



# HUMAN RESOURCE MANAGEMENT PRACTICES IN AGRO BASED ENTERPRISES DURING COVID19 PANDEMIC IN NANDED CITY

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## ABSTRACT

*Agriculture sector is one of the primary sectors of the Indian economy. The agriculture sector contributes 19.9 percent of the GDP for the year 2020-21 as compared to 17.8 percent of the GDP for the year 2019-2020. The present research study is related to the manpower management in the agro based enterprises. An attempt is made to study and to identify the functional areas of human resource management and its practises employed in the agro based enterprises during COVID19 pandemic. The present research study is restricted to the Nanded city of Maharashtra state. It is observed that lockdown and social distancing has played significant role in the human resource management practices of agro based business. Even though the agriculture sector was given the status of emergency services and has been excluded from the lockdown and agriculture market was not closed but avoidance of social gathering restricted the agro based enterprises to some extent. It is found that the human resource management practices have been changed as per the guidelines of Government from time to time. It is concluded that there is an impact of COVID19 pandemic on human resource management practices in Agro based enterprises of Nanded city as specific location and in general to all sectors of the economy in the nation. It is concluded that procurement related strategies of small agro based enterprises in Nanded city are slightly changed for the safety of employees. It is suggested that the entrepreneurs of small agro based enterprises should give the facility of work from home to the employees wherever possible. The employee productivity and work culture should be properly managed by the agro based enterprises in Nanded city.*

**KEYWORDS:** Human Resource Management Practices, Procurement strategies, Human Resource Planning, COVID19 pandemic and Agro based Enterprises

## 1. INTRODUCTION

Agriculture sector is one of the primary sectors of the Indian economy. The agriculture sector contributes 19.9 percent of the GDP for the year 2020-21 as compared to 17.8 percent of the GDP for the year 2019-2020. The 41.49 percent of human workforce employed were from either the agriculture sector or the agriculture allied enterprises in the year 2020. The majority of the Indian population depends on the agriculture sector for their livelihood and it is seen that there was less impact of COVID19 pandemic on the agriculture sector as compared to other sectors of the economy.

### 1.1 Selection of the topic

The COVID19 pandemic has adversely affected many businesses across the globe. It is observed that the fundamental requirements of human beings such as food, medicine and hospitality services were of utmost priorities during COVID19 pandemic. Hence the food as an important ingredient of the agriculture field was a saleable product even during COVID19 pandemic. This fascinated the researcher to do research on the topic "Human Resource Management Practices during COVID19 pandemic in Agro based Enterprises" as general topic and Human Resource Management Practices during COVID19 pandemic in Agro based Enterprises in Nanded city as a specific topic.



## 1.2 Human Resource Management Practises before COVID19 pandemic

Human Resource Management Practises before COVID19 pandemic are planning, organizing, directing, controlling and correcting of human resources at top level and human resource planning, recruitment, selection, training and development, compensation, integration and separation of human resources at operative level or at managerial level.

## 1.3 Human Resource Management Practises during COVID19 pandemic

Human Resource Management Practises during COVID19 pandemic are planning, organizing, directing, controlling and correcting of human resources at top level and human resource planning, recruitment, selection, training and development, compensation, integration and separation of human resources at operative level or at managerial level. But the difference is related to the guidelines issued by the Government from time to time and its implementation in the human resource management practises.

## 1.4 Objective of the Research Study

The objective of the present research study is as follows.

1. To study procurement related strategies of small agro based enterprises during COVID19 pandemic in Nanded city.

## 1.5 Hypothesis of the Research Study

The hypothesis of the present research study is categorised and classified as null hypothesis and alternative hypothesis as follows

1. **Null Hypothesis:** There is no significant difference in procurement related strategies of small agro based enterprises before and during COVID19 pandemic in Nanded city.
2. **Alternative hypothesis:** There is significant difference in procurement related strategies of small agro based enterprises before and during COVID19 pandemic in Nanded city.

## 1.6 Limitations of the Research Study

The limitations of the present research study are as follows;

### A. Geographical limitations

The present research work is limited to the Nanded city only. The selection of smaller geographical area may lead to the biased collection of data and that may not be applicable to the nation as a whole.

### B. Time constraint

Time available to do the research is also limited and hence the present research work is not carried out over the long period.

### C. Cost constraint

The present research work is not funded by any funding agencies and therefore the cost available to carry out the present study is limited.

## 2. REVIEW OF LITERATURE

The literature available to the present research study is

According to Flippo (1984)<sup>1</sup>, "Personnel management, or say, human resource management is the planning, organising, directing and controlling of the procurement, development, compensation, integration, maintenance, and separation of human resources to the end that individual, organisational and social objectives are accomplished".

