



SURVEY OF HOPCOMS EMPLOYEES IN KARNATAKA

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Abstract: *This paper focuses on HOPCOMS employees designations, qualifications, promotions, position of appointment, motivation towards staff, perception about service, opinion about salary structure, procurement, cold storage facility, warehousing, transportation and distribution, suggestions for improving the performance of HOPCOMS.*

Keywords: *hopcoms, Perceptions, Procurement, Logistics, Performance*

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INTRODUCTION:

The Horticultural Producer's Co-operative Marketing and Processing Society Ltd., (HOPCOMS), can play a value adding role in the horticultural economy of Karnataka. The focus of the study is how HOPCOMS manages its operations. Operations management at HOPCOMS is more challenging in view of the poor infrastructure, inefficient and counterproductive procedures and market imperfection that initiate the horticultural sector of the economy.

The current organizational structure of HOPCOMS consisting of line and support functions is proving to be inadequate. To meet the needs of an expanding and high value markets, HOPCOMS is finding that these structures are no longer efficient. Any evaluation of HOPCOMS operations needs to be based on the question whether they will meet the objectives of this organization.

The task of HOPCOMS in Karnataka is enormous. Striking a balance between the need to ensure reasonable prices for the producers and the needs of the consumers of availability of fresh Fruits and Vegetables (F&V) at reasonable prices; minimizing or eliminating the role of middlemen, providing efficient storage and logistics are the main challenges of HOPCOMS. The conceptualize; HOPCOMS has to manage its operations efficiently.

The present study aims at analyzing the various aspects of HOPCOMS, its organizational set up and its operations management. Incidentally Bangalore happens to be the state head quarters of Karnataka. The administration of HOPCOMS in Karnataka whose operation are spread over nine districts is controlled from Bangalore head office.

The research focuses on conceptualizing the problems of efficient operations faced by HOPCOMS, conducting field study of producers consumers, bulk buyers and staff of the HOPCOMS in Bangalore. The studies analyze problems faced by growers and consumers. Further the study is conducted with the intention of offering pragmatic suggestions for improving efficiency and effectiveness of HOPCOMS.

RESEARCH METHODOLOGY:

This is descriptive research relying upon primary data and secondary data. The primary data has been collected from sample of employees of HOPCOMS, secondary from reports of the society.



- **Tool for data collection** : Questionnaire were constructed to collect information from employees of HOPCOM.
- **Sampling** : For collecting data from employees of the society, a convenient sampling method was adopted.
- **Sample size**: There are 40 respondents taken at head office in Bangalore.

Primary data collected from staff of the society are tabulated by constructing tables. The tabulated primary data is presented under the section findings and interpreted.

FINDINGS:

An analysis of the survey of employees of HOPCOMS and its operations in Karnataka state is presented in this section.

Survey of HOPCOMS employees:

Table 1.1: Designations of HOPCOMS Employees

Designation	Year of service		
	Below 5 years	Above 5 years	Total
Clerk	04	10	14
Manager	01	08	09
Supervisor	04	06	10
Procurement manager	01	04	05
Finance manager	01	01	02
Total	11	29	40

Source : Head office, Bangalore (Actual numbers are percentage to the total sample)

Table 1.1 shows the designations and service of HOPCOMS Employees. About 35 percent of respondents were clerks. Among them 25 percent of clerks have above 5 years service and 10 percent of respondents were below 5 years service.

About 25 percent of supervisors were having below 5 and above 5 years service. About 13 percent of procurement manager have above 5 years services. From the analysis it can be inferred that majority of respondents are clerks with more than 5 years service.

Table 1.2: Qualifications and designations of HOPCOMS Employees

Qualification	Designation					
	Clerk	Manager	Supervisor	Procurement manager	Finance manager	Total
SSLC	06	-	01	01	-	08
PUC	07	-	04	-	01	12
Degree	01	08	04	02	-	15
PG	-	01	01	02	01	05
Total	14	09	10	05	02	40

Source : Head office Bangalore



About 38 percent of the employees are graduates. Thirty percent of employees had PUC and 20 percent of employees were below SSLC.

