

# **A STUDY ON EMPLOYEE PERCEPTION ABOUT ORGANIZATIONAL HR PRACTICES AND CULTURE**

Submitted in partial fulfillment of the requirements for the award of

**Bachelors of Business Administration**

by

**Y. CHAITHANYA LAKSHMI**

**38280031**



**SCHOOL OF BUSINESS ADMINISTRATION**

# **SATHYABAMA**

**INSTITUTE OF SCIENCE AND TECHNOLOGY**

**(DEEMED TO BE UNIVERSITY)**

**Accredited with Grade “A” by NAAC | 12B Status by UGC | Approved by AICTE**

**Jeppiaar Nagar, RAJIV GANDHI SALAI, CHENNAI - 600 119**

**April – 2021**



# **SATHYABAMA**

INSTITUTE OF SCIENCE AND TECHNOLOGY

(DEEMED TO BE UNIVERSITY)

Accredited with “A” grade by NAAC I 12B Status by UGC I

Approved by AICTE

Jeppiaar Nagar, Rajiv Gandhi Salai, Chennai – 600 119

[www.sathyabama.ac.in](http://www.sathyabama.ac.in)

SCHOOL OF BUSINESS ADMINISTRATION

## **BONAFIDE CERTIFICATE**

This is to certify that this Project Report is the bonafide work of

Y. CHAITHANYA LAKSHMI (38280031) who have done the Project work entitled

“ A Study On Employee Perception About Organizational HR Practices and

Culture” under my supervision from January 2021 to March 2021.

**Internal Guide**

(Dr. Madhan)

**Dr. BHUVANESWARI G.**

**Dean – School of Business Administration**

---

**Submitted for Viva voce Examination held on \_\_\_\_\_.**

**Internal Examiner**

**External Examiner**

## ACKNOWLEDGEMENT

I am pleased to acknowledge my sincere thanks to Board of Management of **SATHYABAMA** for their kind encouragement in doing this project and for completing it successfully. I am grateful to them.

I convey my thanks to **Dr. G. Bhuvaneswari M.B.A., Ph.D., Dean – School of Management Studies** and **Dr. A. Palani M.Com., M.Phil., M.B.A., Ph.D., Head of the Department studies** for providing me necessary support and details at the right time during the progressive reviews.

I would like to express my sincere and deep sense of gratitude to my Project Guide **DR.MADHAN** for her guidance, suggestions and constant encouragement paved way for the successful completion of my project work.

I would like to express my sincere and deep sense of gratitude to my external project guide

for his valuable guidance, suggestions and constant encouragement paved way for the successful completion for my project work

I wish to express my thanks to all Teaching Non-teaching staff members of the Department of **Business Administration** who were helpful in many ways for the completion of the project.

## **DECLARATION**

I Y. CHAITHANYA LAKSHMI (38280031) hereby declare that the Project Report entitled A STUDY ON EMPLOYEE PERCEPTION ABOUT ORGANIZATIONAL HR PRACTICES AND CULTURE done by me under the guidance of Dr. Madhan is submitted in partial fulfillment of the requirements for the award of Bachelors of Business Administration degree.

**DATE:**

**PLACE:**

**SIGNATURE OF THE CANDIDATE**

## TABLE OF CONTENTS

| CHAPTER NO. | TITLE                                   | PAGE NO.   |
|-------------|-----------------------------------------|------------|
|             | <b>ABSTRACT</b>                         | <b>i</b>   |
|             | <b>LIST OF TABLES</b>                   | <b>ii</b>  |
|             | <b>LIST OF CHARTS</b>                   | <b>iii</b> |
|             | <b>INTRODUCTION</b>                     |            |
| 1           | 1.1 Introduction About the Study        | 1          |
|             | 1.2 Theoretical Background of the Study | 2          |
|             | 1.3 Industry Profile                    | 20         |
|             | 1.4 Company Profile                     | 24         |
|             | 1.5 Need for Study                      | 36         |
|             | 1.6 Scope of the Study                  | 37         |
|             | 1.7 Objectives of the Study             | 37         |
| 2           | <b>REVIEW OF LITERATURE</b>             |            |
|             | 2.1 Review of Literature                | 38         |
| 3           | <b>RESEARCH METHODOLOGY</b>             |            |
|             | 3.1 Research Methodology                | 45         |
|             | 3.2 Research Design                     | 45         |
|             | 3.3 Sources of Data                     | 45         |
|             | 3.4 Structure of Questionnaire          | 46         |
|             | 3.5 Sampling Technique                  | 46         |
|             | 3.6 Period of Study                     | 46         |
|             | 3.7 Limitations of the Study            | 46         |
|             | <b>DATA ANALYSIS AND INTERPRETATION</b> |            |
|             | 4.1 Percentage Analysis                 | 47         |
|             | 5.1 Findings                            | 66         |
|             | 5.2 Suggestions                         | 66         |
| 4           | 5.3 Conclusions                         | 67         |
|             |                                         |            |
| 5           | <b>APPENDIX – 1 (Questionnaire)</b>     | 68         |
|             | <b>REFERENCES</b>                       |            |

## **ABSTRACT**

In any organization HR practices play the very important role in the development of the organization and it keeps the employee happy with their work. Organization working culture is going to define the employee perception about the organization and HR Practices. In a present situation many organizations are focusing to create employee's friendly environment and working condition. Due to the bad Culture and unfriendly HR practices employees are leaving their job or they changing their work place one organization to another organization and its also somewhere becoming the trend of the employees in the organization. the study aims to understand the HR practices and culture of the companies. The main purpose of study is focus on the HR Practices and culture of the BSSK Ltd, and also learns about those HR Practices and culture in the company.

## LIST OF TABLES

| TABLE NO. | PARTICULARS                                                                         | PAGE NO. |
|-----------|-------------------------------------------------------------------------------------|----------|
| 4.1.1     | AGE OF THE RESPONDENTS                                                              | 47       |
| 4.1.2     | GENDER OF THE RESPONDENTS                                                           | 48       |
| 4.1.3     | MARITAL STATUS OF THE RESPONDENTS                                                   | 49       |
| 4.1.4     | DEPARTMENT OF THE RESPONDENTS                                                       | 50       |
| 4.1.5     | EMPLOYEE PROGRAM NEEDS                                                              | 51       |
| 4.1.6     | EMPLOYEE PROGRAM LAUNCHED BY HR HAVE ACHIEVED ITS OBJECTIVES                        | 52       |
| 4.1.7     | AVAILABILITY OF GROWTH OPPORTUNITIES                                                | 53       |
| 4.1.8     | FACTORS IMPACTING EMPLOYEE PERFORMANCE                                              | 54       |
| 4.1.9     | SATISFACTION LEVEL OF WAGES AND SALARY SYSTEM                                       | 55       |
| 4.1.10    | IMPORTANT FACTOR OF JOB SATISFACTION                                                | 56       |
| 4.1.11    | INTERNAL FACTOR AFFECTING THE COMPANY                                               | 57       |
| 4.1.12    | EXTERNAL FACTOR AFFECTING THE COMPANY                                               | 58       |
| 4.1.13    | COMPENSATION IMPROVING THE MANAGEMENT SYSTEM                                        | 59       |
| 4.1.14    | EMPLOYERS AND EMPLOYEES RELATIONSHIP                                                | 60       |
| 4.1.15    | REWARDS SHOULD BE GIVEN ON THE BASIS OF BETTER PERFORMANCE                          | 61       |
| 4.1.16    | GOOD RELATIONSHIP IN THE COMPANY PROMOTES THE GROWTH OF THE COMPANY                 | 62       |
| 4.1.17    | CULTURAL CONTEXT IS DEPENDENT UPON THE COMPANY 'S INTERNAL AND EXTERNAL ENVIRONMENT | 63       |
| 4.1.18    | REASON FOR THE LOW PERFORMANCE OR POOR PERFORMANCE IN THE COMPANY                   | 64       |
| 4.1.19    | REWARD AND RECOGNITION TO THE EMPLOYEES INCREASE THE PRODUCTIVITY OF THE COMPANY    | 65       |

## LIST OF CHARTS

| CHARTNO. | PARTICULARS                                                                            | PAGE NO. |
|----------|----------------------------------------------------------------------------------------|----------|
| 4.1.1    | AGE OF THE RESPONDENTS                                                                 | 47       |
| 4.1.2    | GENDER OF THE RESPONDENTS                                                              | 48       |
| 4.1.3    | MARITAL STATUS OF THE RESPONDENTS                                                      | 49       |
| 4.1.4    | DEPARTMENT OF THE RESPONDENTS                                                          | 50       |
| 4.1.5    | EMPLOYEE PROGRAM NEEDS                                                                 | 51       |
| 4.1.6    | EMPLOYEE PROGRAM LAUNCHED BY HR HAVE<br>ACHIEVED ITS OBJECTIVES                        | 52       |
| 4.1.7    | AVAILABILITY OF GROWTH OPPORTUNITIES                                                   | 53       |
| 4.1.8    | FACTORS IMPACTING EMPLOYEE PERFORMANCE                                                 | 54       |
| 4.1.9    | SATISFACTION LEVEL OF WAGES AND SALARY SYSTEM                                          | 55       |
| 4.1.10   | IMPORTANT FACTOR OF JOB SATISFACTION                                                   | 56       |
| 4.1.11   | INTERNAL FACTOR AFFECTING THE COMPANY                                                  | 57       |
| 4.1.12   | EXTERNAL FACTOR AFFECTING THE COMPANY                                                  | 58       |
| 4.1.13   | COMPENSATION IMPROVING THE MANAGEMENT<br>SYSTEM                                        | 59       |
| 4.1.14   | EMPLOYERS AND EMPLOYEES RELATIONSHIP                                                   | 60       |
| 4.1.15   | REWARDS SHOULD BE GIVEN ON THE BASIS OF<br>BETTER PERFORMANCE                          | 61       |
| 4.1.16   | GOOD RELATIONSHIP IN THE COMPANY PROMOTES<br>THE GROWTH OF THE COMPANY                 | 62       |
| 4.1.17   | CULTURAL CONTEXT IS DEPENDENT UPON THE<br>COMPANY 'S INTERNAL AND EXTERNAL ENVIRONMENT | 63       |
| 4.1.18   | REASON FOR THE LOW PERFORMANCE OR POOR<br>PERFORMANCE IN THE COMPANY                   | 64       |
| 4.1.19   | REWARD AND RECOGNITION TO THE EMPLOYEES<br>INCREASE THE PRODUCTIVITY OF THE COMPANY    | 65       |

# **CHAPTER 1**

## **INTRODUCTION**

### **1.1 Introduction about the study**

Organization is a place where the entire employees are going to work together. Commonly in any organization perception towards the work and organizational Human resource practices play the very important role. Human Resource practices in organization describe about the perception of the employee towards the job and organization. In my Internship study I focused on the Human Resources practices and Culture of the BSSK Factory, its situated near 5 km to the Hallikhed village.

In any organization HR practices play the very important role in the development of the organization and its keep the employee happy with there work. Organization working culture is going to define the employee perception about the organization and HR Practices. In a present situation many organizations are focusing to create employees friendly environment and working condition. Due to the bad Culture and unfriendly HR practices employees are leaving their job or they changing their work place one organization to another organization and its also somewhere becoming the trend of the employees in the organization.

The best HR practice in a organization are going to create a good working culture of the organization. This study brings about the organization culture HR aspects of the employee's in the factory. The culture of the organization consists of the values and beliefs of the people in an organization that support the organizational goals, Organizational culture have an impact on employees satisfaction. This also describes different dimensions of organizational performance. Research shows that if employees are committed or having the same norms and values per organization have, can increase the performance towards achieving the over all organizational goals.

The review states that various attributes of organization culture have the positive influence on the performance of the employees in an organization. The organization culture is the system of shared meaning held by members distinguishes another organization from another organization. The system shared meaning is key characteristics that organization values.

## **1.2 THEORETICAL BACKGROUND OF THE STUDY:**

Human Resource Management (HRM) is a relatively new approach to managing people in any organization. People are considered the key resource in this approach. it is concerned with the people dimension in management of an organization. Since an organization is a body of people, their acquisition, development of skills, motivation for higher levels of attainments, as well as ensuring maintenance of their level of commitment are all significant activities. These activities fall in the domain of HRM.

Human Resource Management is a process, which consists of four main activities, namely, acquisition, development, motivation, as well as maintenance of human resources.

Scott, Clothier and Spiegel have defined Human Resource Management as that branch of management which is responsible on a staff basis for concentrating on those aspects of operations which are primarily concerned with the relationship of management to employees and employees to employees and with the development of the individual and the group.

Human Resource Management is responsible for maintaining good human relations in the organization. It is also concerned with development of individuals and achieving integration of goals of the organization and those of the individuals.

Northcott considers human resource management as an extension of general management, that of prompting and stimulating every employee to make his fullest contribution to the purpose of a business. Human resource management is not something that could be separated from the basic managerial function. It is a major component of the broader managerial function.

