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Employee Perception on HRM Practices in Sugar Industry A Case Study of Parrys Sugar Industries Limited

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Abstract:

Human Resource Management has become the central concern of any organization either in public, private or co-operative sector. Human resource plays a crucial role in the development process of modern economics. Human resource is considered as the backbone of any economic enterprise. In recent years the economist has added "Human resource" besides land, capital and technology as the key factor for building and developing the nation. It is conceived to be different from the traditional and conventional notion of "Personnel Management". A nation with an abundance of physical resources will not benefit itself unless human resources make use of them. HRM is a sun rise concept and traditional personnel management is a sun set concepts. In a competitive scenario, effective utilization of human resources has become necessary and the primary task of organization is to identify, recruit, and channel competent human resources into their business operations for improving productivity and functional efficiency. Parrys Sugar Industries Limited is one of the large scale organizations in the sugar industry employing human resources with entire satisfaction of employees. It was decided that to know their human resource policies of employees and level of satisfaction is carried out by the researcher in this study. Hence Parrys Sugar Industries Limited, Sankili, Srikakulam District is taken up for the study.

Keywords: HRM- Human Resources policies-Parrys Sugar Industries Ltd.- Personnel Management.

1. Introduction

Human Resource Management (HRM) has become the central concern of any organization either in public, private or so-operative sector. Human resource is considered as the backbone of any economic enterprise. In the last 15 years or so, the discipline of human resource management at the global level has transformed itself a great deal, or stands even revolutionized. HRM, especially in professionally managed and multi-national companies, it has moved from performing a transactional to a transformational role in organization's working and turn around. In a competitive scenario, effective utilization of human resources has become necessary and the primary task of organization is to identify, recruit, and channel competent human resources into their business operations for improving productivity and functional efficiency.

In recent years the economist has added "Human resource" besides land, capital and technology as the key factor for building and developing the nation. The optimal utilization of natural resources and the factor inputs of capital, technology depend on the extent of use of human resources. The human resource management is a proactive central strategic management activity which is different from conventional personnel management. HRM is a sun rise concept and traditional personnel management is a sun set concepts. It is an irrefutable truth, most of the problems in an organization are human problems. Since human nature is complex, managing human resources in any organization is a very challenging task. The human resource is an active force in industrialization, and strategies for development should concentrate particularly on their enhancement. They make organization more dynamic and also enable them to attain their objectives with a high degree of morale and with utmost satisfaction.

The advent of the era of liberalization, globalization, socioeconomic, geo-political and techno-scientific trends, along with the advancements in information technology has transformed the world around us. It has brought to the center stage the importance of human resources, more than ever before. The purpose of human resource management is to enable appropriate deployment of human

resources. It is a fact that Human Resource dynamics prevalent in Indian organizations are different from those in other parts of the globe. But in the recent past, a new orientation is taking place in the Indian organizations because of the globalization of business. Parys Sugar Industries Limited is one of the large scale organizations in the sugar industry employing human resources with entire satisfaction of employees. It was decided that to know their human resource policies of employees and level of satisfaction is carried out by the researcher in this study. Hence Parys sugar Industries Limited, Sankili, Srikakulam District is taken up for the study.

2. Need for the Study

Indian economic scenario is undergoing a basic structural change affecting all walks of life; physical, behavioural and psychological differences among individuals have increased with rapid changes taking place in the management process of organizations. These have implications in the design of recruitment, selection, training and development, compensation programme, performance appraisal, employee discipline, promotion and transfers etc., are becoming difficult for implementation due to poor understanding of personnel management by the employees. Therefore, it is necessary to know the meaning of the term human resource management is not simply a new form of jargon to describe personnel management, it represent a new model of management with different value system, for others it remains an exclusive concept, elastic an ambiguous. However, there is a pressing need for empirical research that addresses the contributions that HRM makes to a firm's ability to accept risk, be innovative and be proactive.

The relation between the sugar industry and the production, marketing, finance, technology and the most of other aspects of sugar industry have been discussed at length on several occasions by many researchers as revealed from the review of literature on sugar industry. Yet little attention has been devoted to the internal structure and HRM policies and practices followed by the industry. Such an analysis relating to HRM policies and practices in sugar industry, it is hoped, would help in understanding and analyzing the HRM policies and practices in the sugar industry.

In this context, it is also hoped that there is need to sugar improvements in the existing organizational structure and HRM policies and practices in the sugar industry. Such an attempt not only provides a theoretical background but also helps the management to evolve the suitable HRM policies and practices in sugar industry that would contribute for the development of sugar industry. Hence the need for the present study which attempts to analyze the HRM policies and practices in the sugar industry, a study with reference to Parys Sugar Industries Limited, Sankili, Srikakulam District is taken up for the study.

3. Objectives of the Study

- To study the Human Resource Management (HRM) policies and practices and its significance.
- To review the research and literature on HRM policies and practices as a prelude to this study.
- To study the profile of the organization and the socioeconomic background and attitude of the employees towards their work, management and organization.
- To analyze the existing methods of human resource planning, recruitment, selection, placement, induction, orientation, training and development, wage and salary administration in Parys Sugar Industries Ltd (PSIL), Sankili, Srikakulam District.
- To offer suggestions for improving the human relations in the Parys Sugar Industries Ltd. (PSIL), Sankili, Srikakulam District.

4. Methodology

For the achievement of the study, required data has been collected from both the primary and the secondary sources. A questionnaire had been prepared with different questions to examine the socioeconomic status and employee perception on HRM policies and practices. Then a structured questionnaire has been prepared and canvassed 90 employees in the organization and used random sampling method.

