahaj Agrofarm India Pvt. Ltd.
- Shri vardhaman Milk dairy Pvt. Ltd.

Apart from these there is Rajasthan Cooperative Dairy Federation (RCDF) which is the state level Dairy cooperative organisation.

Due to limitation of time, the researcher has chosen three private dairy companies of Jaipur out of these i.e. Lotus Dairy Products Pvt. Ltd., Reliance Foods Pvt. Ltd. & Shri Vardhaman Milk dairy Pvt. Ltd. have been selected for study as representative Sample of Universe and primary data collection against benchmarking Dairy Company i.e. Mother Dairy, Delhi.


2.4 Scope of the study

This project aims to conduct a comprehensive research in dairy sector of India. Due to the multidimensionality of the HR nature, the subject covers various interdisciplinary aspects of HR in private sector dairy organizations. In response to this variety of HR, a multi-perspective approach is planned to analyse the HR practices through examining various dynamics of dairy sector of India. The outcome of the study will serve the multipurpose tasks of implementation approaches and help policy makers to have holistic view on the issue. The research will cover the following areas of concern:

Current HR status

The study highlights the sorts of HR practices prevail in this sector and kind of forces which are driving to these norms. The analysis of current practices may help in understanding the existing patterns and overall scenario of human resource management issues in dairy sector of India.

Major Human Resource practices adopted by Dairy Industry

The Indian dairy sector by following identified best HR practices model, with essential modifications can bridge the gap between local and internationally accepted model. The research has brought forward the summary of best HR practices, could be tested in the local environment of dairy sector.

- **Recruitment and Selection**: -- The best practices can bring valued results, if incorporated in the job description and job specifications of dairy professional/officers. The study has made this significant attempt and developed job description and job specifications, which may help the officers to act on best HR practices.
Training and development: -- The trainings of dairy professionals consume huge budgets of livestock and dairy development department, Government of the India. The spending of such mammoth amount could be at risk, if training modules are launched without adequate research. This research made an effort to highlight the exact training needs of dairy professionals. The research based training programs will add high values to the training and intensify its impact on the stakeholders, especially the farmer.

Performance Management System: -- The major aim of recruitment & training is to facilitate & improve the performance of human resource working in the organisation. The performance appraisal needs to identify different performance indicators for various dairy professionals working in different capacities. It is important to develop a yard stick to measure performance of HR working in organizational hierarchy. The research will also throw light on the performance management systems and will propose effective guidelines to formulate it.

Compensation and Benefits: -- Being adequately paid plays a vital role in satisfying an employee and directly impacts individual sustenance. Compensation & Benefits include not only salary but involves all direct and indirect benefits being given to the workforce entities in return to their contribution for the firm. The study will explore the impact outcomes of the compensation and benefit structure of the private dairy companies and suggest for the development for a more sustainable compensation and rewards system.

Finally, this research report develops and recommends policy guidelines for policy makers’ along with managerial implications and proposes future avenues of research. The study makes a significant contribution in the available literature and source of insights for the world of practices in private dairy sector.
2.5 Period of the study

Research will be based on the trends and information of last five years i.e. Year 2012 – 17, due to tremendous systemisation and improved scenario brought in Indian dairy Industry by National dairy Plan Phase – I implemented by National dairy Development Board of India.

2.6 Nature of the Study

The study will undertake the design of an observational Descriptive research providing important facts & characteristics of human resource practises followed at private dairy companies of Rajasthan. This design is selected to describe the insights of dairy sector HR system and propose effective planning. The aim of the study is assessing overall Human Resource practices with respect of benchmarking Human Resource policies.
2.7 Research design:

The design used for this study is a descriptive survey, thus data was systematically collected at a standardised time, analysed and presented to give a clear picture of Human Resource practices at the Dairy Department. A descriptive research could be used in that it is basically designed to find out the existing situation of a particular phenomenon of concern. In other words, a descriptive research can deal with the relationship among non-manipulated variables. In descriptive research, the events or conditions either already exist or have occurred and the researcher mainly selects the relevant variables for an analysis for their relationships. This type of research is a systematic attempt to collect information from members of an identifiable population particularly, employees of Dairy Companies. The rationale for using the descriptive survey is that it helps in telling what the situation is in a systematic manner; it involves collection of accurate data for the purpose of determining the current nature of the subject of study thus impact of Human Resource Practice on Dairy Sector employees; it also involves formulation and testing of research questions by describing the situation and using logical methods for inductive-deductive reasoning to arrive at generalizations. The descriptive survey follows specific procedures and makes possible interpretation of data collected. Here, research questions are raised and answered in a descriptive way. Any other person therefore can follow the same procedure and come out with the same results. The descriptive survey reduces individual values; beliefs and tendency of the researcher since there are laid down procedures to follow. The descriptive survey also supplies the researcher with tool which is simple for the collection of data for the study.

