

The Role of Human Resource Management in Dairy Industry: with Reference to Selected Dairy Units in Andhra Pradesh: A Comparative Study

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ABSTRACT

Human Resource Management (HRM) is a new way of thinking about how people should be managed as employees in a workplace. Human Resource Management is a strategic and coherent approach to the management of an organization most valued assets the people working there who individually & collectively contribute to the achievement of its goals. Human Resource Management is a Philosophy of people management based on the belief that human resources are uniquely important to sustained organization success. An organization gains competitive advantage by using its people effectively drawing on their expertise & ingenuity to meet clearly defined objectives. The main aim of the report is to study the regarding the HRM practices of Manpower planning, Recruitment, Selection, HRD (Training and Performance appraisal and Career Planning and Development). Within the report, a lot of empirical information was collected, systematized and analyzed, the main part of which is Presented in this report. The received findings could be implemented in forming of role of HRM in the dairy industry improving the methodology for collecting statistical information of the respondents, as well as for designing an perception of the respondents by using the percentage methods in SPSS 17.0 and statistical tools are used for the study (like Correlation and ANOVA, Cronbach Alpha Test).

Keywords: HRM, Manpower Planning, Recruitment and Selection, HRD (Training and Performance appraisal and Career Planning and Development).

INTRODUCTION:

Human resources have been recognized as an indispensable input for the organizational effectiveness and efficient management. This resource has assumed a critical role to play in the performance and success of the organizations. The effectiveness of management depends upon optimum utilization of different resources such as men, money, material, machines, methods, marketing etc. From the many factors listed above, Human Resource is an important factor because they can think, plan & arrange the work successfully towards the predetermined goals & objectives. Human resources are not only an important factor of management but they also play an important role in executing different functions such as planning, organizing, staffing, directing, coordinating & controlling. Motivated human resources play key role in the success of an organization. Optimum utilization of this valuable resource becomes specialized branch of Management i.e. Human Resource Management.

Human Resource Management (HRM) Roles include:

(i) Apply quality & productivity principle to improve HRM function. (ii) Make policies clear, consistent and complementary or 'synergistic'. (iii) Facilitate implementation of quality & productivity interventions. (iv)

Attention to such functions as staffing, training, appraisal & compensation to ensure fit with organizations goals: if goals change, function need to change. The following heads are:

Manpower Planning:

Manpower Planning which is also called as Human Resource Planning consists of putting right number of people, right kind of people at the right place, right time, doing the right things for which they are suited for the achievement of goals of the organization. (a) Analyzing the current manpower inventory, (b) Making future manpower forecasts, (c) Developing employment programmes, (d) Design training programmes. (II) Recruitment: Recruitment is of two types they are Internal and External Recruitment: (a) Internal Recruitment - a recruitment which takes place within the concern organization. Internal sources of recruitment are readily available to an organization. (1) Internal sources are primarily three types: (i) Transfers, (ii) Promotions (through Internal Job Postings) and (iii) Re-employment of ex-employees. (b) External Recruitment - External sources of recruitment have to be solicited from outside the organization. The external sources of recruitment include-: Employment at factory gate, Advertisements, Employment exchanges, Employment agencies, Educational institutes, Labour contractors, Recommendations etc.(III) Selection: Employee Selection is the process of putting right men on right job. It is a procedure of matching organizational requirements with the skills and qualifications of people. Effective selection can be done only when there is effective matching. By selecting best candidate for the required job, the organization will get quality performance of employees. Moreover, organization will face less of absenteeism and employee turnover problems. Selection involves choosing the best candidate with best abilities, skills and knowledge for the required job.

Human resource development:

HRD as those learning experience which are organized, for a specific time, and designed to bring about the possibility of behavioural change". Human Resource Development (HRD) is the framework for helping employees develops their personal and organizational skills, knowledge, and abilities.

REVIEW OF LITERATURE:

Review of the related literature, allows the researcher to acquaint him with the findings of some of the earlier research studies and the method adopted therein. Such review of literature connected with the HRM PRACTICES of the study in the dairy units consistent with the review of literature is presented under the following heads:-Studies conducted to determine the Human Resource Management (HRM) Practices of (1) Manpower planning, (2) Recruitment and selection, (3) Human Resource Development (Training, Performance Appraisal, Career Planning and Development).

Studies on Human Resource Planning, Recruitment and Selection and HRD:

Armstrong views Human Resource Management (HRM) is a strategic and coherent approach to the management of an organization's most valued assets-the people working there who individually and collectively contributes to the achievement of the objectives. HRM involves all management decision and practices that directly affects the people or human resources, who work for the organization. (2) Omoankhanlen Joseph Akhigbe (2013) Human Resource Planning: A Key Factor in Ensuring the Effectiveness and Efficiency of Organization. This paper investigates the relative influence of human resource planning (HRP) on the effectiveness and efficiency of Organization. Effectiveness – being the degree to which the organization is successful in achieving strategy, mission, and vision. Efficiency – being how well the organization uses its resources (financial, human, physical, information). The paper is stating that the achieve the goals..

Ms.G.Karthiga (2015), Recruitment and Selection Process Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the organization. Selection may be defined as the process by which the organization chooses from among the applicants, those people whom they feel would best meet the job requirement, considering current environmental condition. In today's rapidly changing business environment, organizations have to respond quickly to requirements for people. Hence, it is important to have a well-defined recruitment policy in place, which can be executed effectively to get the best fits for the vacant positions. Selecting the wrong candidate or rejecting the right candidate could turn out to be costly mistakes for the organization. (4) Mohsin Nadeem (2010)¹Role of Training in Determining the Employee Corporate Behavior with Respect to Organizational Productivity: Developing and Proposing a Conceptual Model In this research, the researchers have proposed a model which focuses on the impact of effectual corporate behavior on organizational productivity. The researcher examined the relationship between key

variables of corporate behavior i.e. employee commitment, employee motivation and job satisfaction on organizational productivity with assistance of training. Previous literature and my research reveal a positive correlation between the effective corporate behavior and productivity but with the aid of training and by controlling unobserved heterogeneity and potential endogeneity.

Maimona Jabeen (2011)¹ Impact of Performance Appraisal on Employees Motivation Appraisal is very significant tool inside the man supremacy management, stipulation it is conduct properly along with reasonably, it can carry out the organization to their ambition and the employees determination accomplish their wellbeing. Within this manuscript I study the sound possessions of concert assessment consequences taking place the staff enthusiasm. "The aptitude to craft superior verdict Vis-à-vis populace corresponds to solitary of the preceding steadfast foundation of workforce assessment, while exceptionally hardly any association is good by the side of it. (6) Eliza Antoniu¹ (2010) Career Planning Process and Its Role in Human Resource Development In his paper addresses specific questions on career planning, activity which plays an increasingly representative role in the human resources management. People were always concerned about choosing and building careers to meet their needs and aspirations. Career planning process involves both individual and organization responsibility. In the contemporary business environment, highly competitive, we find that career management responsibility rests increasingly on the individuals. Organizations also play an important role; its need to have and maintain a competent staff, considered as the main source for obtaining competitive advantage, most advanced companies develop and apply an integrated management career system, beneficial both for themselves and for their employees.

METHODOLOGY OF THE STUDY:

In this Research Methodology includes the Statement of Problem, Research Gap, Objectives of the study, Hypothesis of the study, and Data Collection. The researcher also described the processing of data by adopting the Statistical Tools of the study are Mean, Standard Deviation, Cronbach Alpha test, Correlation and ANOVA, and Limitations of the study.

Statement of the problem:

The Statement of the Study is stating that the Role of the Human Resource Management (HRM) Practices of the selected Variables of "Manpower Planning, Recruitment and Selection, Human Resource Development – HRD (Training and Development, Performance Appraisal and Career Planning and Development) in the selected dairy units in Andhra Pradesh, a comparative statement has been under taken for this study.

Objectives of the study:

(1) to study the perception of the employees on role of HRM Practices in the Selected Four Dairy units in Andhra Pradesh, (2) To analyze the Impact of the Human Resource Management (HRM) in the Selected Four Dairy units in Andhra Pradesh, (3) To offer suggestions to Improve the Human Resource Management (HRM) in the Selected Four Dairy units in Andhra Pradesh.

Hypothesis of the study:

(1) Null Hypothesis: Ho: There is no significant relationship between HRM practices and the four dairy units, (2) Alternate Hypothesis: H1: There is significant relationship between HRM practices and the four dairy units.

Data collections:

The information and data for the present study has been obtained from both the primary and secondary resources from the select the Four Dairy units of Andhra Pradesh. (A) Primary Data: The researcher has collected the data by distributing the questionnaire to respondents in four dairy units such as Heritage Dairy, Jersey Dairy, Dodla Dairy, and Thirumala Dairy. The data was collected through observation and interviewing the respondents. (B) Secondary Data: Available Books, Thesis and Dissertation, Published research studies, journals, reports, articles, research papers, etc. Data through internet source and Annual Reports of the selected Dairy.

Universe and Sample Size:

Simple Random sampling technique was adopted to choose the respondents from the universe in the selected dairy units under study.