Table 1.3: Designations and promotions of HOPCOMS employees

Designation	Promotions		
	Yes	No	Total
Clerk	11	03	14
Manager	06	03	09
Supervisor	06	04	10
Procurement manager	05	-	05
Finance manager	-	02	02
Total	28	12	40

Source : Head Office, Bangalore

Table 1.4: Position of appointment of HOPCOMS staff

Designation	Position of appointment			
	Attender	Clerk	Computer operator	Total
Clerk	08	04	02	14
Manager	-	06	03	09
Supervisor	01	07	02	10
Procurement manager	-	05	-	05
Finance manager	01	01	-	02
Total	10	23	07	40

Source : Field survey

Table 1.5: Motivation of HOPCOMS staff

Designation	No. of respondents		
	To serve the public	To earn Profit for HOPCOMS	Total
Clerk	09	05	14
Manager	03	06	09
Supervisor	04	06	10
Procurement manager	02	03	05
Finance manager	-	02	02
Total	18	22	40

Source : HOPCOMS Head office, Bangalore



Table 1.6: Perception of Managerial staff about the service provided by HOPCOMS

Designation	Opinion regarding benefit						All	Total
	Producers consumers	Consumers	Bulk buyers	Farmers	Consumers bulk buyers			
Clerk	03	02	01	01	01	06	14	
Manager	02	02	-	-	-	05	09	
Supervisor	07	01	-	-	-	02	10	
Procurement manager	02	-	-	-	01	02	05	
Finance manager	-	-	-	-	01	01	02	
Total	14	05	01	01	03	16	40	

Source : HOPCOMS Head Office, Bangalore

Table 1.7: Employees opinion about salary structure in HOPCOMS

Designation	Salary structure					Total
	Excellent	Good	Average	Poor	Very bad	
Clerk	03	05	02	02	02	14
Manager	-	02	02	03	02	09
Supervisor	01	04	02	01	02	10
Procurement manager	-	01	02	01	01	05
Finance manager	-	01	-	01	-	02
Total	04	13	08	08	07	40

Source : HOPCOMS Head Office, Bangalore.

Majority of clerks have given different opinions in this regard. Nearly 13 percent of clerks say it is good, 7 percent say it is excellent, and just 5 percent feel it is average and poor.

Table 1.8: Opinion about procurement and cold storage facility in HOPCOMS

Designation	Opinion about procurement and cold storage facilities			
	Poor	Good	Both	Total
Clerk	07	03	04	14
Manager	01	03	05	09
Supervisor	03	02	05	10
Procurement manager	01	02	02	05
Finance manager	01	01	-	02
Total	13	11	16	40

Source : HOPCOMS Head Office, Bangalore



Table 1.9: Opinion about storage and warehousing of HOPCOMS

Designation	Opinion about storage and warehousing		
	Very poor	Essential	Total
Clerk	07	07	14
Manager	06	03	09
Supervisor	06	04	10
Procurement manager	02	03	05
Finance manager	02	-	02
Total	23	17	40

Source : HOPCOMS Head Office, Bangalore

Table 1.10: Opinion of employees about transportation and distribution of F&V

Designation	Employees opinion		
	Good	Yet to be improve	Total
Clerk	05	09	14
Manager	01	08	09
Supervisor	03	07	10
Procurement manager	01	04	05
Finance manager	01	01	02
Total	11	29	40

Source : HOPCOMS head office, Bangalore

Table 1.11: Suggestions for improving the performance of HOPCOMS

Designation	Suggestions					
	Computerization (1)	Providing cold storage (2)	Fresh F&V (3)	1 & 2	1, 2, 3	Total
Clerk	03	04	-	02	05	14
Manager	-	01	01	01	06	09
Supervisor	-	04	01	01	04	10
Procurement manager	-	-	-	01	04	05
Finance manager	-	01	01	-	-	02
Total	03	10	03	05	19	40

Source : HOPCOMS Head Office, Bangalore

SUMMARY OF FINDINGS:

The present study was undertaken with the overall objective of evaluation of the role of HOPCOMS in marketing horticultural products in Karnataka. It is also intended to assess performance and growth of HOPCOM. A survey of opinions of the HOPCOMS managerial staff was carried out for the purpose.