As the scope of study needs respondents from Private Dairy Companies of Jaipur, operational level employees and HR Managers from Lotus & Reliance
will be randomly selected and will be compared with benchmarking organisation i.e. Mother Dairy.

Other firms without standard Human Resource structure will be excluded from the analysis because of absence of Systematised Human Resource Policies & regular Manpower system. Probability Sampling design method of simple random sampling will be used to choose the respondents. Data will be collected from the capital city of Rajasthan i.e. Jaipur, which is rich in production & marketing of the dairy products.
2.7.1 Sample Design

Martins, Loubser and Van Wyk disclose that the population is the total of elements from which the sample is drawn. Aaker, Kumar and Day concur, but add that it is necessary to find the target population. In the case of this study, the target population for this study are the on roll operational level employees of Dairy Companies of Jaipur. The operational level employees of dairy industry are used because of Human Resource Practices affects them directly.

Sample and Sampling Procedure:

Martins et al. stated that sampling involves defining the population, identifying the sample, selecting the sampling method and sample size. As was explained above the applicable target populations in this research study was identified as the operational level employees, who are directly influenced by the HR Practices accepted in the Dairy industry. Various sampling methods exist, such as probability sampling which includes random sampling, systematic sampling, stratified sampling, etc., and non-probability sampling which also includes purposive, convenience sampling, and many more.

In all types of research, it would be perfect to test the total population, but in most cases, the population is just too high that it is impossible to include each individual. Due to this reason most researchers depend on sampling techniques and the most common sampling techniques is convenience sampling.

The sample methods used include the systematic sampling and purposive sampling techniques. The systematic random technique was used to determine and select respondents from the sample frame for the study. The purposive sampling technique was also used to determine and select key officials of the operational level with managerial responsibility for Manpower and operational management in the Department.
To calculate the target population of study we have considered the office based on - roll operational level employees of **Mother Dairy** and Private Dairy Companies of Jaipur i.e. **Lotus Dairy, Reliance Dairy & Shri Vardhman Dairy**.

At present, on roll employee strength of Mother Dairy, Delhi is 3500 (Year 2017), whereas Private Dairy Companies of Jaipur i.e. Lotus & Reliance possess around 120 & 70 on roll employees (2017) respectively. As per normal practices, Manager – Operational Staff ratio of dairy industry is 1 : 9, the resultant strength of operational level employees of Mother Dairy, Delhi is 3150, whereas Private Dairy Companies of Jaipur i.e. Lotus, Reliance, Shri Vardhman consist of around 108, 63, 72, 40 on roll operational employees (2017) respectively. To obtain the required sample size representative of the employees, below table developed was used.

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Figure 4: Determine sample size from a given population where N is population size and S is sample size *(Source: Determining sample size for research activities by Krejcie & Morgan, 1970)*
From the table, a population of 3150 for Mother Dairy gives a sample size of 246; therefore, the sample size for this population is 246.

From the table, a population of 108 for Lotus Dairy gives a sample size of 86, therefore, the sample size for this population is 86.

From the table, a population of 63 for Reliance Dairy gives a sample size of 56, therefore, the sample size for this population is 56.

From the table, a population of 40 for ShriVardhman Dairy gives a sample size of 36, therefore, the sample size for this population is 36.

For conducting a comparative study of Human Resource Practises of Selected Private Dairy Companies of Jaipur with Mother Dairy, Delhi, minimum sample size amongst all i.e. 36 is applicable to establish the comparative analysis between the data responses collected from all these companies. But the average number of filled questionnaire received from the respondents is 34 for each individual company, and as per the thumb rule proposed by Roscoe (1975) for determining the sample size, stating ‘Sample size larger than 30 and less than 500’ are appropriate for research, the achieved number of respondents is considered for the study.
2.7.2 Data collection Design

To describe the characteristics of Dairy Industry Employee retention and to determine the frequency with which characteristics of talent Acquisition are associated with it with the help of primary data collection & secondary data available in this field.

Respondents are selected from two selected private dairies and one benchmarking Dairy using simple random sampling. Primary data will be collected through survey questionnaires, exploring the best HR practices by personal visit and conversation. The study will also include in-depth interviews from the management of private sector dairy department, senior officers, dairy professionals and operational managers.