The secondary data has been collected from annual reports of Parys Sugars Industries Limited, Sankili, Srikakulam District, and various reports of the organization, books, journals, newsletters, magazines, articles, websites, dissertation and thesis pertaining to the relevant matter of the subject under study.

5. Analysis and Interpretation

The study on HRM has been focused on the HR policies and practices followed in company related to Manpower Planning, Selection, Performance Appraisal, Training and Development, Wage and Salary Administration.

5.1. Human Resource Management Practices Wise Classification of the Respondents

The following table classified the respondents on the basis of level of satisfaction regarding human resource policies and practices.

HRM Practices	Dissatisfied	Satisfied	Highly Satisfied	Total
Manpower Planning	08 (08.90%)	82 (91.10%)	-	90 (100%)
Selection	-	62 (68.90%)	28 (31.10%)	90 (100%)
Performance Appraisal	07 (07.80%)	56 (62.20%)	27 (30%)	90 (100%)
Training & Development	18 (20%)	72 (80%)	-	90 (100%)
Wage & Salary Administration	-	38 (42.20%)	52 (57.80%)	90 (100%)

Table 1: HRM Practices wise classification of the respondents

Source: Primary Data

The above table shows that satisfaction level of the respondents regarding human resource policies and practices of the organization.

5.1.1. Manpower Planning

Manpower Planning and Human Resource Planning are synonymous. In the past, the phrase man power planning was widely used but now the emphasis is on HR planning which is broader based. Manpower planning is “the process by which a management determines how an organization should move from its current manpower position to its desired manpower position. Through planning, a management strives to have the right number and the right kinds of people at the right place, at the right time to do things which result in both the organization and the individual receiving the maximum long range benefits.

It denotes that a maximum of 91.10% of the respondents are satisfied and a minimum of 8.90% of the respondents are dissatisfied with the manpower planning process of the company.

5.1.2. Selection

Selection is the process of picking individuals who have relevant qualifications to fill jobs in an organization. The basic purpose is to choose the individual who can most successfully perform the job, from the pool of qualified candidates. For example, some organizations may give importance to testing, while others may emphasize interviews and reference checks.

It denotes that a maximum of 68.90% of the respondents are satisfied and a minimum of 31.10% of the respondents are highly satisfied with the selection policies of the company.

5.1.3. Performance Appraisal

Performance appraisal is a method of evaluating the behaviour of employees in the work spot, normally including both the quantitative and qualitative aspects of job performance. It is a systematic and objective way of evaluating both work-related behaviour and potential of employees. It is a process that involves determining and communicating to an employee how he or she is performing the job and ideally, establishing a plan of improvement.

It denotes that a maximum of 62.20% of the respondents are satisfied and 30% of the respondents are highly satisfied with the appraisal system in the organization. A minimum of 7.80% of the respondents are dissatisfied with the performance appraisal of the company.

5.1.4. Training and Development

Training is a process of learning a sequence of programmed behaviour. It is application of knowledge. It gives people an awareness of the rules and procedures to guide their behaviour. It attempts to improve their performance on the current job or prepare them for an intended job.

It denotes that a maximum of 80% of the respondents are happy with the content of the training programs and 20% of the respondents are dissatisfied with the training and development programme of the organization.

5.1.5. Wage and Salary Administration

Wage and Salary Administration refers to the establishment and implementation of sound policies and practices of employee compensation. It includes such areas as job evolution, surveys of wage and salaries, analysis of relevant organizational problems, development and maintenance of wage structure, establishing rules for administering wages, wage payments, incentives, profit sharing, wage changes and adjustments, supplementary payments, control of compensation costs and other related items.

It denotes that a maximum of 57.80% of the respondents are highly satisfied and 42.20% of the respondents are satisfied with the wages and salary structure of the company.

5.2. Findings

- It is indicated from this study that the least of the employees are not aware of manpower planning procedure in the organization.
- Analysis revealed that the employees of PSIL, Sankili are getting selected through interview and also selecting employees with experience.
- It is affirmed that Parrys Sugar Industries Limited (PSIL), Sankili is identifying training needs through feedback from immediate supervisors and also through performance appraisal.
- It is asserted from the study that the majority of the employees is facing heavy work load, unsuitable timings while attending training programmes.
- It is observed that the management of PSIL, Sankili is following excellent wage and salary administration where they are distributing salary on the basis of employee's qualification.

5.3. Suggestions

- The company should conduct many awareness programmes related to Human Resource Management Policies and Practices, it will improve the knowledge of employees about HRM Practices.
- It is suggested that the total employees of the Parrys Sugar Industries Limited, Sankili indicated a positive response with regard to good environment, management efficiency, human relations and working conditions. So the management should try to improve its ratings, this would result in employee loyalty and overall growth and development.
- It is also suggested that management should try to keep the administration of wage and salaries, according to the expectations of the employees. This would in turn help the company to achieve higher growth rate and output.
- It is essential for conducting special programmes on Human Resource Management Policies and Practices.
- It is also suggested that management should try to continue its present policy of employee treatment method as most of the employees are with the present system.

6. Conclusion

Employees are the most important source in the organization and their perception towards the organization is very important. In this study, majority (72.20%) of the employees are satisfied with Human Resource Management Practices followed in the company. The overall conclusion about employees perception on HRM Practices followed in Parrys Sugar Industries Limited, Sankili is excellent. If the company continues the same functioning process of Human Resource Management Practices in future it may achieved many glorious developments.

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