Table 1: Universe and sample size:

S.No	Dairy Units	Total		
		Universe	Sample%	Sample Size
1	Heritage Dairy	1500	75	75
2	Thirumala Dairy	1500	75	75
3	Jersey Dairy	1500	75	75
4	Dodla Dairy	1500	75	75
Total		6000	300	300

From the Table 1 stating that the four Dairy units of Heritage Dairy, Jersey Dairy, Thirumala Dairy and Dodla Dairy of total employees are 6000, the sample size are taken at 5% in Heritage Dairy, Jersey Dairy, Thirumala Dairy, Dodla Dairy . The filled questionnaires are collected in Heritage Dairy-75, Jersey Dairy-75, Thirumala Dairy-75, and Dodla Dairy 75.

RESPONDENTS OPINION ON HUMAN RESOURCE MANAGEMENT IN SELECTD FOUR DAIRY UNITS UNDER STUDY:

The respondents in the four Dairy units of Heritage, Thirumala, Jersey and Dodla are satisfied with the variables of the study are Manpower Planning, Recruitment and selection, Human Resource Development (Training Performance Appraisal and Career Development). The researcher used the statistical tools of Mean and standard deviation of the four Dairy units. It states the mean values of employees are satisfied with the parameters of the study.

Table 2: what is the overall opinion on the HRM practices in the Dairy Unit:

S.No	Opinion	Dairy Units									
		Heritage		Thirumala		Jersey		Dodla		Total	
		F	%	F	%	F	%	F	%	F	%
1	Excellent	01	1.3	01	1.3	02	2.7	02	2.7	06	2
2	Very Good	02	2.7	20	26.7	10	13.3	10	13.3	42	14
3	Good	59	78.7	48	64	45	60.0	45	60.0	197	65.66
4	Average	13	17.3	05	6.7	18	24.0	18	24.0	54	18
5	Poor	0	0	01	1.3	0	0	0	0	01	0.33
Total		75	100	75	100	75	100	75	100	300	100

From the above table 2 designs that the overall opinion on the HRM practices in the Dairy Unit. In the Heritage Dairy the respondents opine that Good are 78.7%,Thirumala Dairy Good are 64%, Jersey Dairy Good are 60%, Dodla Dairy the respondents opine that Good are 60%.

DATA ANALYSIS AND INTERPRETATION:

This Study has analyzed the data from four Dairy Units of Heritage Dairy, Thirumala, Jersey and Dodla. The researcher has taken the aspects of Manpower Planning, Recruitment and Selection, HRD (Training and Development, Performance Appraisal and Career Planning and Development) by comparing the Four Dairy Units the researcher has taken the statistical tools of Mean, Standard Deviation, Cronbach Alpha ANOVA, and Correlation.

Table 3: Descriptive Statistics for the four Dairy units of Heritage, Thirumala, Jersey and Dodla Dairy for Manpower Planning, Recruitment and Selection - HRD

	N	Heritage Dairy		Thirumala Dairy		Jersey Dairy		Dodla Dairy	
		Mean	Std. Deviation	Mean	Std. Deviation	Mean	Std. Deviation	Mean	Std. Deviation
Q1 - Are you aware of the manpower planning procedure in the Dairy Unit	75	1.2933	.45836	1.2933	.45836	1.1733	.38108	1.1200	.32715
Q2 – Is Recruitment and selection is done systematically in the Dairy Unit on regular basis	75	1.2533	.46770	1.4533	.55247	1.5867	.54756	1.3733	.53960

	N	Heritage Dairy		Thirumala Dairy		Jersey Dairy		Dodla Dairy	
		Mean	Std. Deviation	Mean	Std. Deviation	Mean	Std. Deviation	Mean	Std. Deviation
Q3 – Have the employee satisfied with recruitment and selection process in the Dairy Unit	75	2.4800	.84406	2.4800	.70443	2.4800	.96366	1.9200	.92649
Q4- The Mode of selection is based on	75	2.0667	.37966	1.9733	.16219	2.1867	.39227	2.0933	.33585
Q5-What is the opinion of the selection procedure of the Dairy Unit	75	1.9200	.51360	1.9467	.27964	2.4000	.90045	1.9067	.57359
Q6- Is Induction Programme properly implemented after the selection process	75	1.0800	.27312	1.0667	.25112	1.2000	.40269	1.1333	.34222
Q7- Are you satisfied with the induction and orientation programme in the Dairy Unit	75	1.0667	.25112	1.0800	.27312	1.1467	.35616	1.1467	.35616
Q8- Did the employee receive any promotion	75	1.4800	.50296	1.5067	.50332	1.3733	.48695	1.3378	.47620
Q9- Is Internal Promotions are given importance in the dairy unit	75	1.0267	.16219	1.0000	.00000	1.0667	.25112	1.2000	.40269
Q10- Does the Dairy Unit strictly following promotional policies	75	1.9467	.46188	2.0533	.36367	1.8267	.47572	1.6667	.68445
Q11- What is the mode of promotion in the Dairy Unit Human Resource Development (Training , Performance Appraisal and Career Development	75	2.9600	.53119	3.0133	.50653	2.7333	.75933	2.6133	.88369
Q12- Are the employee satisfied with the procedure of identifying the training needs in the dairy unit	75	3.6267	.58756	3.6000	.67783	3.0800	.80135	3.5333	1.00449
Q13- Have the employee been satisfied by attending training programme in the Dairy Unit	75	1.1467	.39227	1.1600	.49429	1.2000	.43496	1.1467	.45599
Q14- Which type of training programme would employee prefer	75	1.0533	.36367	.9867	.11547	1.2400	.63331	1.2000	.51988
Q15- Does the Dairy unit provide the following facilities while sending for training programme	75	1.7467	1.01467	2.0133	1.15657	2.4267	.87261	2.3600	.98145
Q16- Have the employee ever faced any problem while attending training programme	75	1.4533	1.26591	1.1200	.94383	2.5467	1.57937	2.6133	1.39394
Q17- Are the employee aware of the performance appraisal reports in the Dairy Unit	75	2.1333	.92024	1.8933	.84747	2.2400	.98420	2.0533	1.06407
Q18- Performance Appraisal duration period in the Dairy Unit	75	3.6667	.75933	3.6000	.80539	3.8000	.56949	3.5733	.93250
Q19- What method of appraisal is followed in the Dairy Unit	75	2.2667	.72286	2.1467	.56217	2.1333	.52847	2.2667	.75933
Q20- Are the employee satisfied with the performance appraisal system of the Dairy Unit	75	3.8267	.44641	3.6533	.72584	3.1733	.82811	3.6133	.89885

The problems and challenges that dairy units face today are numerous. This aspect is dominant in management of dairy units in Andhra Pradesh. No scientific methods of selection, training and placement are followed in the co-operatives. The result is widespread dis-satisfaction among the employees causing a low level of performance in the organization. This may also affect the motivation of the employees to work. The respondents in the four Dairy units of Heritage, Thirumala, Jersey and Dodla are satisfied with the selected variables of the study. It states the mean values of employees are satisfied with the parameters of the study.

Table 4: Cronbach Alpha Table for the Four Dairy units:

Cronbach Alpha	Heritage Dairy	Thirumala Dairy	Jersey Dairy	Dodla Dairy
No.of.Items – 61	0.860	0.760	0.867	0.764

The Number of items is taken for the study 61 with the parameters of selected variables for the study. For the four dairy units of Heritage value is 0.860, Thirumala is 0.760, Jersey is 0.867 and Dodla is 0.764. The value of four dairy units is above 0.87 so it proves the reliability is very strong for the four dairy units.

Hypothesis:

(a) Ho: Null Hypothesis- There is no significance difference in the means of opinion of the Age and Manpower planning in four Dairy Units of Heritage, Thirumala, Jersey and Dodla Units. (b) H₁: Alternate Hypothesis- There is significance difference in the means of opinion of the Age and Manpower planning in four Dairy Units of Heritage, Thirumala, Jersey and Dodla Units.

