

GOLDEN RESEARCH THOUGHTS

A STUDY ON HUMAN RESOURCE MANAGEMENT PRACTICES WITH REFERENCE TO THE SALEM CO-OPERATIVE SUGAR MILLS LTD., IN MOHANUR



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Abstract :

The importance of personal management is being increasingly realized in industrial and non-industrial organization both in India. The realization has come about because of increasing complexity of the task of managers and administrators. In most organizations the problems of getting the competent and relevant people, retaining them, keeping up their motivation and morale, and helping them to both continuously grow and contribute their best to the organizations, are now viewed as the most critical problems.

So with this reference the study titled on HR practices has been followed, based on the primary research in the Salem Co-Operative Sugar Mill has been prepared to get a better insight into the management practices adopted by SCSM with reference to HR Policies prepared by the HR department in organization. It emphasizes on the importance of a clear cut organization structure and culture to avoid any confusion in order to achieve maximum result with minimum resources.

The paper is aimed to cover maximum knowledge of the HR practices followed in the organization and how the performance is evaluated of employees, what primary factors are considered, how data is maintained and finally the evaluation done. The practical knowledge has been gained mainly by observing all the activities taking place in the H.R. department. This is a brief study done to have understanding of the subject H.R., how it is practically implemented, why it is necessary, its implications & the benefits.

Keywords: HR Practices, Performance.

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1. INTRODUCTION OF THE STUDY

The success of any business depends as much on appropriate, effective, well-communicated, HR and business practices as it depends on meeting the requirements of mandated laws and regulations. In fact, good planning and the development of effective practices make regulatory compliance much easier. HR practices helps in increasing the productivity and quality, and to gain the competitive advantage of a workforce strategically aligned with the organization's goals and objectives.

Human resources are systems of codified decisions, established by an organization, to support administrative personal functions, performance management, employee relations and resource planning. In this regard the study has been conducted on focusing the HR practices prevailing in the Salem Co-Operative Sugar Mill Ltd., Mohanur.

2. HR PRACTICES

In staffing, the importance of aligning individuals to the values of the company is highlighted by the practice of values-based interviewing- where specific attention is paid to identifying whether the individual's attitudes will match the values of the organization. In some companies, scanning for talent occurs even in the absence of a specific vacancy. Talent inventories are used for both selection and succession purposes, and the continuous process of developing a 'talent pool' – recruiting the best people and assigning them roles rather than hiring specific individuals for specific positions – are best practice.

Sophisticated employee on-boarding practices with on line provision and buddy systems in place in a number of firms to welcome and induct new members and active feedback sessions are provided to understand where the new employee is in terms of their familiarity and development within the organization.

In performance management, participative goal setting, with both work and development goals, based generally around balanced scorecard initiatives, provide a direct link to strategic objectives. The developmental and pay reviews are split in all cases, and the line of sight to rewards is clear in most firms through the use of performance/potential matrices. Forced ranking is in evidence in a number of companies, through was by no means the norm where as calibration of performance outcomes by central HR and senior management ensuring a fair distribution is seen across most of the sample companies.

Rewards in nearly all cases were managed with both group and individual elements in pay determination. The move to greater variable pay as a percentage of total compensation is in evidence across companies in all geographies.

3. STATEMENT OF THE PROBLEM

HR policies refer to the employee satisfaction in which the employee works. In order to find out the various factors that affects the employee inside the organization this topic has been chosen. As the company is said to be one of the large scale industries and it includes more than 500 employees through which we can take survey and can measure their satisfaction level regarding their working environment or the factors in the working environment.

4. OBJECTIVES

1. To find out workers perception towards HR practices followed in Salem co-operative sugar mills
2. To determine the satisfactory level of the workers regarding their job and other benefits

5. REVIEW OF LITERATURE

Christine M. Hagan (2002) conducted a study on "The core competence organization: Implications for human resource practices" in University of Miami, USA, This article describes the core competence organizational model (Prahalad&Hamel 1994) and discusses the conceptual shifts implicit in this model in relation to other theories: resource dependence, traditional strategic thinking, and the resource-based view of the firm. A strategic Human Resource (HR) Management framework is utilized to develop and present twelve hypotheses concerning the implications of core competence management for HR practices: job design, staffing, training and development, and the employee rewards system.

Barbara L. Rau, (2011) conducted a study on "The diffusion of HR practices in unions" in University of Wisconsin, Oshkosh, United States. Unions, like other service industry and/or nonprofit employers, are uniquely dependent upon the performance of their human resources to ensure organizational success. Consequently, unions have much to gain from adopting a more strategic focus in the management of their vital human talent. While some unions are moving toward greater sophistication in their internal and external environmental factors that may influence the adoption of more sophisticated HR practices by labor unions. It is hoped that the framework that is suggested here can be used to launch research directed at understanding and improving the diffusion of good HR practices among unions that could subsequently prove both the efficiency and effectiveness of unions as institutions.

