



## Research Article

# Study of strategic human resource management (SHRM) towards co-operation and co-ordination among the staff of Karnataka State Horticulture Department in Tumkur district

■ N. KUMARA AND NEHAL A. FAROOQUEE

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**SUMMARY :** The research pursues an eminent theme of human resource management, “the co-operation and co-ordination of human resource activities in an organization”. Importance of the HR-activities in an organization cannot be under estimated, as the HR-activities directly or indirectly influence the performance of the organization. The following research will study the co-operation and co-ordination among the staff of Horticulture Department towards achieves the objectives of the organisation. The study will also identify the reasons for conflicts and identify the solutions to solve them. The positivism along with qualitative method of research have been adopted for the study, data will be collected from primary and as well as secondary resources. Research will be pursuing the objectives of the study and will contribute to the vast subject of human resource management, namely the Human resource activities, co-operation and co-ordination among staff that influence on the organizational growth. The Human Resource function has evolved over the years from the labour officer, to the personnel officer, personnel manager and the human resource manager of today. The change in terminology also suggests a change in the objectives and boundaries of the function. The dynamic and competitive business environment resulting from globalization has led a new focus on how human resource should be organized and managed. This has led to the emergence and increase in the use of the term strategic human resource management (SHRM). There has now been a visible convergence between HRM and strategy. Human resources are one of the most important assets in the organizations. Human resources provide an organization a source of sustainable competitive advantage in a highly competitive environment, facing a shortage of talents.

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**Author for correspondence :****N. KUMARA**

Department of Extension and Development Studies, Indira Gandhi National Open University, NEW DELHI, INDIA  
Email: [nkumar278@gmail.com](mailto:nkumar278@gmail.com)

See end of the article for authors' affiliations

**BACKGROUND AND OBJECTIVES**

The Department of Horticulture is one of the Major Departments of the state which undertakes the development of horticulture. The Department is headed by the Director of Horticulture and he is assisted by three Additional Director of Horticulture and six Joint Directors of Horticulture. At the district level, the Deputy Director of Horticulture under the Zilla Panchayat looks after

the extension and training programs and implements the several district sector schemes. The Deputy Director of Horticulture also assists the NABARD for extending credit facilities to farmers by providing technical feasibility reports. He is also responsible for an overall development of horticulture in the district.

At district level, the Senior Assistant Director of Horticulture (State Sector) looks after the maintenance of horticultural farms and

nurseries. He is mainly responsible for the propagation of planting materials and also for implementation of various state sector and central sector schemes. The Senior Assistant Director of Horticulture (State Sector) also implements the horticultural training programme through the horticultural training centers established in all the 20 districts of the State.

At the taluka level, the Senior Assistant Director of Horticulture and Assistant Director of Horticulture under Zilla Panchayat are implementing various developmental programmes of the department. They are responsible for the overall development of horticulture in the taluk.

Apart from the above, the Deputy Director of Horticulture and Senior Assistant Directors at the state headquarters look after independently certain special programmes like plant protection, seed testing, plant nutrition, floriculture, fruits and vegetable preservation, plantation and spices, farm information unit, Lalbagh Botanical garden, Cubbon park etc.

Horticulture is a significant and upcoming sector in Karnataka. Horticulture has proved to be the best diversification option for agricultural land use, because of assured and the remunerative returns to the farmers. The Department of Horticulture is responsible for the overall development of horticulture in the state.

The father of scientific management was Fredric W. Taylor in the year 1878 to 1890 studied workers efficiency and attempted to discover the "one best way" one fastest way to do a job". He exhorted the drastic changes in technology, the growth of organization, the rise of union and the government concerns and interventions concerning working people resulted in the development of personnel departments.

Co-operation which encourages and directs human life towards the peace and prosperity. Co operation brings together peoples and nations and facilitates peaceful co-existence. According to Calvert (1926) co-operation is a form of organization, which the persons voluntarily associate together

on the basis of equality for the promotion of their interest.

FAY (1948) define "co-operation is an association for the purpose of joint trading among the weak and conducted always in an unselfish spirit on such terms that all who are prepared assume the duties of membership may share its rewards in proportion to the degree in which they make use of their association.

## RESOURCES AND METHODS

The study was carried out in Horticulture Department Tumkur district of Karnataka state in India. The current study was based on both primary and secondary sources of data. The primary data were collected with the help of a survey questionnaire. The population consisted of all the categories of officers / staff of group A officers, group B officers, group C officials and group D staff of 10 each. The final sample consisted of 40 staffs selected randomly from the each category of staff of horticulture department. The data collected for the study were tabulated, processed and analysed using simple statistical tools like frequency and percentage.

## OBSERVATIONS AND ANALYSIS

A cursory look at the Table 1 indicates that a majority of group B officers (42.62 %) posts were vacant against the sanction posts of 1525 followed by group C staff (32.57%) posts were vacant against the sanction posts of 1848 which are technical posts delivering services at gross root level and are essential and 1619 group D staff (76.00 %) were working against the sanction the post 2130. Against the total sanction posts of 5720, only 3917 staff were working and 31.52 per cent of posts were vacant.