Table 5: ANOVA Table for Heritage and Thirumala for Manpower Planning, Recruitment and Selection:

		HERITAGE DAIRY					THIRUMALA DAIRY				
		Sum of SQuares	df	Mean SQuare	F	Sig.	Sum of SQuares	df	Mean SQuare	F	Sig.
Q1	Between Groups	3.797	2	1.898	11.632	.000	.965	2	.483	2.384	.099
	Within Groups	11.750	72	.163			14.581	72	.203		
	Total	15.547	74				15.547	74			
Q2	Between Groups	5.887	2	2.943	12.690	.000	.078	2	.039	.175	.840
	Within Groups	16.700	72	.232			16.108	72	.224		
	Total	22.587	74				16.187	74			
Q3	Between Groups	7.309	2	3.654	8.946	.000	.361	2	.181	.248	.781
	Within Groups	29.411	72	.408			52.359	72	.727		
	Total	36.720	74				52.720	74			
Q4	Between Groups	.347	2	.173	7.800	.001	.251	2	.125	.867	.425
	Within Groups	1.600	72	.022			10.416	72	.145		
	Total	1.947	74				10.667	74			
Q5	Between Groups	.259	2	.129	1.686	.192	.443	2	.222	.836	.438
	Within Groups	5.528	72	.077			19.077	72	.265		
	Total	5.787	74				19.520	74			
Q6	Between Groups	.206	2	.103	1.659	.198	.232	2	.116	1.581	.213
	Within Groups	4.461	72	.062			5.288	72	.073		
	Total	4.667	74				5.520	74			
Q7	Between Groups	.170	2	.085	1.144	.324	.342	2	.171	2.846	.065
	Within Groups	5.350	72	.074			4.325	72	.060		
	Total	5.520	74				4.667	74			
Q8	Between Groups	5.619	2	2.809	15.409	.000	3.831	2	1.916	9.263	.000
	Within Groups	13.128	72	.182			14.889	72	.207		
	Total	18.747	74				18.720	74			
Q9	Between Groups	.000	2	.000	.	.	.049	2	.025	.934	.398
	Within Groups	.000	72	.000			1.897	72	.026		
	Total	.000	74				1.947	74			
Q10	Between Groups	.076	2	.038	.280	.757	.465	2	.232	1.092	.341
	Within Groups	9.711	72	.135			15.322	72	.213		
	Total	9.787	74				15.787	74			
Q11	Between Groups	.009	2	.004	.017	.983	1.062	2	.531	1.930	.153
	Within Groups	18.978	72	.264			19.818	72	.275		
	Total	18.987	74				20.880	74			

The employees are aware of the manpower planning procedure in the Heritage Dairy unit are satisfactory at significant value is (0.000) so it proves that Null Hypothesis is rejected so there is a significant difference means of opinion of the employees between the Age and Manpower planning Recruitment and Selection. In Thirumala Dairy the significant value is (0.099) it proves that Null Hypothesis is accepted so there is no significant difference in means of opinion of employees in Dairy. 2) The recruitment and selection is done

systematically in the dairy unit on regular basis are satisfactory at significant value is (0.000) so it proves that Null Hypothesis is rejected so there is a significant difference in the means of opinion of the employees between the Age and Manpower planning, Recruitment and Selection. In the Thirumala Dairy the significant value is (0.840) it proves that Null Hypothesis is accepted so there is no significant difference in means of opinion of employees in Dairy.

The employees are satisfied with the recruitment and selection process in the dairy unit the significant value is (0.000) so it proves that Null Hypothesis is rejected so there is a significant difference in the means of opinion of the employees between the Age and Manpower planning, Recruitment and Selection. In the Thirumala Dairy the significant value is (0.781) it proves that Null Hypothesis is accepted so there is no significant difference in means of opinion of employees in Dairy. 4) The Mode of selection is based on in the dairy unit the significant value is (0.001) so it proves that Null Hypothesis is rejected so there is a significant difference in the means of opinion of the employees between the Age and Manpower planning, Recruitment and Selection. In the Thirumala Dairy the significant value is (0.425) it proves that Null Hypothesis is accepted so there is no significant difference in means of opinion of employees in Dairy.

Is induction programme properly implemented after the selection procedure the significant value is (0.198) so it proves that Null Hypothesis is accepted so there is no significant difference in the means of opinion of the employees between the Age and Manpower planning, Recruitment and Selection. In the Thirumala Dairy the significant value is (0.213) it proves that Null Hypothesis is accepted so there is no significant difference in means of opinion of employees in Dairy.

The Dairy Unit strictly following the promotional policies the significant value is (0.757) so it proves that Null Hypothesis is accepted so there is no significant difference in the means of opinion of the employees between the Age and Manpower planning, Recruitment and Selection. In the Thirumala Dairy the significant value is (0.341) it proves that Null Hypothesis is rejected so there is significant difference in means of opinion of employees. 10) The mode of promotion in the dairy unit the significant value is (0.983) so it proves that Null Hypothesis is accepted so there is no significant difference in the means of opinion of the employees between the Age and Manpower planning, Recruitment and Selection. In the Thirumala Dairy the significant value is (0.153) it proves that Null Hypothesis is rejected so there is a significant difference in means of opinion of employees.

Table 6: ANOVA Table for Jersey and Dodla for Manpower Planning ,Recruitment and Selection:

		JERSEY					DODLA				
		Sum of Squares	Df	Mean Square	F	Sig.	Sum of Squares	df	Mean Square	F	Sig.
Q1	Between Groups	.437	3	.146	1.004	.396	.153	1	.153	1.438	.234
	Within Groups	10.309	71	.145			7.767	73	.106		
	Total	10.747	74				7.920	74			
Q2	Between Groups	.997	3	.332	1.113	.350	.276	1	.276	.948	.333
	Within Groups	21.190	71	.298			21.270	73	.291		
	Total	22.187	74				21.547	74			
Q3	Between Groups	3.290	3	1.097	1.190	.320	.395	1	.395	.456	.501
	Within Groups	65.430	71	.922			63.125	73	.865		
	Total	68.720	74				63.520	74			
Q4	Between Groups	.120	3	.040	.252	.860	.042	1	.042	.371	.544
	Within Groups	11.267	71	.159			8.304	73	.114		
	Total	11.387	74				8.347	74			
Q5	Between Groups	.644	3	.215	.257	.856	.008	1	.008	.025	.875
	Within Groups	59.356	71	.836			24.338	73	.333		
	Total	60.000	74				24.347	74			
Q6	Between Groups	.419	3	.140	.856	.468	.066	1	.066	.560	.457
	Within Groups	11.581	71	.163			8.601	73	.118		
	Total	12.000	74				8.667	74			
Q7	Between Groups	.091	3	.030	.231	.875	.000	1	.000	.002	.965
	Within Groups	9.296	71	.131			9.386	73	.129		
	Total	9.387	74				9.387	74			
Q8	Between Groups	2.113	3	.704	3.240	.027	.942	1	.942	4.345	.041
	Within Groups	15.434	71	.217			15.612	72	.217		
	Total	17.547	74				16.554	73			

		JERSEY					DODLA				
		Sum of SQuares	Df	Mean SQuare	F	Sig.	Sum of SQuares	df	Mean SQuare	F	Sig.
Q9	Between Groups	.178	3	.059	.941	.426	.004	1	.004	.021	.884
	Within Groups	4.488	71	.063			11.996	73	.164		
	Total	4.667	74				12.000	74			
Q10	Between Groups	1.628	3	.543	2.548	.063	.156	1	.156	.330	.567
	Within Groups	15.119	71	.213			34.511	73	.473		
	Total	16.747	74				34.667	74			
Q11	Between Groups	1.851	3	.617	1.073	.366	.015	1	.015	.019	.891
	Within Groups	40.816	71	.575			57.772	73	.791		
	Total	42.667	74				57.787	74			

The employees are aware of the manpower planning procedure in the Jersey Dairy unit are satisfactory at significant value is (0.396) so it proves that Null Hypothesis is accepted so there is no significant difference means of opinion of the employees between the Age and Manpower planning Recruitment and Selection. In Dodla Dairy the significant value is (0.234) it proves that Null Hypothesis is accepted so there is no significant difference in means of opinion of employees in Dairy. 2) The recruitment and selection is done systematically in the Jersey dairy unit on regular basis are satisfactory at significant value is (0.350) so it proves that Null Hypothesis is accepted so there is no significant difference in the means of opinion of the employees between the Age and Manpower planning, Recruitment and Selection. In the Dodla Dairy the significant value is (0.333) it proves that Null Hypothesis is accepted so there is no significant difference in means of opinion of employees in Dairy.

The employees are satisfied with the recruitment and selection process in the Jersey dairy unit the significant value is (0.320) so it proves that Null Hypothesis is accepted so there is no significant difference in the means of opinion of the employees between the Age and Manpower planning, Recruitment and Selection. In the Dodla Dairy the significant value is (0.501) it proves that Null Hypothesis is accepted so there is no significant difference in means of opinion of employees in Dairy. 4) The Mode of selection is based on in the dairy unit the significant value is (0.860) so it proves that Null Hypothesis is accepted so there is no significant difference in the means of opinion of the employees between the Age and Manpower planning, Recruitment and Selection. In the Dodla Dairy the significant value is (0.544) it proves that Null Hypothesis is accepted so there is no significant difference in means of opinion of employees in Dairy.

The opinion of selection process procedure on the Jersey dairy unit the significant value is (0.856) so it proves that Null Hypothesis is accepted so there is no significant difference in the means of opinion of the employees between the Age and Manpower planning, Recruitment and Selection. In the Dodla Dairy the significant value is (0.875) it proves that Null Hypothesis is accepted so there is no significant difference in means of opinion of employees in Dairy. 5) Is induction programme properly implemented after the selection procedure the significant value is (0.468) so it proves that Null Hypothesis is accepted so there is no significant difference in the means of opinion of the employees between the Age and Manpower planning, Recruitment and Selection. In the Dodla Dairy the significant value is (0.457) it proves that Null Hypothesis is accepted so there is no significant difference in means of opinion of employees in Dairy.