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6. RESEARCH METHODOLOGY

Research Design	Descriptive Research
Sample Design:	
Sampling Frame	Employees who are working in Salem Co-operative Sugar Mill Ltd., in Mohanur.
Sampling Unit	Employees from different age groups, gender, locations, income levels, educational backgrounds in Salem Co-operative Sugar Mill Ltd., in Mohanur..
Sampling Size	150 Customers
Sampling Method	Simple Random Sampling was employed
Data Collection Methods:	
Primary Data	Survey Method (The complete schedule is standardized and formalized)
Secondary data	Data were gathered from respondents and journals and from previous work related to the banking sector.

7. ANALYSIS AND DISCUSSION

TABLE-1
Top management for decision making

Decision Making	Responder	Percentage
Yes	121	80.7
No	29	19.3
Total	150	100

Interpretation:

The above table depicts that out of 150 employees, 80.7 percentages of (121) employees have yes top management for decision making and remaining 19.3 percentages of (29) employees have no top management decision making.

TABLE-2
Evaluates your performance

Performance	Responder	Percentage
Your self	20	13.3
Co- worker	68	45.3
Top management	32	21.3
Supervisor	22	14.7
Sub ordinate	8	5.3
Total	150	100

Interpretation:

The table exhibits that out of 150 employees 13.3 percentage of (20) employees are evaluate performance over self, 45.3 percentage of (68) employees are evaluate co worker performance, 21.3 percentage of (32) employee are top management, 14.7 percentage of (22) employee are superior, and remaining 5.3 percentage of (8) employees are sub ordinate.

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TABLE-3
Relationship between you and your top management

Relationship	Responder	Percentage
Excellent	41	27.3
Very good	60	40
Good	46	30.7
Bad	3	2
Total	150	100

Interpretation:

The table exhibits that out of 150 employees 27.3 percentage of (41) employees are excellent in relationship between top management, 40 percentage of (60) employees are very good, 30.7 percentage of (46) employee are good, and remaining 2 percentage of (3) employees are bad relationship between the top management.

TABLE-4
Incentives being calculated

Calculated	Responder	Percentage
Piece rate	22	14.7
Standard hours plan	52	34.7
Commission based pay	51	34
Bonus cum pay	25	16.7
Total	150	100

Interpretation:

The table exhibits that out of 150 employees 14.7 percentage of (22) employees are incentive calculated in price rate, satisfied their work environment, 34.7 percentage of (52) employees are standard hourse plan, 34 percent of employee (51) are commission based pay , and remaining 16.7 percentage of (25) employeesare incentive calculated in bonus cum pay.

TABLE-6
Adequate in the company for smooth functioning

Smooth Functioning	Responder	Percentage
Very good	48	32
Good	71	47.3
Very poor	30	20
Poor	1	0.7
Total	150	100

Interpretation

The table exhibits that out of 150 employees 32 percentage of (48) employees are very good adequate in the company for smooth functioning, between top, 47.3 percentage of (71) employees are good ,20 percentage of (30) employee are very poor, and remaining 0,7 percentage of (1) employees are poor adequate in the company for smooth functioning.

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TABLE-5
Satisfied with the benefits provided to you

Benefits provide	Responder	Percentage
Yes	134	89.3
No	16	10.7
Total	150	100

Interpretation:

The above table depicts that out of 150 employees, 89.3 percentages of (134) employees are yes the satisfied with the benefits provided, and remaining 10.7 percentages of (16) employees are no the satisfied with the benefits provided.

8.1. FINDINGS

- ❖ 40.7% of the respondent's job rotation of choose the method of the training.
- ❖ 80.7% of the responder accepted by the top management for decision making in yes.
- ❖ 73.35% of the respondents are nature of job in permanent.
- ❖ 45.3% of the respondents are evaluates performance in co-worker.
- ❖ 56.7% of the respondents are permission to take leave needed for agree.
- ❖ 47.3% of the respondents are less than 5 days of to take leave per years.
- ❖ 40% of the respondents are very good relationship between top management.
- ❖ 90.7% Of the respondents are absent yours for the work yes.
- ❖ 34.7% of the respondents are incentives being calculated of standard hours plan.
- ❖ 89.3% of the respondents are satisfactions with the benefits provided to you yes.
- ❖ 47.3% of the respondents are mechanism adequate in the company for smooth functioning good.

8.2. SUGGESTION

- ❖ There are employee's number of procedures and formalities, which make processes lengthy & slow; there must a proper time management regarding these formalities.
- ❖ It's only the assessment recommendations that one can easily target resource resolving minor issues before they become major problems.
- ❖ A welfare assessment is about establishing best practices, not the best and the most expensive equipment.
- ❖ Once correctly measured one can control related cost, the site risk and of course clearly prove welfare quality standards for employees without the need of expensive employee welfare consultant.
- ❖ The compatibility with the employees makes sure the welfare practices in practices.

8.3. CONCLUSION

At last, want to say to that while recruitment and selection identify acceptable candidate, the process still continue with induction program for the new employee, we can further fine tune the fit between the candidate's qualities and organization's desire. Then to make the employees more skilled behavioral training may be provided. It makes the positive impact of any origination but it needs a lot of money, time, attention and guidance. It was great of learning so much about HR practices by implementing them.

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