French Wendell defines Human resource management as the recruitment, selection, development, utilization, compensation and motivation of human resources by the organization.

According to Edwin B. Flippo, Human resource management is the planning, organizing, directing and controlling of the procurement, development, resources to the end that individual and societal objectives are accomplished . This definition reveals that human resource (HR) is. This definition reveals that human resource (HR) management is that aspect of management, which deals with the planning, organizing, directing and controlling the personnel functions of the enterprise.

### **1.2.1 IMPORTANCE OF HUMAN RESOURCE MANAGEMENT:-**

Human Resource Management has a place of great importance. According to Peter F. Drucker, —The proper or improper use of the different factors of production depends on the wishes of the human resources. Hence, besides other resources human resources need more development. Human resources can increase cooperation but it needs proper and efficient management to guide it.

Importance of personnel management is in reality the importance of labour functions of personnel department which are indispensable to the management activity itself. Because of the following reasons human resource management holds a place of importance.

1. It helps management in the preparation adoption and continuing evolution of personnel programmes and policies.
2. It supplies skilled workers through scientific selection process.

3. It ensures maximum benefit out of the expenditure on training and development and appreciates the human assets.
4. It prepares workers according to the changing needs of industry and environment.
5. It motivates workers and upgrades them so as to enable them to accomplish the organization goals.
6. Through innovation and experimentation in the fields of personnel, it helps in reducing costs and helps in increasing productivity.
7. It contributes a lot in restoring the industrial harmony and healthy employer- employee relations.
8. It establishes mechanism for the administration of personnel services that are delegated to the personnel department.

Thus, the role of human resource management is very important in an organization and it should not be undermined especially in large scale enterprises. It is the key to the whole organization and related to all other activities of the management i.e., marketing, production, finance etc.

Human Resource Management is concerned with the managing people as organizational resources rather than as factors of production. It involves a system to be followed in business firm to recruit, select, hire, train and develop human assets. It is concerned with the people dimension of an organization. The attainment of organizational objectives depends, to a great extent, on the way in which people are recruited, developed and utilized by the management. Therefore, proper co-ordination of human efforts and effective utilization of human and others material resources is necessary.

### **1.2.2 FUNCTIONS OF HUMAN RESOURCE MANAGEMENT:-**

The main functions of human resource management are classified into two categories:

- o Managerial Functions and
- o Operative Functions

#### **A. Managerial Functions**

Following are the managerial functions of Human Resources Management.

##### **1. Planning :**

The planning function of human resource department pertains to the steps taken in determining in advance personnel requirements, personnel programmes, policies etc. After determining how many and what type of people are required, a personnel manager has to devise ways and means to motivate them

##### **2. Organization :**

Under organization, the human resource manager has to organize the operative functions by designing structure of relationship among jobs, personnel and physical factors in such a way so as to have maximum contribution towards organizational objectives. In this way a personnel manager performs following functions.

- (a) Preparation of task force;
- (b) Allocation of work to individuals;
- (c) Integration of the efforts of the task force;
- (d) Coordination of work of individual with that of the department.

### **3. Directing:**

Directing is concerned with initiation of organized action and stimulating the people to work. The personnel manager directs the activities of people of the organization to get its function performed properly. A personnel manager guides and motivates the staff of the organization to follow the path laid down in advance.

### **4. Controlling:**

It provides basic data for establishing standards, makes job analysis and performance appraisal, etc. All these techniques assist in effective control of the qualities, time and efforts of workers.

## **B. Operative Functions:**

The following are the Operative Functions of Human Resource Management.

### **1. Procurement of Personnel :**

It is concerned with the obtaining of the proper kind and number of personnel necessary to accomplish organization goals. It deals specifically with such subjects as the determination of manpower requirements, their recruitment, selecting, placement and orientation, etc.

### **2. Development of Personnel :**

Development has to do with the increase through training, skill that is necessary for proper job performance. In this process various techniques of training are used to develop the employees. Framing a sound promotion policy, determination of the basis of promotion and making performance appraisal are the elements of personnel development function

### **3. Compensation to Personnel :**

Compensation means determination of adequate and equitable remuneration of personnel for their contribution to organization objectives. To determine the monetary

compensation for various jobs is one of the most difficult and important function of the personnel management. A number of decisions are taken into the function, viz., job-evaluation, remuneration, policy, incentive and premium plans, bonus policy and co-partnership, etc. It also assists the organization for adopting the suitable wages and salaries, policy and payment of wages and salaries in right time.

#### **4. Maintaining Good Industrial Relation :**

Human Resource Management covers a wide field. It is intended to reduce strifes, promote industrial peace, provide fair deal to workers and establish industrial democracy. If the personnel manager is unable to make harmonious relations between management and labour industrial unrest will take place and millions of man-days will be lost. If labour management relations are not good the moral and physical condition of the employee will suffer, and it will be a loss to an organization vis-a-vis a nation. Hence, the personnel manager must create harmonious relations with the help of sufficient communication system and co-partnership.

#### **5. Record Keeping :**

In record-keeping the personnel manager collects and maintains information concerned with the staff of the organization. It is essential for every organization because it assists the management in decision making such as in promotions.

#### **6. Personnel Planning and Evaluation :**

Under this system different type of activities are evaluated such as evaluation of performance, personnel policy of an organization and its practices, personnel audit, morale, survey and performance appraisal, etc.

### **1.2.3: HUMAN RESOURCE PRACTICES IN THE ORGANIZATION:-**

#### **JOB ANALYSIS**

Job Analysis is a procedure, by which pertinent information is obtained about a job, i.e., it is a detailed and systematic study of information relating to the operation and responsibilities of a specific job. An authority has defined job analysis as the process of determining, by observation and study, and reporting pertinent information relating to the nature of a specific job. It is the determination of the tasks which comprise the job and of the skills, knowledge, abilities and responsibilities required of the worker for a successful performance and which differentiate one job from all others.

#### **Job analysis provides the following information:**

- 1. Job Identification:** Its title, including its code number.
- 2. Significant Characteristics of a Job:** Its location, physical setting, supervision, union jurisdiction, hazards and discomforts.
- 3. What the Typical Worker Does :** Specific operation and tasks that make up an assignment, their relative timing and importance, their simplicity, routine or complexity, the responsibility or safety of others for property, funds, confidence and trust.
- 4. Which Materials and Equipment a Worker Uses:** Metals, plastics, grains, yarns, milling machines, punch presses and micrometers.
- 5. How a Job is Performed:** Nature of operation - lifting, handling, cleaning, washing, feeding, removing, drilling, driving, setting-up and many others.
- 6. Required Personal Attributes:** Experience, training, apprenticeship, physical strength, co-ordination or dexterity, physical demands, mental capabilities, aptitudes, social skills.
- 7. Job Relationship:** Experience required opportunities for advancement, patterns of promotions, essential co-operation, direction, or leadership from and for a job.

## **METHODS OF JOB ANALYSIS:**

Four methods or approaches are utilized in analyzing jobs. These are

**1. Personal Observation:** The materials and equipment used, the working conditions and probable hazards, and an understanding of what the work involves are the facts which should be known by an analyst.

**2. Sending out of Questionnaires:** This method is usually employed by engineering consultants. Properly drafted questionnaires are sent out to job-holders for completion and are returned to supervisors. However, the information received is often unorganized and incoherent. The idea in issuing questionnaire is to elicit the necessary information from job-holders so that any error may first be discussed with the employee and, after due corrections, may be submitted to the job analyst.

**3. Maintenance of Long Records:** The employee maintains a daily record of duties he performs, marking the time at which each task is started and finished. But this system is incomplete, for it does not give us any desirable data on supervisor relationship, the equipment used, and working conditions. Moreover, it is time-consuming.

**4. Personal Interviews** may be held by the analyst with the employees, and answers to relevant questions may be recorded. But the method is time-consuming and costly.

### **1.2.4: JOB DESIGN:-**

Job analysis helps in developing appropriate design of job to improve efficiency and satisfaction. Job design is the process of deciding on the contents of a job in terms of its duties and responsibilities, on the methods to be used in carrying out the job, in terms of techniques, systems and procedures and on the relationships that should exist between the jobholder and his superiors, subordinates and colleagues. It is a deliberate and systematic attempt to structure the technical and social aspects of work so as to improve technical efficiency and job satisfaction. Job design is an attempt to create a match between job requirements and human attributes. It involves both organizing the components of the job and the interaction patterns among the members of a work group.

### **1.2.5: RECRUITMENT AND SELECTION:-**

Recruitment means search of the prospective employee to suit the job requirements as represented by job specification—a technique of job analysis. It is the first stage in selection which makes the vacancies known to a large number of people and the opportunities that the organization offers. In response to this knowledge, potential applicants would write to the organization. The process of attracting people to apply is called recruitment.

According to Edwin B. Flippo: Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the organization.

#### **SOURCES OF RECRUITMENT:**

The various sources of recruitment are generally classified as internal source and external source.

**(a) Internal Sources :** This refers to the recruitment from within the company. The various internal sources are promotion, transfer, past employees and internal advertisements.

**(b) External Sources :** External sources refers to the practice of getting suitable persons from outside. The various external sources are advertisement, employment exchange, past employees, private placement agencies and consultants, walks-ins, campus recruitment, trade unions, etc.

The following external sources of recruitment are commonly used by the big enterprises:

**1. Direct Recruitment:** An important source of recruitment is direct recruitment by placing a notice on the notice board of the enterprise specifying the details of the jobs available. It is also known as recruitment at factory gate.

**2. Casual Callers or Unsolicited Applications:** The organizations which are regarded as good employers draw a steady stream of unsolicited applications in their offices. This serves as a valuable source of manpower. If adequate attention is paid to maintain

pending application folders for various jobs, the personnel department may find the unsolicited applications useful in filling the vacancies whenever they arise. The merit of this source of recruitment is that it avoids the costs of recruiting workforce from other sources.

**3. Media Advertisement:** Advertisement in newspapers or trade and professional journals is generally used when qualified and experienced personnel are not available from other sources. Most of the senior positions in industry as well as commerce are filled by this method. The advantage of advertising is that more information about the organization job descriptions and job specifications can be given in advertisement to allow self-screening by the prospective candidates. Advertisement gives the management a wider range of candidates from which to choose. Its disadvantage is that it may bring in a flood of response, and many times, from quite unsuitable candidates.

**4. Employment Agencies:** Employment exchanges run by the Government are regarded as a good source of recruitment for unskilled, semi-skilled and skilled operative jobs. In some cases, compulsory notification of vacancies to the employment exchange is required by law. Thus, the employment exchanges bring the jobs givers in contact with the job seekers.

**5. Management Consultants:** Management consultancy firms help the organizations to recruit technical, professional and managerial personnel they specialize middle level and top level executive placements. They maintain data bank of persons with different qualifications and skills and even advertise the jobs on behalf their clients to recruit right type of personnel.

**6. Educational Institutions or Campus Recruitment:** Jobs in commerce and industry have become increasing technical and complex to the point where school and college degrees are widely required. Consequently big organizations maintain a close liaison with the universities, vocational institutes and management institutes for recruitment to various jobs.

**7. Recommendation:** Applicants introduced by friends and relatives may prove to be a good source of recruitment. In fact, many employers prefer to take such persons because something about their background is known. When a present-employee or a business friend recommends someone for a job, a type of preliminary screening is done and the person is placed on a job.

#### **1.2.6: SELECTION PROCESS:-**

The selection process begins with the job specification. The more clearly and precisely it is done the less would be the number of qualified applicants. Suppose the purpose is to select management trainees. If the qualification prescribed is MBA, the number of applicants may be in hundred. If the qualification is graduation in any discipline, the number of applicants may be in thousand. Of course, the reputation of the firm, the job content, compensation package, location, etc. also influences the response to any, recruitment drive. But Job specification does play an important role in deciding the quantity and, quality of response from prospective applicants. The selection process covers the period from the job specification and initial contact with the applicant to his final acceptance or rejection. The successive stages in the selection process are referred to as hurdles that the applicants should cross. Not all selection processes, however, include all these stages. The complexity of the selection process usually increases with the increase in the skill level and job level (responsibility and accountability) of the position for which selection is being made. The sequencing of the hurdles also may vary from job to job and organization to organization.

**Initial Screening:** The initial screening and/or preliminary interview is done to limit the costs of selection by letting only suitable candidates go through the further stages in selection. At this stage, usually a junior executive either screens all enquiries for positions against specified norms (in terms of age, qualifications and experience) through preliminary interview where information is exchanged about the job, the applicant and the, mutual expectations of the individual and the organization.

**Application Form :** The application form is usually designed to obtain information on various aspects, of the applicant's social, demographic, academic and work-related background and references. The forms may vary for different positions some organizations may not have any form specially designed instead, ask the candidates to write applications on a plain sheet.