It is implied from Table 2 that the majority of the group A officers (70.00 %) followed by group C officials (50.00 %) and

**Table 1 : Details of staff in Karnataka state horticulture department**

Sr. No.	Categories of posts	Sanctioned	Working	Vacant	% age vacant
1.	Group - A	217	177	40	18.46
2.	Group - B	1525	875	650	42.62
3.	Group - C	1848	1246	602	32.57
4.	Group - D	2130	1619	511	23.99
	Total	5720	3917	1803	31.52

**Table 2 : Distribution of respondents' categories wise according to their age**

Sr. No	Category	Group A officers		Group B officers		Group C officials		Group D officials	
		Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
1.	Young age (<35 yrs)	0	0.00	5	50.00	04	40.00	01	10.00
2.	Middle age (36-50 yrs)	07	70.00	4	40.00	05	50.00	04	40.00
3.	Old age (>50 yrs)	03	30.00	1	10.00	01	10.00	05	50.00
	Total	10	100.00	10	100.00	10	100.00	10	100.00

same percentage of (40.00%) group B officers and group D officials were middle aged. Majority of the group B officers (50.00%) followed by group C officials (40.00 %) 10 per cent of group D officials and zero in group A officers were of young age group. Majority of the group D officials (50.00 %) followed by group A officer (30.00 %) and only 10 per cent of the group B officers were in old age group.

From the Table 3, it is very clear that the majority (50.00 %) of the staff were middle aged followed by same percentage were (25.00 %) of young age and old age group.

From the Table 4, it is clear that there was a good co-operation and co-ordination among the categories of group D officials (70.00%) followed by same percentage (60.00 %) in group A and group B officers and 50.00 per cent in group C officials.

Among the different categories there was a good co-operation and co-ordination being maximum (70.00%) in group C officials followed by same percentage (40.00%) in group A and group B officers and only 30 per cent of co-operation and co-ordination among different categories of staff in group D officials.

Poor co-operation and co-ordination was highest (40.00 %) in group D Staff followed by same percentage of 30.00 per cent staff in group A and group B officials and lowest of 10 per cent in group C officials were among the different categories

of staff. whereas between the staff same percentage of 20.00 per cent was with group A, group B and group C officials. It was only 10 per cent with group D officials.

Medium co-operation and co-ordination was highest (30.00 %) with group A, group B and group D officials followed by 20.00 per cent with group C officials among different categories of staff. Whereas between the staff of same categories it was 30.00 per cent, with group C officials followed by same percentage of 20.00 per cent with group A, group B and group D officials It is evident from the Table 5 that there was a good co-operation and co-ordination of 60.00 per cent of the staff among the categories of officers / officials and only 45.00 per cent between the different categories of staff followed by medium 22.50 per cent and 27.50 per cent, poor 17.50 per cent and 27.50 per cent, respectively. Similar work on the related topic was also done by Becker *et al.* (1997 and 1998); Huselid and Becker (1998); Schuler (1990) and Ulrich (1997).

### Conclusion :

From the findings it can be concluded that 40.00 per cent staff of same categories and 55.00 per cent of staff of between each categories, there was no good co-operation and co-ordination that affect the organizational growth as well as individual growth. To fill the gap organization should identify

**Table 3 : Distribution of respondents according to their age**

Sr. No.	Category	Staff of horticulture department	
		Frequency	Percentage
1.	Young age (<35 yrs)	10	25.00
2.	Middle age(36-50 yrs)	20	50.00
3.	Old age (>50 yrs)	10	25.00
	Total	40	100.00

**Table 4 : Distribution of respondents' categories wise and among categories co-operation and co-ordination**

Sr.No.	Category	Group A officers		Group B officers		Group c officials		Group D officials									
		Among	Between categories	Among	Between categories	Among	Between categories	Among	Between categories								
1.	Good	6	60 %	4	40%	6	60%	4	40%	5	50%	7	7%	7	70%	3	30%
2.	Medium	2	20%	3	30%	2	20%	3	30%	3	30%	2	20%	2	20%	3	30%
3.	Poor	2	20%	3	30%	2	20%	3	30%	2	20%	1	10%	1	10%	4	40%
	Total	10	100%	10	100%	10	100%	10	100%	10	100%	10	100%	10	100%	10	100%

**Table 5: Distribution of respondents having co-operation and co-ordination among each and between the categories**

Sr. No.	Category	Staff of horticulture department			
		Among each		Between categories	
		Frequency	Percentage	Frequency	Percentage
1.	Good	24	60.00	18	45.00
2.	Medium	9	22.50	11	27.50
3.	Poor	7	17.50	11	27.50
	Total	40	100	40	100

the problems, conflicts etc and see that there is a good co-operation and co-ordination among and between different categories of staff to achieve the goals / objectives.

Authors' affiliations :

**NEHAL A. FARROQUEE**, Department of Extension and Development Studies, Indira Gandhi National Open University, NEW DELHI, INDIA

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