Tools of data Collection:

Source of primary data: Structured Questionnaire will be prepared to gather primary data by personal visit and conversation. Data will be collected from the operational level employees and management persons of selected dairy units through interaction and interviews with executives and managers of dairy units. In depth Interviews with Dairy personnel will be conducted to get detailed information.

Source of Secondary data: Numerous publications of local governments (both state and central government), Foreign governments of international bodies and their subsidiary organisations, Technical journals, Books, Magazines and Newspapers, Reports done by research scholars, universities, economists, etc., public records and statistics, historical documents, and other sources of published information to be used. It would also be used as a source to model scientific instrument (questionnaire) for primary data collection.
2.7.3 Analytical Design and Interpretation of Data

Qualitative data collected from questions responded & written comments along with Interview responses and Focused Group Discussion will be condensed & tabulation of data will be generated using MS - Excel. Additionally it will be used as Data will be cleansed and cross checked.

For processing Content Analysis, Questionnaires will be coded and data will be entered in latest version of excel. Data analysis and tabulation was generated by excel. As per scope of the study cross tables, exploring a sector wise comparison of facts will be generated and interpreted. Hypothesis testing tools from Excel will be applied to check the association of variables.

Data analysis and tabulation of findings will be generated by Excel and formatted into relevant presentable manner.

**Content Analysis** will be done by following the procedure described below:

Knowing / Understanding the data:

- Data will be understood by reading & rereading the text and figures collected.
- Any recording will be transcribed
- Checking the quality of the data. Is it complete and understandable? Is it likely to add meaning and value? Was it collected in an unbiased way?

Focus the analysis

- Review the purpose of the evaluation and relating with the facts intended to find out by primary data collection
• Based on the ‘getting to know the data’, constructing few questions that are required from the analysis to answer
• focus your analysis by question, topic, time period, event, management personnel & group of employees

Categorising the information: Coding of data will be done. Labels & codes will be given to the themes and ideas found

• Pattern will be identified
• Organisation into coherent categories – MS Excel will be used to organize and categorise the data

Identification of patterns and connections within and between categories:

• Sorting and assembling all data by theme
• Sorting and assembling data into larger categories
• Counting the number of times certain themes arise to show relative importance (not suitable for statistical analysis)
• Showing relationships among categories

Interpretation – Would be brought all together: After completion of all processes of analysis mentioned above, evolving learning’s from analysis will be carefully observed and recorded. The meaning and reflection of categories and pattern will be clearly described.

Thus the final learning will be recorded for drawing conclusion of the study.
2.7.4 Hypothesis Testing

**Null Hypothesis**

$H_{01}$: Human Resource Practices of Recruitment and Selection followed by Private Dairy companies are in line with Human Resource Practices of Recruitment and Selection adopted by benchmarked dairy company i.e. Mother dairy

$H_{02}$: Human Resource Practices of Training and Development followed by Private Dairy companies are in line with Human Resource Practices of Training and Development adopted by benchmarked dairy company i.e. Mother dairy

$H_{03}$: Human Resource Practices of Performance Management followed by Private Dairy companies are in line with Human Resource Practices of Performance Management adopted by benchmarked dairy company i.e. Mother dairy

$H_{04}$: Human Resource Practices of Compensation and Benefit followed by Private Dairy companies are in line with Human Resource Practices of Compensation and Benefits adopted by benchmarked dairy company i.e. Mother dairy
2.8 Rationale of the Study

Due to less awareness of best human resource practices, the private dairy organisations of India have been underutilized and uncompetitive in the world market. The functioning of an organization largely depends upon several remarkable components, managed and expert manpower system occupying the central role for the accomplishment of organizational goals. In this context, organizations are making more investment into Benchmarking of Human resource Practises, which currently is a challenge. What are the best HR practices that can improve the situation in private dairy sector is the question, demands comprehensive research for answer.

2.9 Limitations of the Study

- The study does not include foreign Dairy Companies as their organizational policies and orientation have been found to be different from Dairy companies of Indian origin
- The number of respondents though drawn from the managerial cadre is varied in terms of age groups, gender, income levels, occupation, education etc., which may lead to differences in perception on various dimensions.
- Collecting data properly from employees become difficulty due to the time constraint and busy schedule of the employees
Chapter 2 References

- Bailey, K., 2001, ‘Opportunities for Success on Small Dairy Farms’


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