The internal promotion is given importance in the dairy unit the significant value is (0.426) so it proves that Null Hypothesis is accepted so there is no significant difference in the means of opinion of the employees between the Age and Manpower planning, Recruitment and Selection. In the Dodla Dairy the significant value is (0.884) it proves that Null Hypothesis is accepted so there is no significant difference in means of opinion of employees. 9) The jersey Dairy Unit strictly following the promotional policies the significant value is (0.063) so it proves that Null Hypothesis is accepted so there is no significant difference in the means of opinion of the employees between the Age and Manpower planning, Recruitment and Selection. In the Dodla Dairy the significant value is (0.567) it proves that Null Hypothesis is not accepted so there is a significant difference in means of opinion of employees.

Analysis :

The researcher has found that there is no significant difference in means of opinion of the employee in the four dairy units of Heritage, Thirumala, Jersey and Dodla Dairy units of Andhra Pradesh with the variable of Age and Manpower planning, Recruitment and Selection. The employees in the four dairy units are satisfied with the recruitment, selection and induction programmes conducted in the four dairy units.

Hypothesis:

(a) Ho: Null Hypothesis- There is no significance difference in the means of opinion of the Designation and HRD in four Dairy Units of Heritage, Thirumala, Jersey and Dodla Units. (b) H₁: Alternate Hypothesis- There is significance difference in the means of opinion of the Designation and HRD in four Dairy Units of Heritage, Thirumala, Jersey and Dodla Units.

Table 7: ANOVA Table for Heritage and Thirumala Dairy of Human Resource Development:

		JERSEY					DODLA				
		Sum of SQuares	Df	Mean Square	F	Sig.	Sum of SQuares	df	Mean Square	F	Sig.
Q12	Between Groups	1.023	3	.341	.734	.535	1.818	3	.606	1.813	.152
	Within Groups	32.977	71	.464			23.728	71	.334		
	Total	34.000	74				25.547	74			
Q13	Between Groups	.060	3	.020	.079	.971	.084	3	.028	.176	.913
	Within Groups	18.020	71	.254			11.303	71	.159		
	Total	18.080	74				11.387	74			
Q14	Between Groups	.009	3	.003	.227	.877	.127	3	.042	.311	.817
	Within Groups	.977	71	.014			9.660	71	.136		
	Total	.987	74				9.787	74			
Q15	Between Groups	5.294	3	1.765	1.337	.269	.849	3	.283	.267	.849
	Within Groups	93.692	71	1.320			75.337	71	1.061		
	Total	98.987	74				76.187	74			
Q16	Between Groups	10.041	3	3.347	4.253	.008	6.709	3	2.236	1.419	.244
	Within Groups	55.879	71	.787			111.877	71	1.576		
	Total	65.920	74				118.587	74			
Q17	Between Groups	8.982	3	2.994	4.813	.004	1.041	3	.347	.400	.754
	Within Groups	44.165	71	.622			61.626	71	.868		
	Total	53.147	74				62.667	74			
Q18	Between Groups	3.739	3	1.246	1.999	.122	4.206	3	1.402	2.588	.060
	Within Groups	44.261	71	.623			38.461	71	.542		
	Total	48.000	74				42.667	74			
Q19	Between Groups	3.253	3	1.084	3.824	.013	1.153	3	.384	.728	.539
	Within Groups	20.133	71	.284			37.513	71	.528		
	Total	23.387	74				38.667	74			
Q20	Between Groups	.288	3	.096	.176	.912	1.146	3	.382	1.994	.123
	Within Groups	38.698	71	.545			13.601	71	.192		
	Total	38.987	74				14.747	74			

The employees are satisfied with the procedure of identifying the training needs in the Heritage dairy unit the significant value is (0.535) so it proves that Null Hypothesis is accepted so there is no significant difference in the means of opinion of the employees between the HRD and Designation. In the Thirumala Dairy the significant value is (0.152) it proves that Null Hypothesis is accepted so there is no significant difference in means of opinion of employees. 2) The employees have been benefitted by attending training programme in the Heritage dairy unit the significant value is (0.971) so it proves that Null Hypothesis is accepted so there is no significant difference in the means of opinion of the employees between the HRD and Designation In the Thirumala Dairy the significant value is (0.913) it proves that Null Hypothesis is accepted so there is no significant difference in means of opinion of employees.

The employees have ever faced any problem while attending the training programme in the Heritage dairy unit the significant value is (0.008) so it proves that Null Hypothesis is rejected so there is a significant difference in the means of opinion of the employees between the HRD and Designation In the Thirumala Dairy the significant value is (0.244) it proves that Null Hypothesis is accepted so there is no significant difference in means of opinion of employees. 6. The employees are aware of the performance appraisal reports in the Heritage dairy unit the significant value is (0.004) so it proves that Null Hypothesis is rejected so there is a significant difference in the means of opinion of the employees between the HRD and Designation In the Thirumala Dairy the significant value is (0.754) it proves that Null Hypothesis is accepted so there is no significant difference in means of opinion of employees

Performance appraisal duration period in the Heritage dairy unit the significant value is (0.122) so it proves that Null Hypothesis is accepted so there is no significant difference in the means of opinion of the employees between the HRD and Designation In the Thirumala Dairy the significant value is (0.060) it proves that Null Hypothesis is accepted so there is no significant difference in means of opinion of employees. 8. The method of appraisal is followed in the dairy unit the significant value is (0.013) so it proves that Null Hypothesis is rejected so there is a significant difference in the means of opinion of the employees between the HRD and Designation In the Thirumala Dairy the significant value is (0.539) it proves that Null Hypothesis is accepted so there is no significant difference in means of opinion of employees.

The employees are satisfied with the performance appraisal system the dairy unit the significant value is (0.013) so it proves that Null Hypothesis is rejected so there is a significant difference in the means of opinion of the employees between the HRD and Designation In the Thirumala Dairy the significant value is (0.539) it proves that Null Hypothesis is accepted so there is no significant difference in means of opinion of employees.

Table 8: ANOVA Table for Jersey and Dodla Dairy for Human Resource Development:

		JERSEY					DODLA				
		Sum of Squares	Df	Mean Square	F	Sig.	Sum of Squares	df	Mean Square	F	Sig.
Q12	Between Groups	.405	3	.135	.204	.894	9.808	4	2.452	2.647	.040
	Within Groups	47.115	71	.664			64.858	70	.927		
	Total	47.520	74				74.667	74			
Q13	Between Groups	.915	3	.305	1.654	.185	1.385	4	.346	1.731	.153
	Within Groups	13.085	71	.184			14.002	70	.200		
	Total	14.000	74				15.387	74			
Q14	Between Groups	.414	3	.138	.335	.800	.347	4	.087	.309	.871
	Within Groups	29.266	71	.412			19.653	70	.281		
	Total	29.680	74				20.000	74			
Q15	Between Groups	4.798	3	1.599	2.203	.095	6.418	4	1.605	1.732	.153
	Within Groups	51.549	71	.726			64.862	70	.927		
	Total	56.347	74				71.280	74			
Q16	Between Groups	13.047	3	4.349	1.800	.155	8.751	4	2.188	1.134	.348
	Within Groups	171.539	71	2.416			135.036	70	1.929		
	Total	184.587	74				143.787	74			
Q17	Between Groups	.434	3	.145	.144	.933	12.338	4	3.084	3.022	.023
	Within Groups	71.246	71	1.003			71.449	70	1.021		
	Total	71.680	74				83.787	74			
Q18	Between Groups	.874	3	.291	.894	.448	1.504	4	.376	.419	.794
	Within Groups	23.126	71	.326			62.842	70	.898		
	Total	24.000	74				64.347	74			
Q19	Between Groups	.569	3	.190	.670	.573	.502	4	.125	.208	.933
	Within Groups	20.098	71	.283			42.165	70	.602		
	Total	20.667	74				42.667	74			
Q20	Between Groups	3.779	3	1.260	1.904	.137	3.597	4	.899	1.120	.354
	Within Groups	46.968	71	.662			56.190	70	.803		
	Total	50.747	74				59.787	74			

The employees are satisfied with the procedure of identifying the training needs in the Jersey dairy unit the significant value is (0.894) so it proves that Null Hypothesis is accepted so there is no significant difference in the means of opinion of the employees between the HRD and Designation. In the Dodla Dairy the significant value is (0.940) it proves that Null Hypothesis is accepted so there is no significant difference in means of opinion of employees.2) The employees have been benefitted by attending training programme in the Jersey Dairy unit the significant value is (0.185) so it proves that Null Hypothesis is accepted so there is no significant difference in the means of opinion of the employees between the HRD and Designation In the Dodla Dairy the significant value is (0.153) it proves that Null Hypothesis is accepted so there is no significant difference in means of opinion of employees.

The employees have ever faced any problem while attending the training programme in the Jersey dairy unit the significant value is (0.155) so it proves that Null Hypothesis is rejected so there is a significant difference in the

means of opinion of the employees between the HRD and Designation In the Dodla Dairy the significant value is (0.348) it proves that Null Hypothesis is accepted so there is no significant difference in means of opinion of employees. 6. The employees are aware of the performance appraisal reports in the Jersey dairy unit the significant value is (0.933) so it proves that Null Hypothesis is rejected so there is significant difference in the means of opinion of the employees between the HRD and Designation In the Dodla Dairy the a significant value is (0.023) it proves that Null Hypothesis is accepted so there is no significant difference in means of opinion of employees.