**Tests:** A test is a sample of an aspect of an individual's behavior, performance or attitude. It also provides a systematic basis for company organizational behavior, performance or attitude of two or more persons. Tests serve as a screening device and provide supplementary inputs in selection decisions. Their value lies in the fact that they serve additional predictors intended to make selection decision more apt and accurate.

**Aptitude Tests:** Aptitude refers to one's natural propensity or talent or ability to acquire a particular skill. While intelligence is a general trait, aptitude refers to a more specific capacity or potential. It could relate to mechanical dexterity, clerical, linguistic, musical academic etc.

#### **1.2.7: INTERVIEW:-**

Interview is an oral examination of candidates for employment. No selection process is complete without one or more interviews. Interview is the most common and core method of both obtaining information from job-seekers, and decision-making on their suitability.

Interviews usually take place at two crucial stages in the selection process, i.e., at the beginning and in the end. Interviews can differ in terms of their focus and format. Usually several individuals interview one applicant. This is called panel interview. Such panels usually consist of representatives from-personnel and concerned operating units/line functions. In this method, usually, applicants get screened from one stage to another, at least in the initial stages.

The interviews can be structured or unstructured general or in-depth. Some times where the job requires the job holder to remain calm and composed under pressure, the candidates are intentionally subjected to stress and strains in the interview by asking some annoying or embarrassing questions. This type of interview called the stress interview.

## **PERFORMANCE APPRAISAL:**

Performance appraisal or Performance evaluation is a method of evaluating the behavior of employees in a work place, normally including both the quantitative and qualitative aspect of job performance. Performance here refers to the degree of accomplishment of the tasks that makeup an individual's job. It indicates how well an individual fulfilling the job demands. Performance is measured in terms of results. Thus, Performance appraisal is the process of assessing the performance or progress of an employee, or a group of employees on the given job, as well as his potential for future development. Thus, performance appraisal comprises all formal procedures used in organizations to evaluate contributions, personality, and potential of individual employees. In other words, performance appraisal includes the comparison of performance scales of different individuals holding similar areas of work responsibilities and relate to determination of worth of the scales for the achievement of organization objective.

According to Edwin Flippo, Performance appraisal is the systematic, periodic and an impartial rating of an employee's excellence in matters pertaining to his present job and his potential for a better job.

## **PURPOSE OF PERFORMANCE APPRAISAL**

The following are the main purposes of performance appraisal.

- 1. Appraisal Procedure:** It provides a common and unified measure of performance appraisal, so that all employee are evaluated in the same manner. It gives an in discriminatory rating of all the employees.
- 2. Decision Making:** Performance appraisal of the employees is extremely useful in the decision making process of the organization. In selection, training, promotion, pay increment and in transfer, performance appraisal is very useful tool.
- 3. Work Performance Records:** Performance appraisal gives us complete information in the form of records regarding every employee. In the case of industrial disputes even arbitrator accepts these records in the course of grievance handling procedure.

**4. Employees Development:** Performance appraisal guides the employees in removing their defects and improving their working. The weaknesses of the employee recorded in the performance appraisal provide the basis for an individual development programme. If properly recorded and used, the performance appraisal gives the fair opportunities to employees to correct and rectify their mistakes.

**5. Enables Supervisors to be More Alert and Competent:** Performance appraisal enables supervisor to be more alert and competent and to improve the quality of supervision by giving him a complete record of employee's performance. He can guide an employee, where he is prone to commit mistakes.

**6. Improves Employer Employee Relations:** Performance appraisal is not only a useful guide for the supervisors and employees but it improves the employer-employee relations by creating a more conducive and amicable atmosphere in the organization. It also stimulates free exchange of thoughts and ideas between the supervisor and his men. In this way performance appraisal bridges the emotional gap between the employer and employee by bringing them closer and by reducing man-to-man differences in the organization.

## **JOB EVALUATION:**

**According to Wendell French,** job evaluation is a process of determining the relative worth of the various jobs within the organization, so that differential wages may be paid to jobs of different worth. The relative worth of a job means relative value produced. The variables which are assumed to be related to value produced are such factors as responsibility, skill, effort and working conditions.

Job evaluation is a process of comparing jobs with other jobs in terms of the demand a job makes on the worker. It does not set the price of a job; it merely fixes its relative worth. It presents an effort to determine the relative value of every job in a plant, and to determine what the fair basic wage for such a job should be. It is not evaluating the merit of the worker who is doing the work. It rates the job and not the qualities of the individual worker on the job, which is the task of employee rating.

## **TRAINING AND DEVELOPMENT:**

Training is an organized activity for increasing the knowledge and skills of people for a definite purpose. It involves systematic procedures for transferring technical know-how to the employees so as to increase their knowledge and skills for doing specific jobs with proficiency. In other words, the trainees acquire technical knowledge, skills and problem solving ability by undergoing the training programme.

According to Edwin B. Flippo, Training is the act of increasing the knowledge and skills of an employee for doing a particular job. Training involves the development of skills that are usually necessary to perform a specific job. Its purpose is to achieve a change in the behavior of those trained and to enable them to do; their jobs better. Training makes newly appointed workers fully productive in the minimum of time. Training is equally necessary for the old employees whenever new machines and equipment are introduced and/or there is a change in the techniques of doing the things. In fact, training is a continuous process. It does not stop anywhere. The managers are continuously engaged in training their subordinates. They should ensure that any training programme should attempt to bring about positive Changes in the (i) Knowledge, (ii) skills, and (iii) attitudes of the workers. The purpose of training is to bring about improvement in the performance of work. It includes the learning of such techniques as are required for the better performance of definite task.

There is a growing realization about the importance of training in Indian organizations, especially after globalization. This has posed a lot of challenges to Indian industries. Without efficiency, effectiveness and competency, it would be impossible to survive and to be internationally competitive, all out efforts are required. Quality innovation, technology upgradation cost reduction and productive work culture, have thus become the slogans of every industry, which no organization will be able to achieve without continuously training its human resources. Justifiably, therefore, there is an upward trend in investment in training in many organizations. But increasing the investment in training and hiking training budgets is not going to achieve desired results. There are certain fundamentals and basic in training which must be given due importance if investments have to bring in returns.

Training generally is intended to provide training experiences that help people perform efficiently in their present and future jobs. Training is a process in which abilities are developed into specific required skills knowledge or attitudes.

#### **NEED AND IMPORTANCE OF TRAINING:**

**1. Increasing Productivity:** Instruction can help employees increase their level of performance on their present job assignment. Increased human performance often directly leads to increased operational productivity and increased company profit. Again, increased performance and productivity, because of training, are most evident on the part of new employees who are not yet fully aware of the most efficient and effective ways of performing their jobs.

**2. Improving Quality:** Better informed workers are less likely to make operational mistakes. Quality increases may be in relationship to a company product or service, or in reference to the intangible organizational employment atmosphere.

**3. Helping a Company Fulfill its Future Personnel Needs:** Organizations that have a good internal educational programme will have to make less drastic manpower changes and adjustments in the event of sudden personnel alternations. When the need arises, organizational vacancies can more easily be staffed from internal sources if a company initiates and maintains an adequate instructional programme for both its non-supervisory and managerial employees.

**4. Improving Organizational Climate:** An endless chain of positive reactions results from a well-planned training programme. Production and product quality may improve; financial incentives may then be increased, internal promotions become stressed, less supervisory pressures ensue and base pay rate increases result. Increased morale may be due to many factors, but one of the most important of these is the current state of an organization's educational Endeavour.

**5. Improving Health and Safety:** Proper training can help prevent industrial accidents. A safer work environment leads, to more stable mental attitudes on the part of employees.

Managerial mental state would also improve if supervisors now that they can better themselves through company-designed development programmes.

**6. Personal Growth:** Employees on a personal basis gain individually from their exposure to educational experiences. Again, Management development programmes seem to give participants a wider awareness, an enlarged skin, an enlightened altruistic philosophy, and make enhanced personal growth possible.

### **METHODS OF TRAINING:**

The following methods are generally used to provide training:

**On-the-Job Training Methods:** This type of training is imparted on the job and at the work place where the employee is expected to perform his duties. It enables the worker to get training under the same working conditions and environment and with the same materials, machines and equipments that he will be using ultimately after completing the training. This follows the most effective methods of training the operative personnel and generally used in most of the individual undertaking.

**1. On Specific Job:** On the job training methods is used to provide training for a specific job such a electrician motor mechanic plumbing etc.

**2. Job Rotation:** The major objective of job rotation training is the broadening of the background of trainee in the organization. If trainee is rotated periodically from one job to another job, he acquires a general background. The main advantages are it provides a general background to the trainee, training takes place in actual situation, competition can be stimulated among the rotating trainees, and it stimulates a more co-operative attitude by exposing a man to other fellow problem and view-points.

**3. Apprenticeship:** Under this method, the trainee is placed under a qualified supervisor or instructor for a long period of time depending upon the job and skill required. Wages paid to the trainee are much less than those paid to qualified workers. This type of training is suitable in profession, trades, crafts and technical areas like fitter, turner, electrician, welders, carpenters etc.

## **OFF-THE-JOB TRAINING METHODS:**

**1. Special Courses and Lectures:** Lecturing is the most traditional form of formal training method. Special courses and lectures can be established by business organizations in numerous ways as a part of their development programmes. First, there are courses, which the organizations themselves establish to be taught by members of the organizations. Some organizations have regular instructors assigned to their training and development such as Tata and Hindustan Lever in private sector; Life Insurance Corporation, State Bank of India and other nationalized commercial banks, Reserve Bank, Hindustan Steel, Fertilizer Corporation and many others in public sector.

**2. Conferences:** This is also an old method, but still a favourite training method. In order to escape the limitations of straight lecturing many organizations have adopted guided, discussion type of conferences in their training programmes. In this method, the participants pool, their ideas and experience in attempting to arrive at improved methods of dealing with the problems, which are common subject of discussion; Conferences may include buzz sessions that divide conferences into small groups of four or five intensive discussion.

**3. Brainstorming :** This is the method of stimulating trainees to creative thinking. This approach developed by Alex Osborn seeks to reduce inhibiting forces by providing for a maximum of group participation and a minimum of criticism. A problem is posed and ideas are invited. Quantity rather quality is the primary objective. Ideas are encouraged and criticism of any idea is discouraged. Chain reactions from idea to idea often develop.

Later these ideas are critically examined. There is no trainer in brainstorming and it has been found that the introduction of known experts into it will reduce the originality and practicability of the group contribution. Brainstorming frankly favours divergence, and this fact may explain why brainstorming is so little used as yet in developing countries where no solutions ought to carry the highest premium.

**4. Case Studies:** This technique, which has been developed, popularized by the Harvard Business School, U.S.A is one of the most common form of training. A case is a written account of a trained reporter or analyst seeking to describe an actual situation. Some

causes are merely illustrative; others are detailed and comprehensive demanding extensive and intensive analytical ability. Cases are widely used in variety of programmes. This method increases the trainee's power of observation, helping him to ask better questions and to look for broader range of problems.

### **1.3 INDUSTRY PROFILE:**

Sugarcane has been widely cultivated in India since time immemorial. Its cultivation and uses are mentioned in ancient Indian literature. During king's administration in India lot of travelers are visited to India and they written in their books about the sugarcane. The first sugar factory was established in India dates back to 1610 by Captain Hippon at Masulipatam and Petapoli on the coromondel coasts, and subsequently one at Surat on the west coast by captain Best and Downton in 1612. The rapid development in sugarcane cultivation and sugar in India industry in the country have earned India's prestigious position among sugar producing nation in the world. Today it maintains the second position, next to Brazil. The sugar industry has become a major in socioeconomic transformation of rural India.

It's universally known that India is the homeland of sugarcane and sugar. The cultivation of sugar was written in the Kautilyas Arthshastra. Although sugarcane was being grown in India from time immemorial and sugar produced in lumps during fourth century, there was no sugar industry in India. It is said that first sugar plant in India was established by the French people at Aska in Orissa in 1824. Not much is known about this factory.

Sugar is made from sugarcane, and was discovered thousands of years ago in New Guinea. And then the route was traced to India and Southeast Asia. India was the first to begin the production of sugar following the process of pressing sugarcane to extract juice and boil it to get crystals. The government of India in 1950-51 made serious industrial development plans and set many targets for production and consumption of sugar.

The plans laid by the government projected installment capacity for the sugar industry in its Five Year Plans. India is well known as the original home of sugar and sugarcane.

Indian mythology supports the fact it contains legends showing the origin of sugarcane. Today India is the second largest producer of sugarcane next to Brazil.

The sugar industry's contribution to the rural economy has significant social and economic impact for the nation as well. The sugar industry is a green industry and is largely self-sufficient in energy needs through utilization of biogases for generating electricity and steam. Sugar industry is probably the only industry in the country which utilizes all its by-products commercially by value addition thereby contributing towards the renewable power generation and green bio-fuel namely, Ethanol. The National Policy on Bio-fuels, approved by the Government, has targeted for a 20 percent ethanol blending programme by 2017.