Sumantra Ghosal(1999)<sup>2</sup> considers human resources as human capital. He classifies human capital into three categories-intellectual capital, social capital and emotional capital. Intellectual capital consists of specialized knowledge, tacit knowledge and skills, cognitive complexity, and learning capacity. Social capital is made up of network of relationships, sociability, and trustworthiness. Emotional capital consists of self-confidence, ambition and courage, risk-bearing ability, and resilience.

Ministry of Health and Family Welfare, Government of India (2020)<sup>3</sup> issued an advisory for Human Resource Management on COVID19 pandemic. This Advisory document provides guidelines to the state on human resource in COVID19 pandemic situation in India. The major areas where enhanced deployment of HR is required are as follows

- i. Surveillance
  - ii. Clinical management
  - iii. Management of quarantine, isolation facilities, logistics and supply chain management.
  - iv. Psycho Social Care:
2. The HR pooled from various sources will be assigned roles to perform in the above mentioned area.

**Braja Deepon Roy** (2021)<sup>4</sup> identifies top HR managers' challenges during COVID19 pandemic. Mental Health and Wellbeing is one of the challenges for HR Manager as there is sudden shift in the working hours, work culture and work environment. Work from Home introduced is again one of the challenges as employees productivity and work culture may be affected. Lack of agility, employee communication, uncertainty and employee engagement are other major challenges of human resource management practices.

Jeanne Meister(2021)<sup>5</sup> recommends new Human Resource Trends to cope up with the present COVID19 pandemic situation. These human resource management trends or practices include employee wellbeing as a business mandate, workplace transformation, mental health of employee, re-



engineering corporate learning, internal talent mobility to retain employees, People analytics to solve business problems, hybrid office structure, expanding employee experience, creating diversified, equitable and inclusive workforce and anticipating new Human resource jobs.

Rosario LG and Danilo Vargas (2021)<sup>6</sup> studied Pandemic (COVID-19) Lockdown and Human Resource Management Emergency Policy Intervention. The emergency policy intervention of human resource department at the employee housing is as a measure of employee safety during COVID19 lockdown period in Kuwait. They came to know that intervention is for the employee's safety measure

again the spread of corona virus disease among the employees in Kuwait.

Divya J. Shekhar (2020)<sup>7</sup> said that Covid-19 is accelerating some of the greatest workplace transformations of our time. It is bringing about major shifts in the way people are hired, on-boarded, trained, assessed and promoted. There is a transformation in how companies communicate and connect with their employees, and help them re-skill and up-skill.

### 3. RESEARCH METHODOLOGY

The research methodology is explained as research design as follows

#### 3.1 Research Design

Sr. No.	Parameter	Description
1.	<b>Type of Research</b>	Ex Post Facto Descriptive Research
2.	<b>Nature of Research</b>	Quantitative & Qualitative Research
3.	<b>Research Instrument</b>	Structured questionnaire
4.	<b>Dependent Variable</b>	The human resource management practices
5.	<b>Independent Variables</b>	Operative functions of HRM and COVID19 guidelines
6.	<b>Control over Variables</b>	No Control- Ex Post Factor
7.	<b>Type of Products</b>	Agriculture products
8.	<b>Methods of Data Collection</b>	Sample Survey Method through Interrogation
9.	<b>Universe</b>	Employees and Entrepreneurs of Agro based enterprises in India.
10.	<b>Population</b>	Employees and Entrepreneurs of Agro based enterprises in Maharashtra.
11.	<b>Sampling Frame</b>	Employees and Entrepreneurs of small Agro based enterprises in Nanded
12.	<b>Sample Elements</b>	Employees and Entrepreneurs of small Agro based enterprises
13.	<b>Sampling method Size</b>	Convenient sampling method
14.	<b>Calculated Sample Size</b>	200 employees and 40 entrepreneurs.
15.	<b>Sources of Data Collection</b>	Primary and Secondary sources
16.	<b>Primary Sources</b>	Field survey
17.	<b>Secondary sources</b>	Journals, Articles, Magazines and books.
18.	<b>Statistical Tools</b>	Paired sample t test and percentage
19.	<b>Statistical Software</b>	Ms Excel 2010 and SPSS 20
20.	<b>Data Interpretation</b>	Graphs, descriptive statistics and inferential statistics

Source: Researchers' compilation

### 4. DATA ANALYSIS AND INTERPRETATION

The data analysis and interpretation is as follows

#### 4.1 Procurement related strategies

The procurement related strategies are Proper Job analysis, Human Resource Planning ,

Recruitment ,Selection , Placement , Induction, Transfer , Promotion , Separation strategies before and during COVID19 pandemic were compared and followed by paired sample correlation and paired sample t test as follows