Performance appraisal duration period in the Jersey dairy unit the significant value is (0.448) so it proves that Null Hypothesis is accepted so there is no significant difference in the means of opinion of the employees between the HRD and Designation In the Dodla Dairy the significant value is (0.744) it proves that Null Hypothesis is accepted so there is no significant difference in means of opinion of employees. 8) The method of appraisal is followed in the dairy unit the significant value is (0.573) so it proves that Null Hypothesis is accepted so there is no significant difference in the means of opinion of the employees between the HRD and Designation In the Dodla Dairy the significant value is (0.933) it proves that Null Hypothesis is accepted so there is no significant difference in means of opinion of employees.

9) The employees are satisfied with the performance appraisal system in the dairy unit the significant value is (0.137) so it proves that Null Hypothesis is rejected so there is a significant difference in the means of opinion of the employees between the HRD and Designation In the Dodla Dairy the significant value is (0.354) it proves that Null Hypothesis is accepted so there is no significant difference in means of opinion of employees.

Analysis:

In Human Resource Development (Training, Performance Appraisal and Career Development) the employees according to their designation provides the training needs, Performance appraisal reports provided to the employees as per the norms of the Dairy units. Through this hypothesis it proves that there is no difference in means of opinion of employees in the four dairy units of Heritage, Thirumala, Dodla, and Jersey dairies.

Hypothesis:

(a) Ho: Null Hypothesis- There is no significance difference in the means of opinion of the Salary and Compensation in four Dairy Units of Heritage, Thirumala, Jersey and Dodla Units. (b) H₁: Alternate Hypothesis- There is significance difference in the means of opinion of the Salary and Compensation in four Dairy Units of Heritage, Thirumala, Jersey and Dodla Units.

Table 9: Correlation Table for Manpower Planning, Recruitment and Selection in Heritage Dairy:

		HERITAGE										
		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11
Q1	Pearson Correlation	1	.482**	0.102	0.107	0.018	-0.055	-0.082	.636**	. ^a	.310**	0.216
	Sig. (2-tailed)		0	0.383	0.362	0.876	0.641	0.484	0	.	0.007	0.063
	N	75	75	75	75	75	75	75	75	75	75	75
Q2	Pearson Correlation	.482**	1	.232*	0.137	.334**	0.071	-0.064	.718**	. ^a	0.214	0.123
	Sig. (2-tailed)	0		0.045	0.242	0.003	0.543	0.583	0	.	0.065	0.293
	N	75	75	75	75	75	75	75	75	75	75	75
Q3	Pearson Correlation	0.102	.232*	1	.232*	.406**	-0.031	0.008	0.22	. ^a	0.057	-0.018
	Sig. (2-tailed)	0.383	0.045		0.045	0	0.795	0.943	0.058	.	0.627	0.877
	N	75	75	75	75	75	75	75	75	75	75	75
Q4	Pearson Correlation	0.107	0.137	.232*	1	.266*	-.288*	-.256*	0.002	. ^a	0.024	0.004
	Sig. (2-tailed)	0.362	0.242	0.045		0.021	0.012	0.026	0.985	.	0.835	0.97
	N	75	75	75	75	75	75	75	75	75	75	75
Q5	Pearson Correlation	0.018	.334**	.406**	.266*	1	0.051	-0.12	0.099	. ^a	0.028	0.005
	Sig. (2-tailed)	0.876	0.003	0	0.021		0.662	0.304	0.4	.	0.809	0.965
	N	75	75	75	75	75	75	75	75	75	75	75
Q6	Pearson Correlation	-0.055	0.071	-0.031	-.288*	0.051	1	.512**	0.157	. ^a	0.109	0.205
	Sig. (2-tailed)	0.641	0.543	0.795	0.012	0.662		0	0.179	.	0.354	0.077
	N	75	75	75	75	75	75	75	75	75	75	75
Q7	Pearson Correlation	-0.082	-0.064	0.008	-.256*	-0.12	.512**	1	0.094	. ^a	0.093	0.188
	Sig. (2-tailed)	0.484	0.583	0.943	0.026	0.304	0		0.421	.	0.43	0.107
	N	75	75	75	75	75	75	75	75	75	75	75

		HERITAGE										
		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11
Q8	Pearson Correlation	.636**	.718**	0.22	0.002	0.099	0.157	0.094	1	. ^a	.293*	.238*
	Sig. (2-tailed)	0	0	0.058	0.985	0.4	0.179	0.421		.	0.011	0.04
	N	75	75	75	75	75	75	75	75	75	75	75
Q9	Pearson Correlation	. ^a	. ^a	. ^a	. ^a	. ^a	. ^a	. ^a	. ^a	. ^a	. ^a	. ^a
	Sig. (2-tailed)	.	.	.	.	.	.	.	.	.	.	.
	N	75	75	75	75	75	75	75	75	75	75	75
Q10	Pearson Correlation	.310**	0.214	0.057	0.024	0.028	0.109	0.093	.293*	. ^a	1	.876**
	Sig. (2-tailed)	0.007	0.065	0.627	0.835	0.809	0.354	0.43	0.011	.		0
	N	75	75	75	75	75	75	75	75	75	75	75
Q11	Pearson Correlation	0.216	0.123	-0.018	0.004	0.005	0.205	0.188	.238*	. ^a	.876**	1
	Sig. (2-tailed)	0.063	0.293	0.877	0.97	0.965	0.077	0.107	0.04	.	0	
	N	75	75	75	75	75	75	75	75	75	75	75

Table 10: Correlation Table for Manpower Planning, Recruitment and Selection in Thirumala Dairy:

		THIRUMALA										
		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11
Q1	Pearson Correlation	1	.279*	0.19	-0.114	0.216	.242*	0.18	.377**	-0.107	.266*	0.16
	Sig. (2-tailed)		0.015	0.102	0.331	0.063	0.037	0.122	0.001	0.362	0.021	0.171
	N	75	75	75	75	75	75	75	75	75	75	75
Q2	Pearson Correlation	.279*	1	0.133	-0.02	.367**	.262*	.314**	.453**	0.088	.314**	0.205
	Sig. (2-tailed)	0.015		0.256	0.863	0.001	0.023	0.006	0	0.453	0.006	0.078
	N	75	75	75	75	75	75	75	75	75	75	75
Q3	Pearson Correlation	0.19	0.133	1	0.194	.464**	-0.169	-0.089	0.087	0.103	0.101	0.104
	Sig. (2-tailed)	0.102	0.256		0.095	0	0.148	0.446	0.46	0.381	0.388	0.376
	N	75	75	75	75	75	75	75	75	75	75	75
Q4	Pearson Correlation	-0.114	-0.02	0.194	1	-0.042	-0.182	-0.047	-0.099	-0.029	-.288*	0.147
	Sig. (2-tailed)	0.331	0.863	0.095		0.723	0.117	0.687	0.398	0.803	0.012	0.207
	N	75	75	75	75	75	75	75	75	75	75	75
Q5	Pearson Correlation	0.216	.367**	.464**	-0.042	1	0.143	.251*	0.203	0.188	.267*	0.087
	Sig. (2-tailed)	0.063	0.001	0	0.723		0.222	0.03	0.081	0.106	0.021	0.457
	N	75	75	75	75	75	75	75	75	75	75	75
Q6	Pearson Correlation	.242*	.262*	-0.169	-0.182	0.143	1	.906**	0.209	-0.049	0.034	-0.164
	Sig. (2-tailed)	0.037	0.023	0.148	0.117	0.222		0	0.073	0.678	0.77	0.16
	N	75	75	75	75	75	75	75	75	75	75	75
Q7	Pearson Correlation	0.18	.314**	-0.089	-0.047	.251*	.906**	1	.278*	-0.044	0.148	0.02
	Sig. (2-tailed)	0.122	0.006	0.446	0.687	0.03	0		0.016	0.706	0.206	0.863
	N	75	75	75	75	75	75	75	75	75	75	75
Q8	Pearson Correlation	.377**	.453**	0.087	-0.099	0.203	0.209	.278*	1	0.172	.344**	0.123
	Sig. (2-tailed)	0.001	0	0.46	0.398	0.081	0.073	0.016		0.139	0.002	0.291
	N	75	75	75	75	75	75	75	75	75	75	75
Q9	Pearson Correlation	-0.107	0.088	0.103	-0.029	0.188	-0.049	-0.044	0.172	1	-0.161	-.615**
	Sig. (2-tailed)	0.362	0.453	0.381	0.803	0.106	0.678	0.706	0.139		0.167	0
	N	75	75	75	75	75	75	75	75	75	75	75
Q10	Pearson Correlation	.266*	.314**	0.101	-.288*	.267*	0.034	0.148	.344**	-0.161	1	.597**
	Sig. (2-tailed)	0.021	0.006	0.388	0.012	0.021	0.77	0.206	0.002	0.167		0
	N	75	75	75	75	75	75	75	75	75	75	75
Q11	Pearson Correlation	0.16	0.205	0.104	0.147	0.087	-0.164	0.02	0.123	-.615**	.597**	1
	Sig. (2-tailed)	0.171	0.078	0.376	0.207	0.457	0.16	0.863	0.291	0	0	
	N	75	75	75	75	75	75	75	75	75	75	75