Around 327 B.C. sugarcane was an important crop in the Indian sub-continent when Alexander the great, invaded India. The traditional sweeteners of India like Gur & Khandsari are consumed mostly by the rural population in the country.

The first Sugar Company in India was set up in 1903 with a modest cane crushing capacity with a few vacuum pan units established in sub-tropical belts of Uttar Pradesh and Bihar. The first sugar manufacturing company for the production of white sugar was set up by the Dutch in 1840, in north Bihar. The first successful sugar company was established in 1903 by the British.

When the modern sugar industry was set up, it faced intense competition from the factory made white sugar. India was the first to begin with the production of sugar by the process of pressing sugarcane to extract juice and boil it to get crystals. In the early 1930's nearly 2/3<sup>rd</sup> of sugarcane production was used for the production of alternate sweeteners like Gur & Khandsari. Because of the better standard of living and higher incomes, the sweetener demand has shifted to white sugar. Nearly 1/3<sup>rd</sup> of the sugarcane production is used by the Gur & Khandsari sectors.

In the year 1930 there was an advent of modern sugar processing industry in India which was started with the grant of tariff protection to the sugar industry. In the year 1930-31 the number of sugar mills increased from 30 to 135 with production of 100000 million tons of sugar and they found adverse competition from Japanese sugar which was ruling the Indian market.

And in the year 1935-36 the production was increased from 1.20 lakh tons to 9.34 lakh tons under the dynamic leadership of the private sector. In the year 1950-51 the era of planning for industrial development began and the Government laid down targets of sugar production and consumption.

In the year 2010-2011 the number of sugar mills increased to 527 mills which are in operation with the production capacity of 239.807 million tons<sup>3</sup>. Indian Sugar Industry generates power for its own requirement and even gets surplus power for export to the grid based on byproduct bagasse. Indian sugar production is poised to increase to 29.8 million metric tons (raw value basis) in the marketing year 2012-2013 (October-September) due to an.

The government of India closely monitors sugarcane and its production as they have a substantial effect on the lives of the people. The industry is governed by a variety of regulation imposed by the central and the state government.

- Essential Commodities Act, 1955: -The objective of the EC Act is to control the production, supply, distribution and trade and commerce in the essential commodity
- Sugarcane (Control) Order, 1966: - Sugarcane (Control) Order, 1966 provides for price (SMP) for sugarcane purchased by sugar mills during each sugar season (Clause 3), payment of interest at 15% per annum on amounts due beyond 14 days of delivery of sugarcane at factory gate (Clause 3(3-A)), payment of additional cane price to the growers (Clause 5-A) regulation of distribution and movement of sugarcane (Clause 6), licensing of power crushers and Khandsari units and regulation, issue of directions to producers of Khandsari sugar (Clause - 8), power to call for information etc. from producers (Clause - 9), power to entry, search and seizure (Clause 9-A) and delegation of powers conferred

by the Sugar (Control) Order, 1966 to any officer or authority of the central or state government.

- Levy Sugar Supply (Control) Order, 1979: -Levy Sugar Supply (Control) Order, 1979, provides for powers to issue direction to producer or dealer for supply of levy sugar requisitioned by the central government through an order made with reference to section 3(2) (f) of the E.C. Act, 1955.

## **CHALLENGES OF INDIAN SUGAR INDUSTRY:**

India ranks first in sugar consumption and second in sugar production in the world.

Indian sugar industry has been facing raw material, and resource as well as infrastructural problems. Globalization has brought a number of opportunities but at the same time posed certain challenges before sugar industry. Mounting losses and decreasing net worth of sugar factories have been responsible for sickness of sugar industry<sup>10</sup>. Sickness in sugar industry has reached to an alarming proportion.

Indian sugar industry has been cash-striven for decades. Low cash inflow due to piling stocks leads to serious financial crisis and finally to closing sugar factories. Sugar prices have been a political issue rather than economical issue. Many a times it worsens the economy of sugar factories. The main concern of sugar industry in India is fluctuations in sugarcane production, due to inadequate irrigation facilities, lower sugarcane yield, and frequent droughts in tropical and sub-tropical areas where sugarcane is grown on a large-scale.

India has to gear up to the new challenges of higher cane and sugar production to meet the future requirement. With the present trend of sugarcane and sugar production India will be hard, to sustain effort and is needed to increase the present trend of cane production to a level that India becomes a sugarcane surplus country. Government controls on domestic sales and exports make commercial planning very difficult. The strong refining and inventory financing capacities needed to smoothen the sugar cycle.

## **1.4 COMPANY PROFILE:**

The Bidar Sahakari Sakkare Kharkhane, the oldest sugar producing cooperative in the district, may not crush sugarcane this year. Bad debts and ineffective management have driven the factory to this stage, allege farmers. The other reasons they attribute include fall in total output of sugarcane, the resultant high prices, lack of funds to clean and maintain machinery, settle dues of farmers and pay labourers.

The factory in Hallikhed-Bujurg village, 30 km from the district headquarters, was started in 1961-62, by collecting share capital from farmers. Successive governments have provided working capital assistance before every crushing season. But the demand for converting these government funds into state equity has not been met by the state government.

The amount of sugarcane crushed has varied over the years, though its optimum capacity is 3,500 tonnes per day. The factory is supposed to function for a season of 100-120 days every year. But since the quantum of cane crushed had dropped from four lakh tonnes to 70,000 tonnes per season between 2013 to 2015, the unit has serviced only a sixth of the number of farm families in an average year. This year, officials say, the factory may not begin crushing at all.

### **1.4.1 BSSK LTD. Hallikhed:**

The Bidar co-operative sugar factory hallikhed was established in the year 1961-62 under dynamic leadership of Mr. Gurupadappa m. Kheny. The factory started on the basis of cooperative society system. Estimated cost of project was 3 cores and this occupies the area around 168 acres and its crushing capacity was 1250 TCD in 1969, in the year 1991-92 it was increased to 2000 TCD.

Now it is 3500TCD. This factory is located near KARANJA River and it is 30 km away from the Bidar and just 4 km away from the hallikhed. Bidar is centre place for transportation because NH-9 Passes here and it also connects various talukas and districts.

The company has more than 1000 employees including administration and technical experts. Human resources being the most important asset of the factory, all the efforts are made to enhance the motivational level and efficiency of the employees.

In Karnataka state there are about 40 sugar industries are existing and out of 40, 20 are in private sector, 18 are in cooperative sector and remaining 2 are in public sector. The sugar industries are located in rural areas and have an intrinsic symbiotic relationship with rural mass.

Some sugar industries are having its own cogent units which are supplying their surplus power to state grids or to private parties.

However, alleged non professional management practices, nepotism and even financial irregularities have pushed the factory to making losses. It suffers from an accumulated loss of Rs. 195 corer, half of which are estimated to be unpaid debts.

Two inquiries by the Department of Cooperation pointed out that the factory was buying raw materials, other than sugarcane, at inflated prices and selling produce, including sugar and bagasse, at lower than market prices. The inquiries also found that the factory was overstaffed, with the total number of full time and part-time employees stretching beyond 1,100.

Administrative boards, headed mostly by politicians, including former minister late Mirajuddin Patel, Subhash Kallur, Eshwar Khandre and Sanjay Kheny, have been at the helm of affairs at the factory in the past. Mr. Kheny, the latest incumbent, has resigned, citing non-cooperation from other board members.

#### **1.4.2 OBJECTIVES OF THE COMPANY:**

The objectives of the company is to encourage proper development of agricultural industries among members on co-operative lines by introducing the principles of co-operatives and joint forming methods with a view to secure the advantages of modern large scale agricultural to the owner or tenant cultivators of land.

To teach the members improved methods of cultivation of sugar cane and supply seed material, implements etc. ,for growing sugar cane and other crops to promote agriculture and industrial education among members.

To raise the share capital and to borrow capital necessary either on the security of the property of the society or without such security from the co-operative societies or from government. Or from financial institution like the industrial financial co-operation of India.

The life insurance corporation of the India, scheduled banks etc. for the purpose of the societies. To enter into contract with co-operative societies and with the outside persons for the purchase and sale of goods and to appoint agents on salary or commission basis for such purchases or sales. To give members advances on the security of sugar cane and loans in kind for the raise of crops and with the development of agriculture with prior permission of the director of sugar and additional registrar of the co-operative societies, Bangalore.

#### **1.4.3 PROFILE OF THE COMPANY:-**

NAME OF THE FACTORY : BSSK Ltd Hallikhed

Year of Establishment : 1961-62

Crushing Season : 1969-70

Location of the Unit : Just 4 KMS Away from Hallikhed, Bidar

Registration Number : 1961

Registration Date. : 1903/RCN/1961

Address for Correspondence :The Bidar Sahakar Sakkare Kharkhane Ltd., Hallikhed.

#### **1.4.4 PROMOTORS:**

THE BSSK Ltd sugar factory is a co- operative society in which the boards of directors are elected by shareholders. Among the directors one will be the chairman and another will be the vice – chairman, their term is 3 years.

Chairman will be elected from the board of directors every year. Chairman and board of directors will decide the policy matters of the factory. Managing director will be appointed by govt. of Karnataka. The chairman will be the chief executive.

#### **1.4.5 THE BOARD OF DIRECTORS AND MANAGEMENT TEAM OF BSSK Ltd,**

##### **HALLKHED:**

##### **Producing Members**

- |                                  |             |
|----------------------------------|-------------|
| 1. Sangamesh Kashinatharao Patil | - President |
| 2. Vajuddin .M.Nijomoddin Patel. | - Producer  |
| 3. Sanjay G Kheni                | - Producer  |
| 4. Anneppa Hanamantappa.         | - Producer  |
| 5. Kiran Shankrappa Chanda       | - Producer  |
| 6. Bakkappa S Basareddy          | - Producer  |
| 7. Shivakumar RS.                | - Producer  |
| 8. Ashok A.M Patil.              | - Producer  |
| 9. Lakshmana Eshwrappa Bulla     | - Producer  |
| 10. Eramma Shankarao Patil       | - Producer  |

- |                          |            |
|--------------------------|------------|
| 11. Kamalabai R Nitture  | - Producer |
| 12. Parameshwar K Patil. | - Producer |

### **Non-Producing Members**

13. Dattatraya Vishwanath

### **CO-OPERATIVE GROUP MEMBER**

- |                         |            |
|-------------------------|------------|
| 14. Rajashekhar B Patil | - Producer |
|-------------------------|------------|

### **District Co-Operative Bank**

- |                               |                                |
|-------------------------------|--------------------------------|
| 15. Bhimarao Basavaraj Patil. | - Producer                     |
| 16. Vishwanath M              | - Selected by gov kar director |

### **1.4.6 ADMINISTRATION DEPARTMENT:**

Administration department is the main department in the organization in their is total number of 71 employees working in this department B.S.S.K Ltd is dividend into 8 sections and they are as follows.

- 1) Share sections.
- 2) Time and labor welfare.
- 3) Purchase section.
- 4) Store section.

5) Telephone operating.

6) Sales section.

7) Securities.

8) Account and cash

#### **1.4.7 FINANCE DEPARTMENT:**

Company was able to get the working capital finance to the extent of Rs, 42.52 cores. The bankers of the company have expended their fullest co-operation in gander leasing working capital requirement which enable the company to make payments. Of cane bills of the formers the company has paid Rs.700 MT as first installment for the cane supply during the year the finance department of the company hosts highly talented, qualified. Finance idling pay role calculation and crediting salaries, maintaining complete books of the accounts and internal auditing.

#### **1.4.8 VISION**

The B.S.S.K Ltd. has created around 1000 direct employment to local rural folk & created employment opportunities indirectly to the backward section of the community besides providing an excellent market for the cane grower.

The setting up of the sugar factory in Hallikhed that would enable to create employment opportunity in rural areas to the unemployed specially the weak and backward section of that community not in the sugar unit in hallikhed but also in the ancillary units enabling them to increase their purchasing power and consequent leading to higher living standards.

#### **1.4.9 MISSION:**

Production of white crystal sugar to meet the increased demand for domestic consumption. Co-generation of 4.5 MW power for its own us

- Production of white crystal sugar of international standard.
- Expanding 2500 TCD sugar plant to 5000 TCD.
- Expanding co-gen plant to 4.5 MW of own use

#### **1.4.10 QUALITY POLICY:**

Providing good quality seed material and other input. And also providing training in sugarcane cultivation etc.

- Latest technologies have been adopted to maintain high standard of quality with minimum maintenance cost.
- Automatic belt conveyers have been employed which helps to save time, cost & manpower.
- Imparting training to the farmers in the field of use of rich quality seeds, economic
- Utilization of water, use of fertilizers and period of cultivation & harvesting methods, etc. In order to grow quality cane of rich variety which yields more sugar recovery percentage?
- Continues improvement in quality, health, safety, and environment performance.
- Compliance of all applicable legal and other requirements.
- Improvement in quality of raw material input
- Technological innovations
- Prevention of pollution incidental to plant operation
- Conservation of natural resources
- Reduction of man days lost due to accidents
- Reduction of level of risk by improving working condition.
- Total involvement of employees through participative management activities and training to create awareness and upgrade skill.