Based on data collected, it is evident that lot of scope existing for the improvement of operational efficiency of HOPCOMS. If improvements are effected, the beneficiaries would be producers of horticultural products. HOPCOMS has adequate infrastructure to meet this obligation. There is a large potential demand for horticultural produces not only in Karnataka state but also in other states.

The importance of the study lies in the fact that efficient operations in HOPCOMS could make an important on the rural economy by enhancing incomes of small and marginal farmers. HOPCOMS, operation on the co-operative focused only on horticultural produces. This research is an attempt to bring out the crucial role of co-operatives such as HOPCOMS in rejuvenating the horticultural economy.

Table 1.12: Profile of HOPCOMS managerial staff

Sl. No	Variables	Respondents	First majority	%	Respondents	Second majority	%
1	Service HOPCOMS	Clerk	Above 5 years	25	Supervisor	Above 5 years	15
2	Educational Status	Manager	Graduation	20	Clerk	PUC	17
3	Promotions	Clerk	Promoted	27	Manager and supervisor	Promoted	15
4	Position of appointment	Clerk	Attender	20	Supervisor	Clerk	17
5	Course of joining of HOPCOMS	Clerk	Save to the public	22	Manager and supervisor	Profit to HOPCOMS	15
6	Opinion regarding benefit	Supervisor	Producers and consumers	17	Clerk	Producer and consumer	7
7	Opinion about salary structure	Clerk	Good	12	Supervisor	Good	10
8	Opinion about procurement of cold storage	Clerk	Poor	17	Supervisor	Good	7
9	Opinion about storage of ware housing	Clerk	Essential and very poor	17	Manager and supervisor	Very poor	15
10	Opinion about logistics	Clerk	Yet to be improved	22	Manager	Yet to be improved	20
11	Suggestions	Clerk and supervisor	Cold storage should improve	10	Clerk	Essential of computer	7

Source: Field survey (Findings)



SUMMARY OF FINDINGS – HOPCOMS MANAGERIAL STAFF

- ***Designation and services***

Large number of employees is in clerical and lowly paid cadres.

- ***Educational status***

The educational status is reflected in the employment status of the employees. Only the top managers are post graduates.

- ***Promotions of managerial staff***

The employees are promoted from clerical level to managerial level based on years of experience.

- ***Motivation of employees***

Employees have quoted public service / profitability of HOPCOMS as motivating factors.

- ***Performance of HOPCOMS***

The employees have said that HOPCOMS is performing a very beneficial for horticultural producers and consumers.

- ***About procurement and cold storage***

Employees of HOPCOMS expressed their views that storage facilities are poor. They also expressed a view that there is need to create large volumes of cold storage facilities and improve procurement systems.

- ***About logistics***

Efficient transportation and distribution is very crucial for HOPCOMS. The employees have pointed out the need for improving logistics in HOPCOMS.

SUGGESTIONS

- After analyzing the operations of HOPCOMS for the last ten years and on the basis of survey of employees of HOPCOMS the following suggestions are made.
- It is evident from the study that cold storage facilities available with HOPCOMS are not adequate. There is need to cold storage augment facilities.
- There is need to develop an efficient transport system for quick procurement and distribution of produce. A computerized system can be used for this purpose.
- Storage facilities as a scientific basis with facilities for grading and accurate weighing and packaging have to be created.
- Provide cold storage facilities to bulk buyers.



- HOPCOMS has to undertake a publicity campaign to increase the consumption of F&V. This could be a public service initiative. An increase in per capital consumption of F&V can have positive impact on rural economy.
- Through proper marketing planning, HOPCOMS must ensure the availability of all the F&V throughout the year.

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