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Table 11: Correlation Table for Manpower Planning, Recruitment and Selection in Jersey Dairy:

		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11.
Q1	Pearson Correlation	1	0.089	-0.009	-0.039	0.071	-0.141	-0.19	0.011	-0.122	0.019	-0.025
	Sig. (2-tailed)		0.448	0.94	0.743	0.546	0.228	0.103	0.928	0.296	0.872	0.832
	N	75	75	75	75	75	75	75	75	75	75	75
Q2	Pearson Correlation	0.089	1	0.151	-0.202	.340**	.319**	0.176	.232*	0.105	.344**	0.089
	Sig. (2-tailed)	0.448		0.197	0.082	0.003	0.005	0.13	0.045	0.371	0.003	0.448
	N	75	75	75	75	75	75	75	75	75	75	75
Q3	Pearson Correlation	-0.009	0.151	1	0.01	0.087	0.063	-0.05	-0.07	0.034	0.066	-0.007
	Sig. (2-tailed)	0.94	0.197		0.932	0.457	0.593	0.668	0.549	0.775	0.574	0.95
	N	75	75	75	75	75	75	75	75	75	75	75
Q4	Pearson Correlation	-0.039	-0.202	0.01	1	0.015	0.103	0.188	-0.158	0.009	-0.114	-0.057
	Sig. (2-tailed)	0.743	0.082	0.932		0.896	0.381	0.106	0.177	0.938	0.33	0.624
	N	75	75	75	75	75	75	75	75	75	75	75
Q5	Pearson Correlation	0.071	.340**	0.087	0.015	1	0.112	0.067	0.148	-0.179	.259*	0.198
	Sig. (2-tailed)	0.546	0.003	0.457	0.896		0.34	0.565	0.205	0.124	0.025	0.089
	N	75	75	75	75	75	75	75	75	75	75	75
Q6	Pearson Correlation	-0.141	.319**	0.063	0.103	0.112	1	.829**	0.028	.267*	0.183	-0.088
	Sig. (2-tailed)	0.228	0.005	0.593	0.381	0.34		0	0.814	0.02	0.115	0.451
	N	75	75	75	75	75	75	75	75	75	75	75
Q7	Pearson Correlation	-0.19	0.176	-0.05	0.188	0.067	.829**	1	0.07	0.04	0.152	-0.003
	Sig. (2-tailed)	0.103	0.13	0.668	0.106	0.565	0		0.553	0.731	0.193	0.977
	N	75	75	75	75	75	75	75	75	75	75	75
Q8	Pearson Correlation	0.011	.232*	-0.07	-0.158	0.148	0.028	0.07	1	0.015	-0.067	-0.202
	Sig. (2-tailed)	0.928	0.045	0.549	0.177	0.205	0.814	0.553		0.9	0.569	0.082
	N	75	75	75	75	75	75	75	75	75	75	75
Q9	Pearson Correlation	-0.122	0.105	0.034	0.009	-0.179	.267*	0.04	0.015	1	-0.015	-.543**
	Sig. (2-tailed)	0.296	0.371	0.775	0.938	0.124	0.02	0.731	0.9		0.898	0
	N	75	75	75	75	75	75	75	75	75	75	75
Q10	Pearson Correlation	0.019	.344**	0.066	-0.114	.259*	0.183	0.152	-0.067	-0.015	1	.394**
	Sig. (2-tailed)	0.872	0.003	0.574	0.33	0.025	0.115	0.193	0.569	0.898		0
	N	75	75	75	75	75	75	75	75	75	75	75
Q11	Pearson Correlation	-0.025	0.089	-0.007	-0.057	0.198	-0.088	-0.003	-0.202	-.543**	.394**	1
	Sig. (2-tailed)	0.832	0.448	0.95	0.624	0.089	0.451	0.977	0.082	0	0	
	N	75	75	75	75	75	75	75	75	75	75	75

Table 12: Correlation Table for Manpower Planning, Recruitment and Selection in Dodla Dairy:

		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11
Q1	Pearson Correlation	1	.279*	.300**	0.02	-0.084	.459**	.427**	0.084	0.123	0.121	.256*
	Sig. (2-tailed)		0.015	0.009	0.867	0.476	0	0	0.477	0.293	0.302	0.027
	N	75	75	75	75	75	75	75	74	75	75	75
Q2	Pearson Correlation	.279*	1	.358**	.253*	0.027	.312**	.344**	.261*	0.149	.451**	.250*
	Sig. (2-tailed)	0.015		0.002	0.029	0.82	0.006	0.003	0.025	0.201	0	0.03
	N	75	75	75	75	75	75	75	74	75	75	75
Q3	Pearson Correlation	.300**	.358**	1	0.111	.291*	.332**	.282*	.260*	.261*	.277*	.259*
	Sig. (2-tailed)	0.009	0.002		0.342	0.011	0.004	0.014	0.025	0.024	0.016	0.025
	N	75	75	75	75	75	75	75	74	75	75	75
Q4	Pearson Correlation	0.02	.253*	0.111	1	0.046	0.125	0.11	0.087	0.16	0.02	0.032
	Sig. (2-tailed)	0.867	0.029	0.342		0.696	0.284	0.348	0.46	0.171	0.867	0.784
	N	75	75	75	75	75	75	75	74	75	75	75
Q5	Pearson Correlation	-0.084	0.027	.291*	0.046	1	-0.005	-0.131	0.018	0.082	0.023	-0.046
	Sig. (2-tailed)	0.476	0.82	0.011	0.696		0.969	0.264	0.878	0.485	0.845	0.698
	N	75	75	75	75	75	75	75	74	75	75	75
Q6	Pearson Correlation	.459**	.312**	.332**	0.125	-0.005	1	.724**	0.136	0.098	0.192	-0.006
	Sig. (2-tailed)	0	0.006	0.004	0.284	0.969		0	0.25	0.403	0.098	0.96
	N	75	75	75	75	75	75	75	74	75	75	75
Q7	Pearson Correlation	.427**	.344**	.282*	0.11	-0.131	.724**	1	0.103	0.075	.370**	0.011

		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11
	Sig. (2-tailed)	0	0.003	0.014	0.348	0.264	0		0.382	0.52	0.001	0.926
	N	75	75	75	75	75	75	75	74	75	75	75
Q8	Pearson Correlation	0.084	.261*	.260*	0.087	0.018	0.136	0.103	1	0.066	0.06	0.188
	Sig. (2-tailed)	0.477	0.025	0.025	0.46	0.878	0.25	0.382		0.575	0.609	0.109
	N	74	74	74	74	74	74	74	74	74	74	74
Q9	Pearson Correlation	0.123	0.149	.261*	0.16	0.082	0.098	0.075	0.066	1	.343**	0.22
	Sig. (2-tailed)	0.293	0.201	0.024	0.171	0.485	0.403	0.52	0.575		0.003	0.058
	N	75	75	75	75	75	75	75	74	75	75	75
Q10	Pearson Correlation	0.121	.451**	.277*	0.02	0.023	0.192	.370**	0.06	.343**	1	0.119
	Sig. (2-tailed)	0.302	0	0.016	0.867	0.845	0.098	0.001	0.609	0.003		0.309
	N	75	75	75	75	75	75	75	74	75	75	75
Q11	Pearson Correlation	.256*	.250*	.259*	0.032	-0.046	-0.006	0.011	0.188	0.22	0.119	1
	Sig. (2-tailed)	0.027	0.03	0.025	0.784	0.698	0.96	0.926	0.109	0.058	0.309	
	N	75	75	75	75			75	74	75	75	75

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Analysis:

There is a positive correlation the Manpower planning, recruitment and selection with the induction and orientation programme at Pearson correlation value of (0.829) and the significant value is (0.000) the null hypothesis is rejected there is a significant relationship between the Manpower planning, recruitment and Selection and jersey Dairy . In Dodla Dairy There is a positive correlation for the dairy with the induction and orientation programme at Pearson correlation value of (0.724) and the significant value (0.000) the null hypothesis is rejected there is a significant relationship between Manpower planning, recruitment and selection and Dodla Dairy .