The policy is adopted as an integral part of business performance and we ensure to provide adequate and appropriate resources to manage the system efficiency.

#### **1.4.11 PRODUCT/SERVICES PROFILE AREAS OF OPERATIONS**

##### **1) SUGAR PRODUCTION:**

The plant is capable of crushing about 3,500 tones per day and would be producing export quality crystal white sugar the latest techniques in the country. The factory has got one of the most advanced technologies in India. Robust and reliable equipment of latest design high efficiency and low power Consumption have been installed for continuous operation all around the year.

Due to abundant cane available in the area of operation, a minimum duration for the season is of 6 to 7 months which is assured i.e. to say about 6,53,043 lake tones of sugarcane was crushed during the last season to produce around 6,46,500 lake quintals of sugar. When this is done, the turn over of the company right from the beginning would be Rs.120cores.

##### **2) POWER GENERATION:**

The company ha undertaken to establish a mega project to generate power using non conventional energy fuel i.e. Bagasse which is a by product coming pout of sugarcane and available in plenty location employing very high pressure 967 (ate) and high efficiency boiler and turbo generator sets. About 4.5 MW POWER IS GENERATED DURING THE SEASON AND WILL Be used for captive consumption.

##### **3). BY –PRODUCTS:**

The company has ambitious plans to utilize various by – products in a systematic way as follows:

## **BAGASSE:**

Bagasse is a fibrous residue of cane stalk that is obtained after crushing and extraction of juice. It consist of water, fiber and relatively small quantities of soluble solids, the compensation of bagasse varies based on the variety of sugarcane, maturity of cane, method of harvesting and the efficiency of the sugar mill, the usual bagasse composition is given in exhibit 5 as shown below.

- Moisture 46%
- Fibers 43%
- Soluble solids 12%

Bagasse is usually as a combustible in the furnaces to product steam, which in turn is used to

- ❖ Power generation
- ❖ Paper production
- ❖ Particle board
- ❖ Cattle feed and furniture.

## **MOLASSES**

Molasses is the final effluent in the preparation of sugar by repeated crystallization. It's the end product from a refining process carried out yield sugar. Sucrose and invert sugars constitute a major portion of molasses. The yield of molasses per ton of sugarcane varies in the range of 3.5% to 4.5%. Molasses is mainly used for the manufacture of

- Ethyl alcohol (Ethanol)
- Yeast
- Cattle feed
- Portable liquor downstream value added chemical such as acetone, acetic acid, butanol, acetic anhydride etc.

#### **1.4.12.AREAS OF OPERATIONS:-**

Its area of operation is extended up to 30 km of radius from the factory site

- Bidar
- Humanabad
- Basavakalyan
- Bhalki
- Chitguppa
- Kalaburagi
- Mannan Kheli
- Hallikhed, including small hamlets of Bidar district as well as Kalaburagi district.

#### **INFRASTRUCTURE OF FACILITIES:-**

- ❖ ROAD FACILITIES: The factory is located opposite to the state highway road Bidar to Kalaburagi.
- ❖ QUARTERS FACILITIES: The factory provides a grade quarters to officials and B grade quarters to employees, those quarters are located near the factory premises, the factory responsible for providing electricity and water facilities to their quarters.
- ❖ HOSPITAL FACILITIES: The factory providing hospital facilities to their employees.
- ❖ CANTEEN FACILITIES: The factory is providing canteen facilities to the employees.
- ❖ SCHOOL FACILITIES: The factory is providing school and school bus facilities to the factory employee's children.
- ❖ MEDICAL FACILITIES: The factory is providing compensations and medical facilities to their employees if accident occurs.

#### **1.4.13 COMPETITORS:-**

1. The Mahatma Gandhi Sahakari Sakkare Kharkhane Ltd, Bhalki, Dist Bidar
2. Naranja Sahakari Sakkare Kharkhane Niyamita. Imampur, Dist Bidar
3. Bhalkeshwar Sugars Ltd, Bajolga Cross, Bhalki, Dist Bidar
4. Triedent Sugars Ltd, Madhunagar, Zaheerabad, Dist Medak Telangana.

#### **1.4.14 ACHIEVEMENTS:-**

- In the year 2008-09 Cane crushed 633043 Metric Tone,
- Sugar Bagged 461960 Quintals, Recovery 10.71%.
- In the year 2009-10 Cane crushed 197341 Metric Tone,
- Sugar Bagged 187305 Quintals, Recovery 9.57%.
- In the year 2010-11 Cane crushed 339779 Metric Tone,
- Sugar Bagged 325030 Quintals, Recovery 9.57%.

#### **1.4.15 SWOT ANALYSIS OF THE COMPANY:**

##### **➤ STRENGTHS:**

1. Adequate infrastructure facilities.
2. Factory concentrates on product quality.
3. High production efficiency.
4. Raw Material availability.
5. Owen Power generation.
6. Large supply of fertilizers and good quality.

➤ **WEAKNESSES:**

1. Labour turnover is high.
2. Promotion procedure is rigid in the organization.
3. Backward in technology adopting.
4. Old and traditional equipments are using for the manufacturing.
5. Delay in payments.
6. No recognition and offers for the employees.

➤ **OPPORTUNITIES:**

1. Expansion of project like paper unit, ethanol production, bio-fertilizers and power generation.
2. Cost of the production can be minimized by adopting the new technology in the manufacturing the sugar.
3. If the all the departments make the computerized means time of the employees save.
4. There is opportunity to factory to produce a more power generation for its daily activities.
5. If the setup their own distillery unit they can get more profit.

➤ **THREATS:**

1. Strong competition from the neighboring factories such as MGSSK, NSSK and others.
2. Government interfering the factory activities its leads to delay in the factory activities.
3. Cost of production is higher compared to their competitors because of the old and traditional manufacturing activities.
4. Non co-operation from the government of Karnataka in setting up of new distillery units.

#### **1.4.16 FUTURE GROWTH AND PROSPECTS:**

- 1) Expansion of company's business
- 2) Distillery and Ethanol project

#### **1) EXPANSION OF COMPANY'S BUSINESS:**

BBSK Ltd Directors are pleased to inform that the company has been permitted for the enhancement in cane crushing capacity from 3500 to 4500 from the government of Karnataka in its global investors meeting. But it's presently facing lot of financial problems and lack of growth in the factory. Government of Karnataka and co- operative ministry of the Karnataka thinking that the make the renovation of the whole factory. In a present situation factory facing the lack of assistance from the government. Factory MD said in a press meet this year crushing is not going but from the next year onwards factory start the crushing by making the renovation whole factory.

Further over company has undertaken expansion scheme to overcome operation problems in the form of constructing an additional godown capacity of up gradation of boilers, additional molasses tanks, additional staff quarters and such allied facilities.

#### **2) DISTILLERY OR ETHANOL PROJECT:**

BBSK Ltd Board of directors has received a letter of intent from government of Karnataka to take up distillery unit. Further our discussion and approval in the 7th annual general meeting to establish a distillery or ethanol project, the name of the company got the BBSK Ltd and implementation of distillery project commenced by appointing M/S Vasantada Sugar institute, pune , as a consultant for the said project.

#### **1.5 NEED FOR STUDY**

A best organizational HR Practices and culture is essential to understand the employees perception towards the organization

- Understanding the employee's perception in the organization.

- HR Practices and Culture are different from organization to organization, so improving organizational culture to promote the employees for doing the work.
- Organizational culture is changing according to the working condition of company for that reason company should update to there employees
- Creating and developing the employee friendly Culture and environment.
- Improve the productivity and quality of working.

## **1.6 SCOPE OF THE STUDY:**

The scope of the study is vast; the study aims to understand the HR practices and culture of the companies. The main purpose of study is focus on the HR Practices and culture of the BSSK Ltd, and also learns about those HR Practices and culture in the company. It extremely important that company should provide and give the good HR polices and set employee friendly environment in the factory.

## **1.7 OBJECTIVE OF THE STUDY:**

- To study the HRM practices in a factory.
- To analyse the ethical and cultural context of the factory.
- To study the existing culture of the organization and its impact on employees behavior.
- To know the employees and employers relationship in the factory.
- To analyse the external environmental context of the factory.

## **CHAPTER 2**

### **REVIEW OF LITERATURE:**

#### **2.1: Introduction:-**

In this Chapter, the researcher has made an attempt to study and understand the complex concepts of HR practices and culture in an organization that impact employee. This attempt includes, understanding the basic concepts of HR practices and culture, analyzing research studies made by earlier researchers in respect of employees perception about organizational HR practices and culture, For this, the researcher has used various books, research Journals and websites. The detailed list is further elaborated in the Bibliography. Through this Literature Survey researcher wants to find out which are the important parameters of an organization HR practices and culture that impact employee.

#### **2.2: List of Reviews:-**

**Ying Wang, sunghoon Kim et.al. Alannah raffery et.al. Karin sanders (2020):-**

***The International Journal of Human Resource Management***

Scholars are directing more attention to employee perceptions of human resources (HR) practices and have explored issues such as whether and how employees' idiosyncratic or collective perceptions of HR practices shape employee outcomes. To further this area of research, we seek to determine what authors mean when they refer to "employee perceptions of HR practices". We review 105 articles from leading human resource management journals and find that employee perceptions of HR practices is not a monolithic concept. Rather, following previous scholars, we identify three distinct components of employee perceptions of HR practices: the '*what*', '*how*', and '*why*'. We critically summarize extant literature on these three components of employee HR perception and propose future research directions, including enriching the theoretical foundations of HR communication, embracing cross-national contexts, and enhancing practical relevance.

**Shweta Maheshwari et.al. Veena Vohra (2015):-**

***Journal of Organizational Change Management***

– Prior research in the area of organizational change highlights the critical role played by HR practices during organizational change as it may require altering employee behavior to support the change direction. human resource (HR) function is considered to be well positioned to influence employee behavior by institutionalizing HR practices that support change. Further there is a significant body of literature that suggests that employee behavior is significantly influenced by the perceptions of HR practices during change. HR practices which create positive employee perceptions increase employee commitment to change. The purpose of this paper is to provide a conceptual framework that identifies critical HR practices that support organizational change and examines their impact on employee perception and commitment to change.

**Antonio Ortega-Parra et.al. Miguel Ángel Sastre-Castillo (2013):-**

***Management Decision***

Previous research demonstrates the link between corporate culture and organizational commitment. Given the potential differences in espoused corporate culture and its perception by employees, the purpose of this paper is to find an answer to the following question: how does employees' perception of company values affect their own commitment to that organization.

**Shruti Lamba et.al. Nirmala Choudhary (2013):-**

***International Journal of Advancements in Research & Technology***

In this era of highly competitive environment, organizations in Manufacturing sector and Service sector are trying hard to win the mind of customers by providing them value added service and quality innovative products to remain competitive in the market. The objective of this study is to investigate the impact of HRM practices on Organizational commitment of Employees in various sector in India. The study revealed that how HRM practices provide an edge to employee's commitment towards an organization goal in the global

competitive market. Through study it is found that HRM practices influence the Organizational Commitment of Employees.

**Jacob Cherian et.al. Jolly Jacob (2012):-**

***Canadian Center of Science and Education***

There is a great deal of increase in the adoption of environment management systems by the corporate sector. Literature has given importance to adoption of environmental practices as a key objective of organizational functioning making it important to identify with the support of human resource management practices. Today there is debate and uncertainty associated with how green management principles can be implemented effectively amongst the workforce of the organization. This review article identifies how corporations today develop human resource policies for promoting environment management initiatives.

**Irene Hau-Siu Chow (2012) :-**

***The International Journal of Human Resource Management***

This article attempts to (1) explore the process by which a high-performance work system (HPWS) affects firm performance and (2) demonstrate the mediating role of implementation and organizational culture in the HPWS-performance link. The proposed model was tested using a sample of 243 Hong Kong and Taiwanese firms operating in Guangdong, China. The results from the present study supported the hypothesized mediation of implementation and organizational culture on the HR-performance relationship. This study offers important insights into the mediating mechanism of the HPWS-performance research. Implications for research and managerial practices are provided.

**Xiaobei Li et.al. Stephen J Frenkel et.al.Karin Sanders (2011) :-**

***The International Journal of Human Resource Management***

In contrast to the high-performance work systems literature that focuses on HR practices, we follow Bowen and Shroff in examining human resource management (HRM) processes, specifically the strength of an HR system (its distinctiveness, consistency, and consensus) and its contribution to the organizational climate (employees' shared perceptions of the HR system). Based on 810 employees within 64 units in three Chinese hotels, we examine how employee perceptions of HRM system strength and organizational climate are associated with employees' work satisfaction, vigor, and intention to quit. The distinctiveness of an HRM system was found to be related to the three employee work attitudes, and high climate strength increases both the positive relationship between consensus and work satisfaction, and the negative relationship between consensus and intention to quit. We draw on aspects of Chinese society to interpret these findings. Several important research and HR practice implications are highlighted and discussed.