**Table No.4.1 Paired sample correlation**

Paired Samples Correlations				
		N	Correlation	Sig.
Pair 1	Proper Job analysis was done before COVID19 pandemic & Proper Job analysis was done during COVID19 pandemic	240	.842	.000
Pair 2	Human Resource Planning was done before COVID19 pandemic & Human Resource Planning was done during COVID19 pandemic	240	.779	.000
Pair 3	Recruitment was done before COVID19 pandemic & Recruitment was done during COVID19 pandemic	240	.788	.000
Pair 4	Selection was done before COVID19 pandemic & Selection was done during COVID19 pandemic	240	.737	.000
Pair 5	Placement was done before COVID19 pandemic & Placement was done during COVID19 pandemic	240	.762	.000
Pair 6	Induction was done before COVID19 pandemic & Induction was done during COVID19 pandemic	240	.718	.000
Pair 7	Transfer was done before COVID19 pandemic & Transfer was done during COVID19 pandemic	240	.805	.000
Pair 8	Promotion was done before COVID19 pandemic & Promotion was done during COVID19 pandemic	240	.764	.000
Pair 9	Separation was done before COVID19 pandemic & Separation was done during COVID19 pandemic	240	.797	.000

Source: SPSS output

Form the above table no. 4.1, it is found that the correlation coefficient values for all 9 pairs of procurement strategies are greater than 0.7 indicating that there is strong positive correlation between all procurement related strategies before and during COVID19 pandemic situation. The calculated significance values of all 9 pairs (0.00) are less than the standard significance value (0.05); therefore the null hypothesis for the above table 'There is no

significant correlation between all procurement related strategies before and during COVID19 pandemic situation' is rejected and the research statement (alternative hypothesis) 'There is no significant correlation between all procurement related strategies before and during COVID19 pandemic situation' is accepted.

**Table No. 4.2 Paired sample t test**

Paired Samples Test									
		Paired Differences					t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Pair 1	Proper Job analysis was done before COVID19 pandemic - Proper Job analysis was done during COVID19 pandemic	-.737	.767	.049	-.835	-.640	-14.903	239	.000
Pair 2	Human Resource Planning was done before COVID19 pandemic - Human Resource Planning was done during COVID19 pandemic	-.954	.874	.056	-1.065	-.843	-16.916	239	.000
Pair 3	Recruitment was done before COVID19 pandemic - Recruitment was done during COVID19 pandemic	-.850	.855	.055	-.959	-.741	-15.406	239	.000
Pair 4	Selection was done before COVID19 pandemic - Selection was done during COVID19 pandemic	-.950	.900	.058	-1.064	-.836	-16.361	239	.000



Pair 5	Placement was done before COVID19 pandemic - Placement was done during COVID19 pandemic	-.904	.907	.059	-1.020	-.789	-15.436	239	.000
Pair 6	Induction was done before COVID19 pandemic - Induction was done during COVID19 pandemic	-.888	.998	.064	-1.014	-.761	-13.779	239	.000
Pair 7	Transfer was done before COVID19 pandemic - Transfer was done during COVID19 pandemic	-.929	.848	.055	-1.037	-.821	-16.978	239	.000
Pair 8	Promotion was done before COVID19 pandemic - Promotion was done during COVID19 pandemic	-.729	.945	.061	-.849	-.609	-11.955	239	.000
Pair 9	Separation was done before COVID19 pandemic - Separation was done during COVID19 pandemic	-.762	.881	.057	-.875	-.650	-13.410	239	.000

Source: SPSS output

From the above table no. 4.2, it is found that the calculated values of paired sample t test for procurement related strategies before and during COVID19 pandemic (0.00) are less than the standard significance value (0.05 and hence the null hypothesis 'There is no significant difference between the procurement related strategies of small agro based enterprises in Nanded city' is rejected and the alternative hypothesis 'There is significant difference between the procurement related strategies of small agro based enterprises in Nanded city' is accepted.

Hence it is interpreted that the procurement related strategies of small agro based enterprises in Nanded city are different. This is due to COVID19 safety guidelines followed by the enterprises from time to time.

## 5. FINDINGS, CONCLUSIONS AND SUGGESTIONS

It is found that there is positive correlation between procurement related strategies of small agro based enterprises in Nanded city. It means that even though there are restrictions and changes in strategies but due to status of emergency services (fundamental requirement of human beings ie. Food), there are slight changes as compared to other enterprises.

It is concluded that procurement related strategies of small agro based enterprises in Nanded city are slightly changed for the safety of employees.

It is suggested that the entrepreneurs of small agro based enterprises should give the facility of work from home to the employees wherever possible. The employee productivity and work culture should be properly managed by the agro based enterprises in Nanded city.

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