Hypothesis:

(a) Ho: Null Hypothesis- There is no significant relationship between Manpower planning and four Dairy Units of Heritage, Thirumala, Jersey and Dodla Units. (b) H₁: Alternate Hypothesis- There is a significant relationship between Manpower planning and four Dairy Units of Heritage, Thirumala, Jersey and Dodla Units

Table 13: Correlation Table for HRD in Heritage Dairy Units:

		Q12	Q13	Q14	Q15	Q16	Q17	Q18	Q19	Q20
Q12	Pearson Correlation	1	-0.008	.622**	0.076	0.182	.278*	.322**	0.156	.648**
	Sig. (2-tailed)		0.945	0	0.518	0.119	0.016	0.005	0.181	0
	N	75	75	75	75	75	75	75	75	75
Q13	Pearson Correlation	-0.008	1	.275*	.256*	-0.042	0.041	0.095	.255*	-0.069
	Sig. (2-tailed)	0.945		0.017	0.026	0.722	0.725	0.417	0.027	0.555
	N	75	75	75	75	75	75	75	75	75
Q14	Pearson Correlation	.622**	.275*	1	0.204	0.139	.261*	.523**	.447**	.589**
	Sig. (2-tailed)	0	0.017		0.08	0.235	0.023	0	0	0
	N	75	75	75	75	75	75	75	75	75
Q15	Pearson Correlation	0.076	.256*	0.204	1	-0.051	0.153	0.006	0.039	0.006
	Sig. (2-tailed)	0.518	0.026	0.08		0.664	0.19	0.961	0.743	0.962
	N	75	75	75	75	75	75	75	75	75
Q16	Pearson Correlation	0.182	-0.042	0.139	-0.051	1	.388**	-0.114	0.094	0.042
	Sig. (2-tailed)	0.119	0.722	0.235	0.664		0.001	0.331	0.424	0.722
	N	75	75	75	75	75	75	75	75	75
17	Pearson Correlation	.278*	0.041	.261*	0.153	.388**	1	-0.222	.374**	0.093
	Sig. (2-tailed)	0.016	0.725	0.023	0.19	0.001		0.056	0.001	0.428
	N	75	75	75	75	75	75	75	75	75
Q18	Pearson Correlation	.322**	0.095	.523**	0.006	-0.114	-0.222	1	0.042	.430**
	Sig. (2-tailed)	0.005	0.417	0	0.961	0.331	0.056		0.722	0
	N	75	75	75	75	75	75	75	75	75
Q19	Pearson Correlation	0.156	.255*	.447**	0.039	0.094	.374**	0.042	1	-0.006
	Sig. (2-tailed)	0.181	0.027	0	0.743	0.424	0.001	0.722		0.958

		Q12	Q13	Q14	Q15	Q16	Q17	Q18	Q19	Q20
	N	75	75	75	75	75	75	75	75	75
Q20	Pearson Correlation	.648**	-0.069	.589**	0.006	0.042	0.093	.430**	-0.006	1
	Sig. (2-tailed)	0	0.555	0	0.962	0.722	0.428	0	0.958	
	N	75	75	75	75	75	75	75	75	75

Table 14: Correlation Table for HRD in Thirumala Dairy Units:

		Q12	Q13	Q14	Q15	Q16	Q17	Q18	Q19	Q20
Q12	Pearson Correlation	1	-.463**	-.285*	-0.115	0.14	-.307**	0.02	0.047	.471**
	Sig. (2-tailed)		0	0.013	0.324	0.232	0.007	0.863	0.691	0
	N	75	75	75	75	75	75	75	75	75
Q13	Pearson Correlation	-.463**	1	.513**	0.061	-0.19	0.095	-0.06	-0.187	-.316**
	Sig. (2-tailed)	0		0	0.605	0.102	0.418	0.606	0.107	0.006
	N	75	75	75	75	75	75	75	75	75
Q14	Pearson Correlation	-.285*	.513**	1	-0.073	-0.024	-0.143	-.228*	-0.209	0.058
	Sig. (2-tailed)	0.013	0		0.535	0.839	0.222	0.049	0.072	0.623
	N	75	75	75	75	75	75	75	75	75
Q15	Pearson Correlation	-0.115	0.061	-0.073	1	-0.109	0.066	0.099	0.057	-0.158
	Sig. (2-tailed)	0.324	0.605	0.535		0.351	0.576	0.396	0.63	0.176
	N	75	75	75	75	75	75	75	75	75
Q16	Pearson Correlation	0.14	-0.19	-0.024	-0.109	1	0.226	-.347**	0.221	0.045
	Sig. (2-tailed)	0.232	0.102	0.839	0.351		0.051	0.002	0.057	0.7
	N	75	75	75	75	75	75	75	75	75
Q17	Pearson Correlation	-.307**	0.095	-0.143	0.066	0.226	1	-0.187	0.169	-.371**
	Sig. (2-tailed)	0.007	0.418	0.222	0.576	0.051		0.108	0.147	0.001
	N	75	75	75	75	75	75	75	75	75
Q18	Pearson Correlation	0.02	-0.06	-.228*	0.099	-.347**	-0.187	1	-0.008	-0.013
	Sig. (2-tailed)	0.863	0.606	0.049	0.396	0.002	0.108		0.944	0.91
	N	75	75	75	75	75	75	75	75	75
Q19	Pearson Correlation	0.047	-0.187	-0.209	0.057	0.221	0.169	-0.008	1	0.061
	Sig. (2-tailed)	0.691	0.107	0.072	0.63	0.057	0.147	0.944		0.601
	N	75	75	75	75	75	75	75	75	75
Q20	Pearson Correlation	.471**	-.316**	0.058	-0.158	0.045	-.371**	-0.013	0.061	1
	Sig. (2-tailed)	0	0.006	0.623	0.176	0.7	0.001	0.91	0.601	
	N	75	75	75	75	75	75	75	75	75

Table 15: Correlation Table for HRD in Jersey Dairy Units:

		Q12	Q13	Q14	Q15	Q16	Q17	Q18	Q19	Q20
Q12	Pearson Correlation	1	-0.085	-.358**	-0.03	0.125	-.247*	.569**	-.440**	.264*
	Sig. (2-tailed)		0.467	0.002	0.797	0.285	0.032	0	0	0.022
	N	75	75	75	75	75	75	75	75	75
Q13	Pearson Correlation	-0.085	1	-0.029	0.128	0.193	0.076	-0.055	0	-0.06
	Sig. (2-tailed)	0.467		0.802	0.273	0.098	0.518	0.642	1	0.609
	N	75	75	75	75	75	75	75	75	75
Q14	Pearson Correlation	-.358**	-0.029	1	0.008	-0.079	0.21	-.502**	.509**	-0.158
	Sig. (2-tailed)	0.002	0.802		0.947	0.501	0.071	0	0	0.177
	N	75	75	75	75	75	75	75	75	75
Q15	Pearson Correlation	-0.03	0.128	0.008	1	.329**	-0.137	0.038	-0.037	-0.01
	Sig. (2-tailed)	0.797	0.273	0.947		0.004	0.243	0.746	0.752	0.931
	N	75	75	75	75	75	75	75	75	75
Q16	Pearson Correlation	0.125	0.193	-0.079	.329**	1	0.01	0.123	-0.137	.278*
	Sig. (2-tailed)	0.285	0.098	0.501	0.004		0.932	0.292	0.241	0.016
	N	75	75	75	75	75	75	75	75	75
Q17	Pearson Correlation	-.247*	0.076	0.21	-0.137	0.01	1	-.371**	.405**	-0.085
	Sig. (2-tailed)	0.032	0.518	0.071	0.243	0.932		0.001	0	0.469
	N	75	75	75	75	75	75	75	75	75
Q18	Pearson Correlation	.569**	-0.055	-.502**	0.038	0.123	-.371**	1	-.898**	.304**

		Q12	Q13	Q14	Q15	Q16	Q17	Q18	Q19	Q20
	Sig. (2-tailed)	0	0.642	0	0.746	0.292	0.001		0	0.008
	N	75	75	75	75	75	75	75	75	75
Q19	Pearson Correlation	-.440**	0	.509**	-0.037	-0.137	.405**	-.898**	1	-.393**
	Sig. (2-tailed)	0	1	0	0.752	0.241	0	0		0
	N	75	75	75	75	75	75	75	75	75
Q20	Pearson Correlation	.264*	-0.06	-0.158	-0.01	.278*	-0.085	.304**	-.393**	1
	Sig. (2-tailed)	0.022	0.609	0.177	0.931	0.016	0.469	0.008	0	
	N	75	75	75	75	75	75	75	75	75

Table 16: Correlation Table for HRD in Dodla Dairy Units:

		Q12	Q13	Q14	Q15	Q16	Q17	Q18	Q19	Q20
Q12	Pearson Correlation	1	-.232*	-0.104	0.036	0.033	-0.141	0.044	-.295*	.456**
	Sig. (2-tailed)		0.045	0.377	0.761	0.776	0.228	0.706	0.01	0
	N	75	75	75	75	75	75	75	75	75
Q13	Pearson Correlation	-.232*	1	-0.068	-.271*	-0.016	.318**	-.391**	.354**	-.387**
	Sig. (2-tailed)	0.045		0.56	0.019	0.892	0.005	0.001	0.002	0.001
	N	75	75	75	75	75	75	75	75	75
Q14	Pearson Correlation	-0.104	-0.068	1	.334**	0.052	.347**	-.379**	.513**	-.266*
	Sig. (2-tailed)	0.377	0.56		0.003	0.656	0.002	0.001	0	0.021
	N	75	75	75	75	75	75	75	75	75
Q15	Pearson Correlation	0.036	-.271*	.334**	1	.291*	0.072	0.082	0.051	0.007
	Sig. (2-tailed)	0.761	0.019	0.003		0.011	0.54	0.487	0.665	0.954
	N	75	75	75	75	75	75	75	75	75
Q16	Pearson Correlation	0.033	-0.016	0.052	.291*	1	0.032	0.131	-0.029	0.127
	Sig. (2-tailed)	0.776	0.892	0.656	0.011		0.783	0.262	0.805	0.277
	N	75	75	75	75	75	75	75	75	75
Q17	Pearson Correlation	-0.141	.318**	.347**	0.072	0.032	1	-.494**	.785**	-.402**
	Sig. (2-tailed)	0.228	0.005	0.002	0.54	0.783		0	0	0
	N	75	75	75	75	75	75	75	75	75
Q18	Pearson Correlation	0.044	-.391**	-.379**	0.082	0.131	-.494**	1	-.581**	.252*
	Sig. (2-tailed)	0.706	0.001	0.001	0.487	0.262	0		0	0.029
	N	75	75	75	75	75	75	75	75	75
Q19	Pearson Correlation	-.295*	.354**	.513**	0.051	-0.029	.785**	-.581**	1	-.560**
	Sig. (2-tailed)	0.01	0.002	0	0.665	0.805	0	0		0
	N	75	75	75	75	75	75	75	75	75
Q20	Pearson Correlation	.456**	-.387**	-.266*	0.007	0.127	-.402**	.252*	-.560**	1
	Sig. (2-tailed)	0	0.001	0.021	0.954	0.277	0	0.029	0	
	N	75	75	75	75	75	75	75	75	75