**Samson SamGnanakkan (2010) :-**

***Journal of Management Research***

Information and Communication Technology (ICT) sector is heavily investing in high involvement HR practices to retain and motivate the information technology professionals who are the human capital assets. This study defines a multidimensional HR practices and test its influence on turnover intentions (TOI) of ICT professionals. Organizational commitment is defined either as an employee attitude or as a force that binds an employee to an organization. There are very few studies on the effects of organizational commitment on TOI among ICT professionals. The present research focuses on examining the mediating effect of organizational commitment on HR practices and TOI relationship. The results of this study partially support the prediction. HR practices-compensation and training, has a significant direct effect on TOI and the contribution of organizational commitment to TOI is observed when combined with HR practices in the model. Implications of these results are discussed.

**Schneider and Smith (2004)** :-Organizational culture is the basic pattern of shared assumptions, values and beliefs considered to be the correct way of thinking about and acting on problems and opportunities facing the organization. It is what is important and unimportant in the organization. It is often thought of as organization' DNA- i.e. invisible to the naked eye, yet a powerful template that shapes what happens in the workplace. Hence why Schneider and Smith argues that culture begins with leadership and passed on to the organizational members; it is seen as a set of forces that shape and determine human behaviour.

**Martins and Terblanche (2003)** :-culture is deeply associated with values and beliefs shared by personnel in an organization. Organizational culture relates the employees to organization's values, norms, stories, beliefs and principles and incorporates these assumptions into them as activity and behavioural set of standards. Klein, (1996) positioned organizational culture as the core of organization's activities which has aggregate impact on its overall effectiveness and the quality of its product and services. Schein (2004) defined organizational culture as a dynamic force within the organization which is revolving, engaging and interactive and it is shaped up by the employees and management gestures, behaviours and attitudes.

**Sachin (1998)** :- The organizational culture is outlined in sachin as overall phenomenon of the organization such as natural settings, the rite and rituals, climate, values and programmers of the company e.g. performance management, training and development, recruitment and selection, etc.

**Mahler (1997)** :-The culture of an organization is brought about as a result of different factors some of which include the influences of national culture, previous events in the organization, the different personalities and the socialization individual members experienced as a result of past educational and work settings. It includes the assumptions, values and beliefs of organization. Assumptions are the shared mental models, the broad worldviews or theories in use that people rely on to guide their

perceptions and behaviour , for example, employees assume that the company's integrity to employees/staff compensation administration is one of the keys to the company's survival and success. Organization's beliefs represent the individual's perceptions of reality.

**Kotter et.al. Heskett (1992)** :-Organizational culture is conceptualized as shared beliefs and values within the organization that helps to shape the behaviour patterns of employees

**Govindhan (1991)** :- define organization culture as the drive that recognizes the efforts and contributions of the organizational members and provides holistic understanding of what and how to be achieved, how goals are interrelated, and how each employee could attain goals.

**Hofstede (1990)** :- summarizes organization culture as collective process of the mind that differentiates the members of one group from the other one.

**Daniel J Koys (1988)** :-

***Employee Responsibilities and Rights Journal***

The literature is reviewed to produce a set of 37 Human Resource Management (HRM) activities related to showing respect for the individual. Eighty-eight full-time employees from different organizations and enrolled in a part-time MBA program report HRM department motivation for such activities and the degree to which they are committed to their organizations. Respectful treatment is indeed perceived to be one of the HRM departments' reasons for performing these 37 activities, although it was not usually the most common reason. After controlling for job satisfaction, subjects' organizational commitment is positively related to the perception that HRM activities are motivated by (a) management's desire to show respect for the individual and (b) management's desire to attract /retain employees. When the company's HRM activities are perceived to be

motivated by the firm's desire to improve performance or to comply with the law, there is no significant relationship with organizational commitment.

**Deal and Kennedy (1982)** :-Thus, we can deduce from above definitions that organizational culture could be the means of keeping employees in line and acclimatizing them towards organizational objectives. Deal and Kennedy recognizes the link between culture and organizational excellent performances via its human resource development programmers. These cultural values and human resource development programmer are consistent with organizational chosen strategies that led to successful organizations.

Organizations differ in their cultural content in terms of the relative ordering of beliefs, values and assumptions. For instance, some organization practices place a premium on their recruitment and selection, training and development programmer, compensation administration and even, performance management. Also, some place a premium on career development, goal setting and pay-for-performance, all with the intent of maximizing employee performance and customer service. This will help to create a culture of high performance across the organization.

An organizational culture can also influence the recruitment and selection activities of an organization. This makes sense because good behaviour is driven by ethical values. An organization can guide the conduct of its employees by embedding ethical values in its culture.

## **CHAPTER 3**

### **RESEARCH METHODOLOGY:**

#### **3.1 METHODOLOGY ADOPTED:**

The research design is the arrangement of conditions for collection and analysis of data. The research design is undertaken for the study in **descriptive**. In which collected data from the employee in the factory by asking the open ended questions.

#### **3.2 RESEARCH DESIGN:**

##### **3.2.1 Descriptive Research Design:**

Descriptive research is a study designed to depict the participants in an accurate way. More simply put, descriptive research is all about describing people who take part in the study.

#### **3.3 Sources of Data:-**

##### **3.3.1. Primary Data**

Primary data is collected for the first time by the employees by questionnaire method. It's a first hand data and fresh, in which for collecting the data 175 employees are chosen as a sample. Survey is conducted while free hours of the employee during their work at home and collect a primary data from them.

##### **3.3.2. Secondary Data**

In which data is collected from the followings

- Internet
- Magazines
- News Papers

- Factory annual Reports
- Brochures

These are the main sources in collecting the secondary data, some of the data is collected from the previous projects report .

### **3.4 STRUCTURE OF QUESTIONNAIRE:**

Questionnaire was divided into two sections. First part was designed to know the general information about employees and the second part contained the respondent's opinions about organizational HR practices and culture.

### **3.5 SAMPLING TECHNIQUE:**

#### **3.5.1 Convenience sampling method**

A convenience sample is one of the main types of non-probability sampling methods. A convenience sample is made up of people who are easy to reach.

### **3.6 PERIOD OF STUDY:**

The duration of study is from January 2017 to March 2017 which is a three months Study.

### **3.7 LIMITATIONS OF THE STUDY:**

- The study restricted to only few company.
- Collection of data collected from the employees of the company.
- The study focused on only company HR Practices and culture.
- The applicability of the findings of the study would be limited to concerned company and may not be generalized for all the companies.
- For Understanding culture of the factory few regular factory farmers and trade Union leader was taken the small interview.
- Duration of the study is limited to do in depth survey.
- Random clicking of options while taking the survey.

## CHAPTER 4

### DATA ANALYSIS AND INTERPRETATION

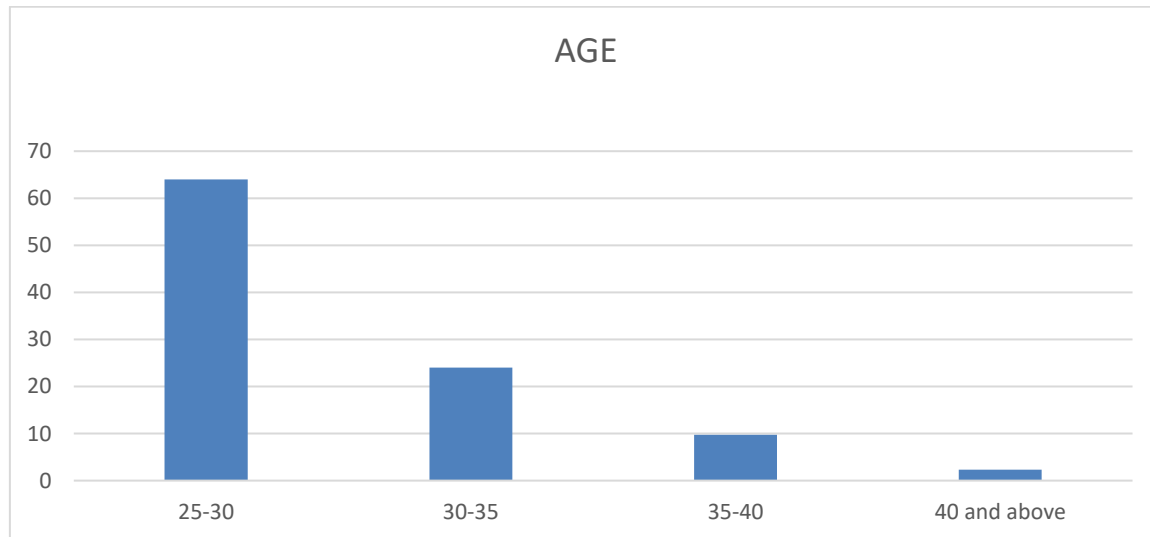
#### 4.1 Percentage Analysis

Percentage analysis shows that entire population on terms of percentage. It reveals the number of belonging in the particular category of the number of people preferring a particular thing in terms of percentage. In this study, the number of people who responded in a particular manner is interpreted in forms of percentage. Each table has been calculated on the basis of percentage.

**Table 4.1.1: Age of the respondents**

| S.NO | PARTICULARS  | NO. OF RESPONDENTS | PERCENTAGE |
|------|--------------|--------------------|------------|
| 1    | 25-30        | 112                | 64         |
| 2    | 30-35        | 42                 | 24         |
| 3    | 35-40        | 17                 | 9.7        |
| 4    | 40 and above | 4                  | 2.3        |
|      | Total        | 175                | 100        |

**Source: Primary Data**



**Chart 4.1.1 Age of the respondents**

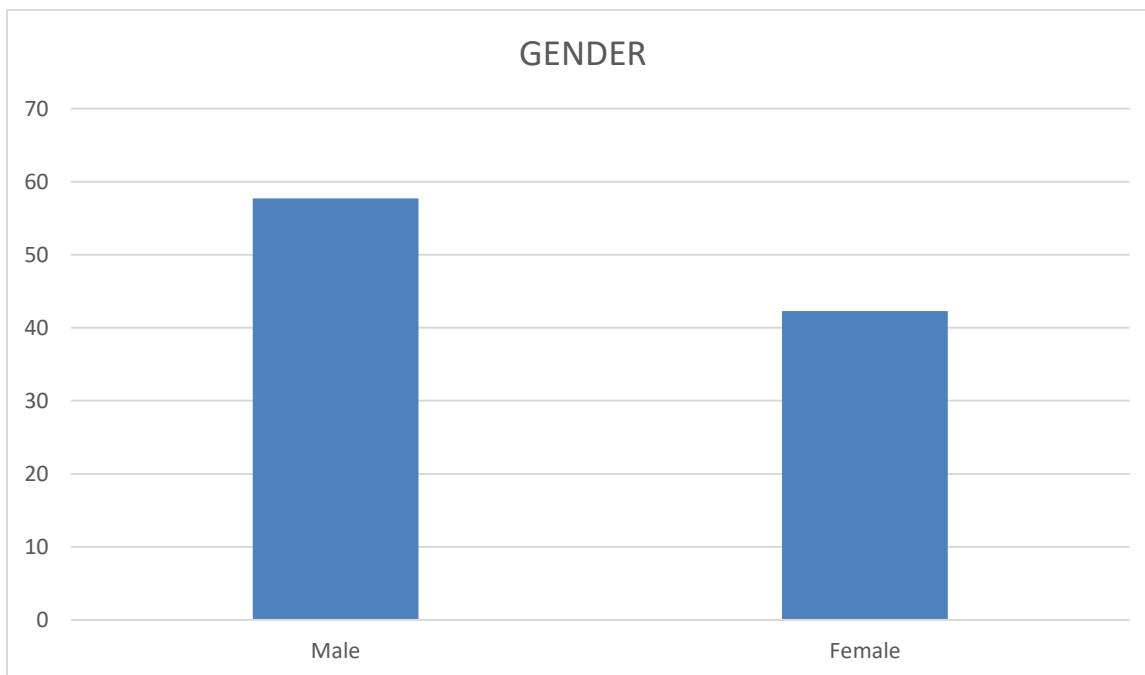
**Interpretation:** From the above graph shows that 2% of respondents fall above the age 40, and 10% are fall 35 -40 age and 24% fall under 30-35 and 64% fall under 25-30.

**Inference:** Oral feedback is the preferred more respondents from the 25-30 age group.

**Table 4.1.2 Gender of the respondents**

| S.NO | PARTICULARS | NO. OF RESPONDENTS | PERCENTAGE |
|------|-------------|--------------------|------------|
| 1    | Male        | 101                | 57.7       |
| 2    | Female      | 74                 | 42.3       |
|      | Total       | 175                | 100        |

**Source: Primary data**



**Chart 4.1.2 Gender of the respondents**

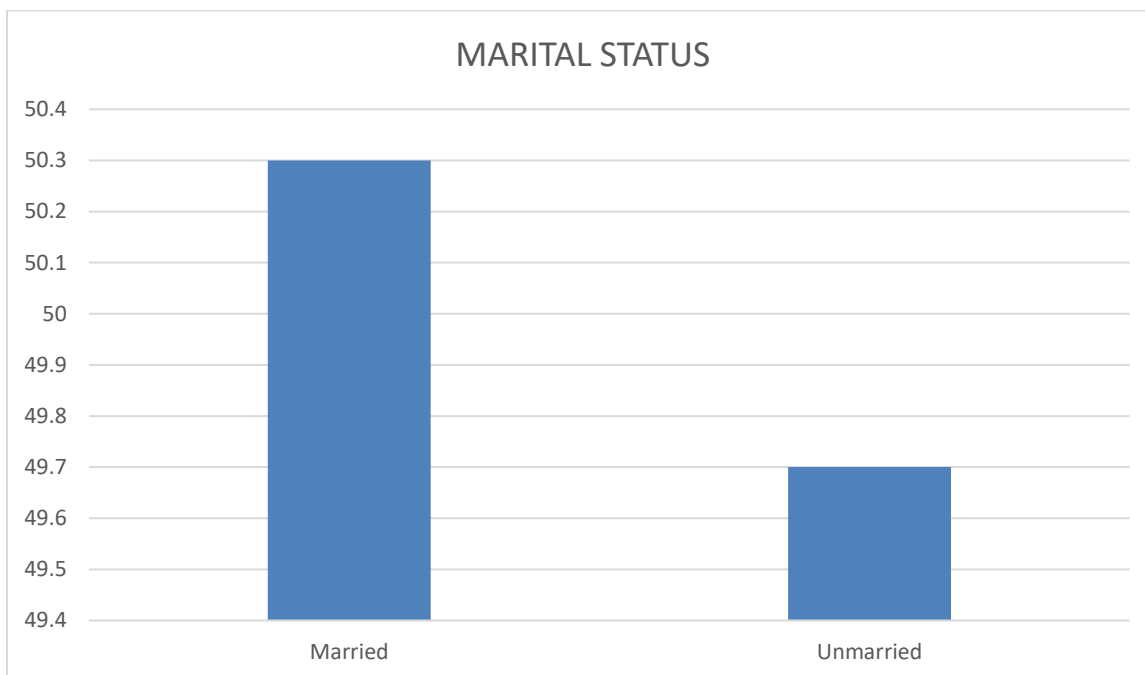
**Interpretation:** From the above graph shows that 42% are female employees and remaining 58% are male employees.

**Inference:** Oral feedback is preferred the male employees more than the female.

**Table 4.1.3 Marital Status**

| S.NO | PARTICULARS | NO. OF RESPONDENTS | PERCENTAGE |
|------|-------------|--------------------|------------|
| 1    | Unmarried   | 88                 | 50.3       |
| 2    | Married     | 87                 | 49.7       |
|      | Total       | 175                | 100        |

**Source: Primary data**



**Chart 4.1.3 Marital Status**

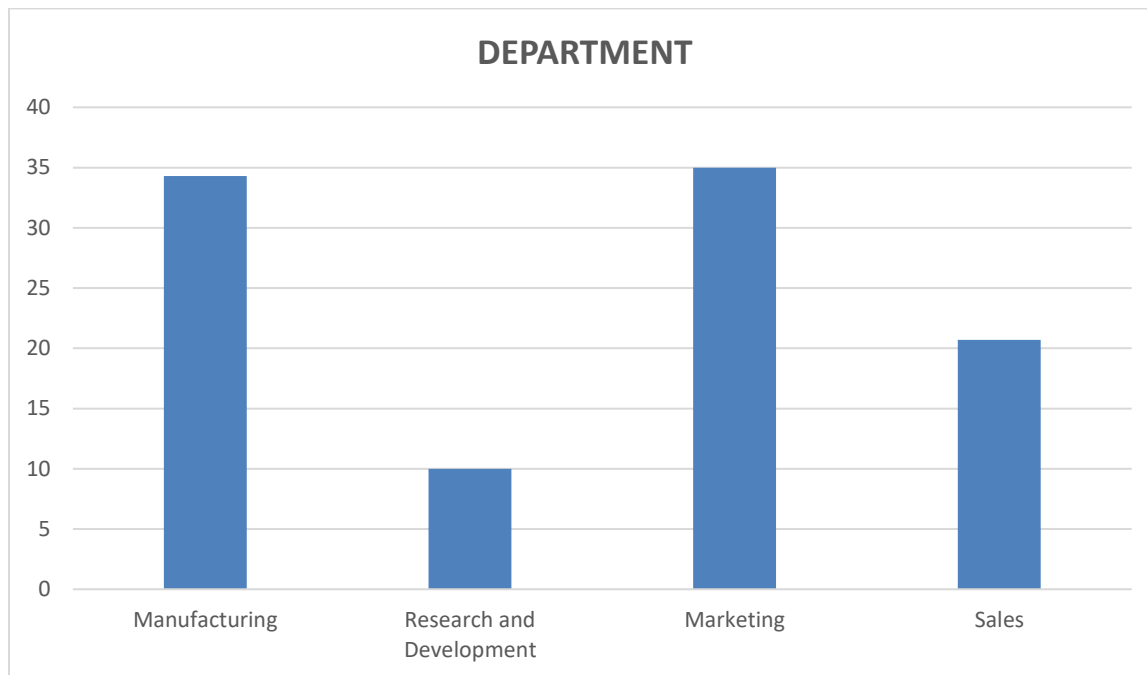
**Interpretation:** The above graph shows that 50.3% are married employees and remaining 49.7% are unmarried.

**Inference:** Oral feedback is preferred more respondents are married comparing to the unmarried respondents.

**Table: 4.1.4: Department of The Respondents**

| S.NO | PARTICULARS              | NO.OF RESPONDENTS | PERCENTAGE |
|------|--------------------------|-------------------|------------|
| 1    | Manufacturing            | 54                | 34         |
| 2    | Research And Development | 28                | 10         |
| 3    | Marketing                | 56                | 35         |
| 4    | Sales                    | 37                | 21         |
|      | Total                    | 175               | 100        |

**Source: Primary data**



**Chart 4.1.4: Department of The Respondents**

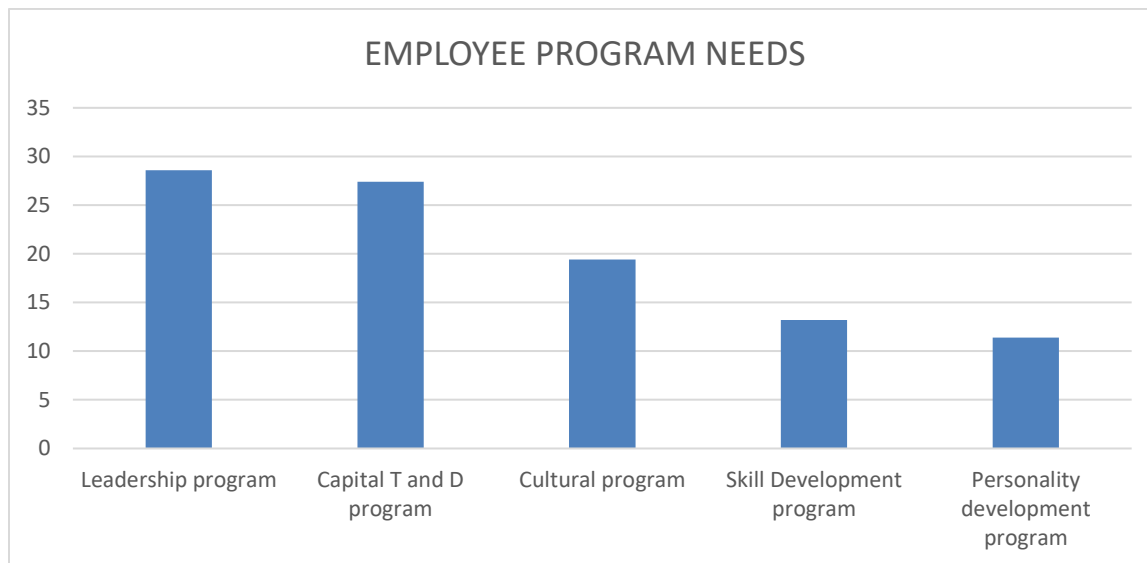
**Interpretation:** Above graph shows that 34% are Manufacturing Department, 10% are Research and Development, 35% are Marketing Department and 21% are sales Department employees are working there.

**Inference:** The oral feedback is more collected from the Marketing Department.

**Table:4.1.5: Employee program needs**

| S.NO | PARTICULARS               | NO.OF RESPONDENTS | PERCENTAGE |
|------|---------------------------|-------------------|------------|
| 1    | Leadership Program        | 50                | 29         |
| 2    | Capital T and D Program   | 48                | 28         |
| 3    | Cultural Program          | 34                | 19         |
| 4    | Skill Development Program | 23                | 13         |
| 5    | Personality Development   | 20                | 11         |
|      | TOTAL                     | 175               | 100        |

**Source: Primary Data.**



**Chart 4.1.5: Employee program needs**

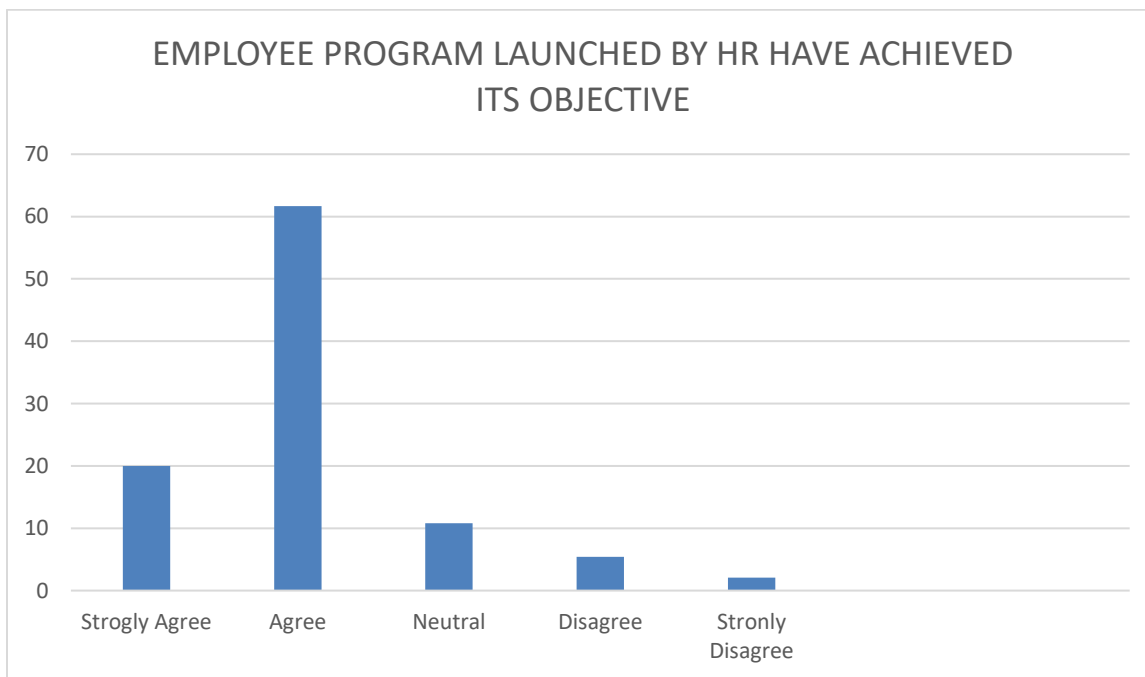
**Interpretation:-** Above graph says about the launching the employee programmes in the factory, with 29% needs leadership program, 28% needs capital T and D program, 19% needs Cultural program, 13% needs skill development program and 11% needs personality development program.