Analysis:

There is a positive correlation between the training needs and performance appraisal duration period in the Jersey Dairy at Pearson correlation value of (0.569) and the significant value is (0.000) the null hypothesis is rejected there is a significant relationship between the HRD and Jersey Dairy . In Dodla Dairy There is positive correlation for the dairy type of training programme and method of appraisal at Pearson correlation value of (0.513) and the significant value (0.000) the null hypothesis is rejected there is a significant relationship between HRD and Dodla Dairy .

Hypothesis:

(a) Ho: Null Hypothesis- There is no significant relationship between Compensation and the four Dairy Units of Heritage, Thirumala, Jersey and Dodla Units, (b) H₁: Alternate Hypothesis- There is a significant relationship between Compensation and four Dairy Units of Heritage, Thirumala, Jersey and Dodla Units

FINDINGS:

70.7% of the respondents in Heritage Dairy 70.7% in Jersey Dairy 62.7% in Thirumala Dairy 88% of the respondents in Dodla Dairy are aware of the Manpower planning procedure in the organization. 2) 57.3% of the

respondents in Heritage Dairy said that the Recruitment and selection is done systematically, 76% in Jersey Dairy, 44% in Thirumala Dairy, 65.3% in Dodla Dairy.3) 56% of the respondents in Heritage Dairy, 54.7% in Jersey Dairy, 37.3% in Thirumala Dairy, 30.7% of the respondents in Dodla Dairy said that they satisfied with recruitment and selection process.4) 97.3% of the respondents in Heritage Dairy, 93.3% in Jersey Dairy, 81.3% in Thirumala Dairy, 92% of the respondents in Dodla Dairy said that the mode of selection is based on the Interview method. 5) 93.3% of the respondents in the Heritage Dairy said that the selection procedure is fair, 81.3% in Jersey Dairy, 60% in Thirumala Dairy, 78.7% in Dodla Dairy.

93.3% in Heritage Dairy, 92% in Jersey Dairy, 80% in Thirumala Dairy, and 86.7% of the respondents in Dodla Dairy said that the induction programme properly implemented after selection process. 6) 92% in Heritage Dairy, 93.3% in Jersey Dairy, 93.3% in Thirumala Dairy, 85.3% of the respondents in Dodla Dairy said that the induction programme and orientation programs are satisfied. 7) 49.3% in Heritage Dairy, 52% in Jersey Dairy, 62.7% in Thirumala Dairy, 65.3% of the respondents in Dodla Dairy said that they receive promotion.8) 100% of the respondents in the Heritage Dairy said that the internal promotion is given importance, 97.3% in Jersey Dairy, 93.3% in Thirumala Dairy, 80% of the respondents in Dodla Dairy.9) 85.3% in the Heritage Dairy. 84% in Jersey Dairy, 80% in Thirumala Dairy, 68% of the respondents in Dodla Dairy follow both the seniority and Merit. 10) 66.7% of the respondents in the Heritage Dairy are satisfied with training needs in the dairy unit, 60% in Jersey Dairy, 29.3% in Thirumala Dairy, 69.3% in Dodla Dairy.

11) 85.3% of the respondents in the Heritage Dairy are benefitted by attending the training programmes, 86.7% in Jersey Dairy, 81.3% in Thirumala Dairy, 88% in Dodla Dairy. 12) 22.7% of the respondents in the Heritage Dairy faced the inconvenient timing for training schedule, 12% in Jersey Dairy, 32.7% in Thirumala Dairy, 50.7% of the respondents in Dodla Dairy. 12) 48% of the respondents in the Heritage Dairy are aware of performance appraisal reports, 58.7% in Jersey Dairy, 58.7% in Thirumala Dairy, 46.7% in Dodla Dairy. 13) 82.7% of the respondents in the Heritage Dairy following the grading method, 76% in Jersey Dairy, 90% in Thirumala Dairy, 80% of the respondents in Dodla Dairy. 14) 2.7% of the respondents in the Heritage Dairy are satisfied with the career planning programme available for the employees, 72% in Jersey Dairy, 46.7% in Thirumala Dairy, 78.7% of the respondents in Dodla Dairy. 15) 27% of the respondents in the Heritage Dairy are satisfied with the career areas, 72% in Jersey Dairy are satisfied with the career areas, 46.7% in Thirumala Dairy are satisfied with the career areas, 78.7% of the respondents in Dodla Dairy are satisfied with the career areas.16) 84% of the respondents in the Heritage Dairy are satisfied with current developments, 64% in Jersey Dairy, 64% in Thirumala Dairy, 45.3% of the respondents in Dodla Dairy.

SUGGESTIONS:

The employees have stated that they do not have any idea about the existence of the Personnel/HRM sections, but the subsequent analysis has shown that they appreciate the selection process, training and development programmes, and performance appraisal system and hence the employees have to be educated. The Dairy unit should conduct the meetings frequently to the employees to know about the HRM practices in the industry.2) The objectives, goals and activities of the dairy units and the category of the job have motivated the employees, revealing the commitment of the employees towards the principles of dairy unit and the organizations and hence the department should exploit this factor to the benefit of the organization and betterment of the employees.3) The rewards given to the employees towards the efforts put-forth by them have been found quite low and hence the dairy units in the A.P will have to adopt suitable reward system to motivate the employees to work better. Rewards should be extended to cover job security and other benefits in the form of recognition such as certificates, valuable others like housing and rent loans that have the potential to be cherished by employees. Performance appraisals are the best should be held at least every 6 months. More frequent appraisals might be important if someone changes role (even temporarily) or during times of rapid change or unusual activity in the organization. For new staff, the employer may want to have monthly meetings followed with a review at the end of the probationary period. Plan to hold meetings at a time when the workload is not at a peak. It is important to show that appraisals are part of the normal operations of the business and won't be put off simply because another job comes along. There should be adequate notice given to the employee about the purpose and process involved, as well as inviting them to think about issues they would like to discuss. Employees should prepare for the appraisal through a 'self review' - ideally using the same performance appraisal sheet that is used by the reviewer. This will prompt them to think about their achievements and save time in the meeting.5) A separate Section/Department like Personnel Department/ Human Resource Management Department may be established for the better the Man Power Planning and Recruiting the employees and make them work better to achieve the goals of these organizations.

The management and the HR department should compulsorily take the opinion and suggestions of the workers and the employees who participate in the trainings programmes through written feedback or by interviewing them personally wherever written feedback is not possible. After the successful training completion most of the employees got more responsibility while some of them were promoted. Giving the employees incentives on successful completion of the training should be thought of as a motivational scheme as this will increase the interest of the employees in trainings. As the employees acquire new knowledge, skills or aptitude and apply them on their job, they should be significantly rewarded for their effort.

CONCLUSION:

The study on the Human Resource Management in the four dairy units have been carried out by evaluating the employees based on the demographic characteristics first, then source of recruitment motivational factors influenced the employees. The employees were motivated based on different factors at different levels. The study covered the Performance Appraisal System and the career planning and career development measures adopted by the dairy units in giving satisfaction to the employees. The employees have given inconsistent responses to these due to the less popularity of these measures. The promotional avenue giving job satisfaction was found that the top level employees had good avenues, but the assistant manager, senior executives felt that they did not have many avenues to come up. The employees have responded positively by stating that the promotions were carried out impartially. Majority of the employees are satisfied with the promotional policy. The rewards given to the efforts put forward were rated by the employees as quiet low. More variables were given job satisfaction through interpersonal relations.

SCOPE FOR FUTURE RESEARCH:

The present study on “The Role of Human Resource Management in the four dairy units and its impact on performance of dairy units in A.P, were based on the opinions of managerial 300 employees only. In the course of the study it was observed that there is a lot of potentiality for future research in the area of cooperatives on: (1) The type of the leadership, (2) The commitment of the members to the principles cooperation. (3) Preventive measures for losses of the societies.

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