**Inference:-** The Oral feedback is the more employees says that there is a need of launching Leadership Program.

**Table: 4.1.6: Employee Program Launched by HR Have Achieved Its Objective**

| S.NO | PARTICULARS       | NO.OF RESPONDENTS | PERCENTAGE |
|------|-------------------|-------------------|------------|
| 1    | Strongly Agree    | 35                | 20         |
| 2    | Agree             | 108               | 62         |
| 3    | Neutral           | 19                | 11         |
| 4    | Disagree          | 9                 | 05         |
| 5    | Strongly Disagree | 4                 | 02         |
|      | TOTAL             | 175               | 100        |

**Source : Primary Data.**



**Chart 4.1.6: Employee Program Launched by HR Have Achieved Its Objective**

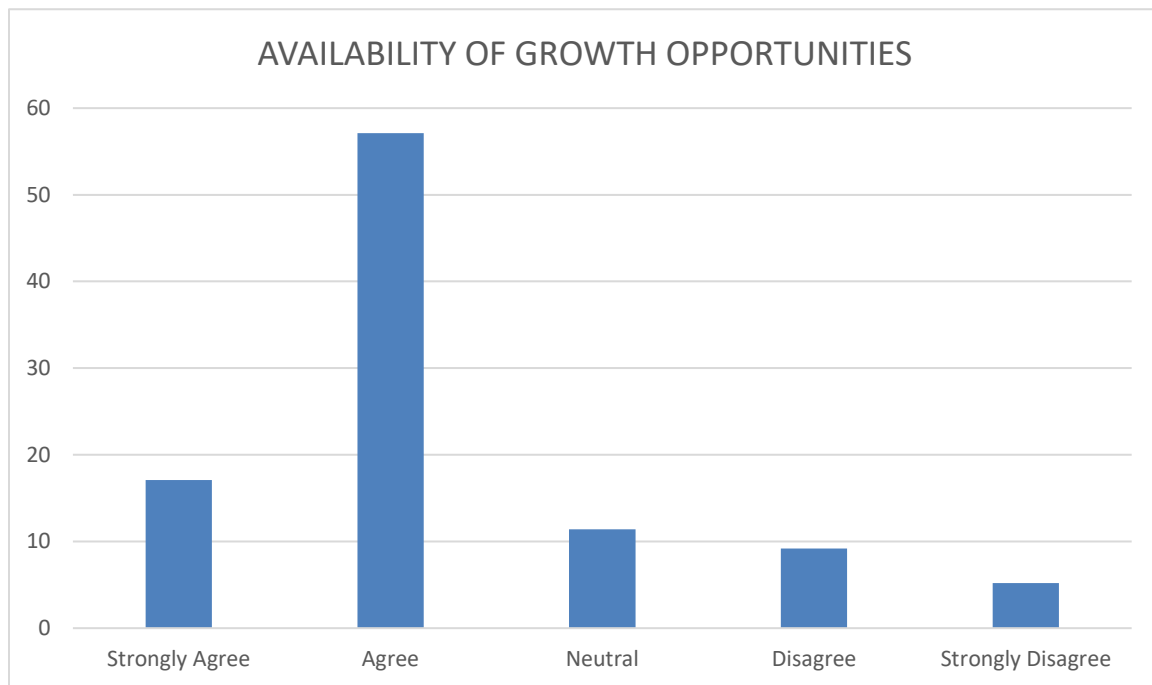
**Interpretation:-** Above table shows that 62% of employees are Agree with the achieving the HR Practices

**Inference:-** The feedback of more says that HR practices achieving the objectives.

**Table:4.1.7:Availability of growth opportunities**

| S.NO | PARTICULARS       | NO. OF RESPONDENTS | PERCENTAGE |
|------|-------------------|--------------------|------------|
| 1    | Strongly Agree    | 30                 | 18         |
| 2    | Agree             | 100                | 58         |
| 3    | Neutral           | 20                 | 12         |
| 4    | Disagree          | 16                 | 08         |
| 5    | Strongly Disagree | 09                 | 04         |
|      | TOTAL             | 175                | 100        |

**Source: Primary Data**



**Chart 4.1.7:Availability of growth opportunities**

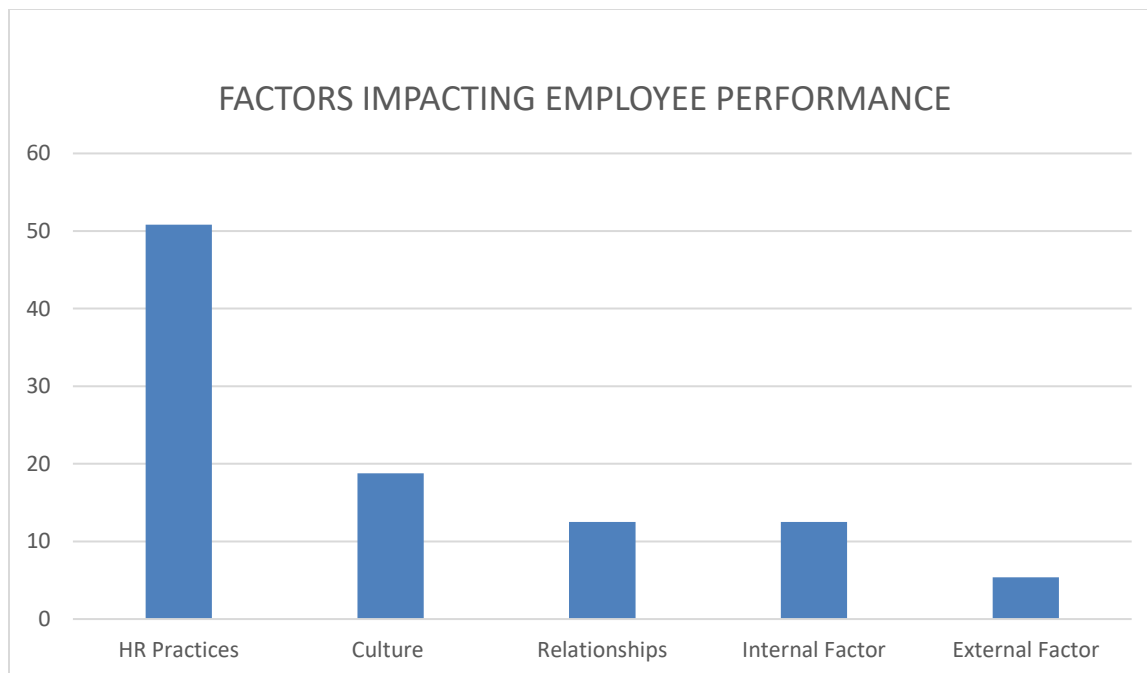
**Interpretation:-** Above table shows that 58% of employee agree with the opportunities of growth.

**Inference:-**More employees says that growth opportunities are important for the employees.

**Table:4.1.8:Factors Impacting Employee Performance**

| S.NO | PARTICULARS      | NO.OF RESPONDENTS | PERCENTAGE |
|------|------------------|-------------------|------------|
| 1    | HR Practices     | 89                | 51         |
| 2    | Culture          | 33                | 18         |
| 3    | Relationships    | 22                | 13         |
| 4    | Internal Factors | 22                | 13         |
| 5    | External Factors | 09                | 05         |
|      | TOTAL            | 175               | 100        |

**Source : Primary Data.**



**Chart 4.1.8:Factors Impacting Employee Performance**

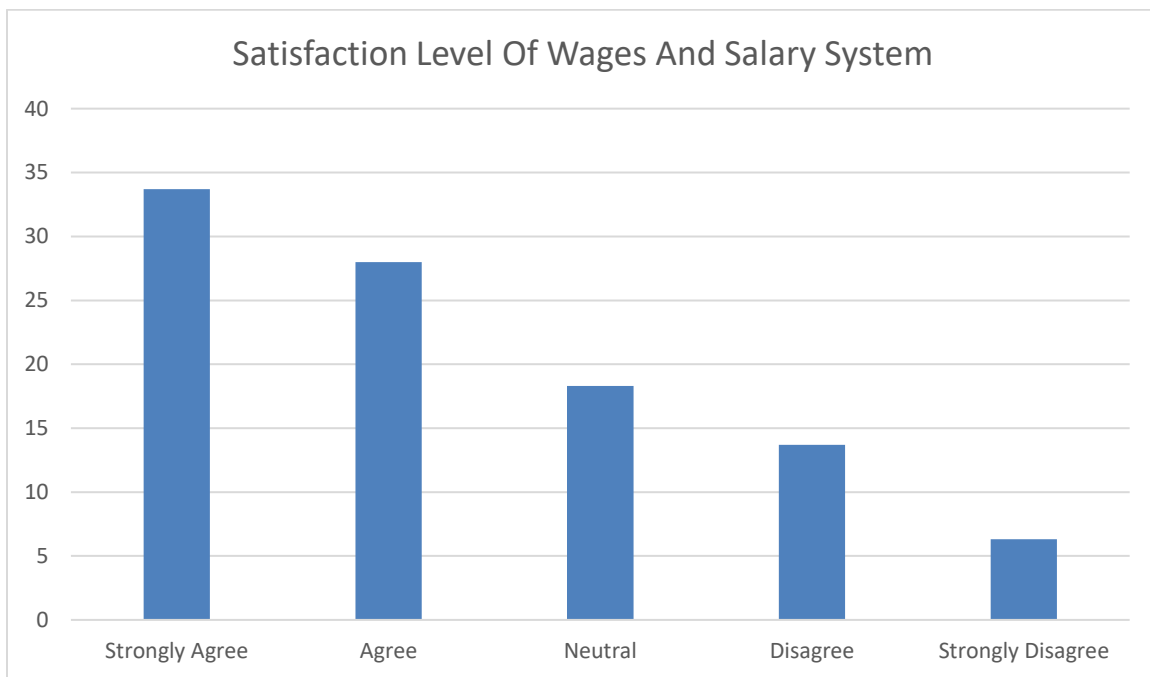
**Interpretation:-** The above graph is showing that 51% are employees are says HR practices are influence on the performance.

**Inference:-** The oral feedback is the more employee says that HR practices are directly influence on the performance of the employees.

**Table: 4.1.9: Table Showing Satisfaction Level of Wages And Salary System**

| S.NO | PARTICULARS       | NO.OF RESPONDENTS | PERCENTAGE |
|------|-------------------|-------------------|------------|
| 1    | Strongly Agree    | 59                | 33.7       |
| 2    | Agree             | 49                | 28         |
| 3    | Neutral           | 32                | 18.3       |
| 4    | Disagree          | 23                | 13.7       |
| 5    | Strongly Disagree | 11                | 06.3       |
|      | TOTAL             | 175               | 100        |

**Source: Primary Data**



**Chart 4.1.9: Table Showing Satisfaction Level of Wages And Salary System**

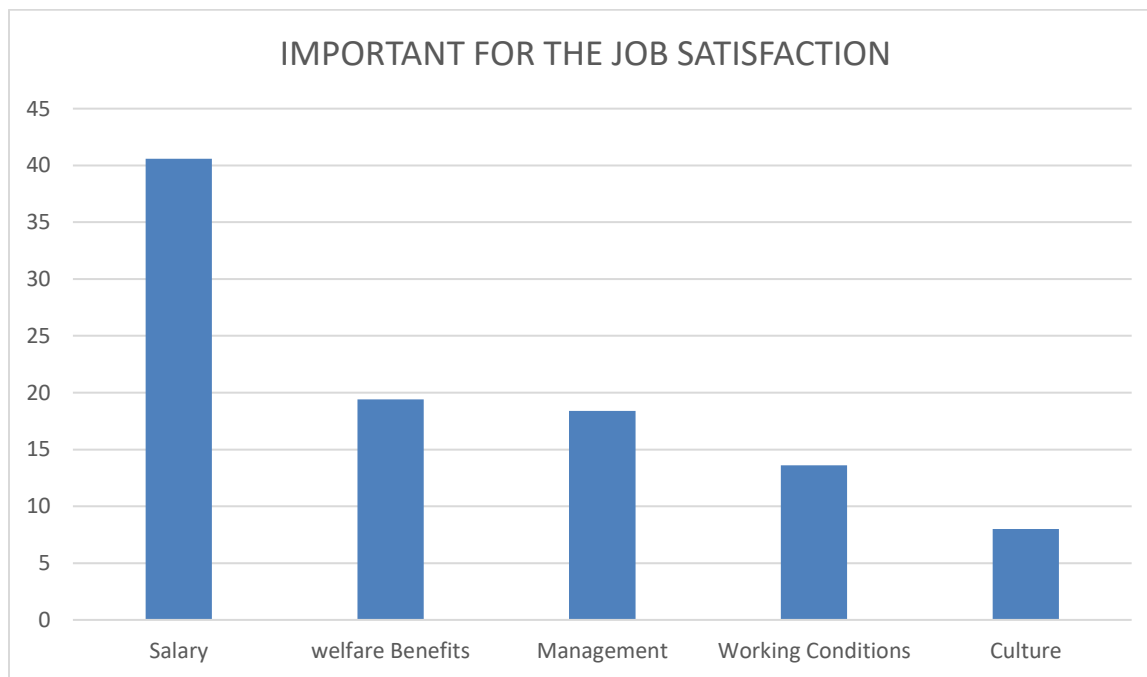
**Interpretation:-** Above graph is showing the 33.7% of the employee are strongly agree with there salary and wages.

**Inference:-** The oral feedback is the more employees says that wages and salary is satisfactory.

**Table 4.1.10: Table Showing the Important for The Job Satisfaction**

| S.NO | PARTICULARS        | NO.OF RESPONDENTS | PERCENTAGE |
|------|--------------------|-------------------|------------|
| 1    | Salary             | 71                | 40.6       |
| 2    | Welfare Benefits   | 34                | 19.4       |
| 3    | Management         | 32                | 18.4       |
| 4    | Working Conditions | 24                | 13.6       |
| 5    | Culture            | 14                | 8          |
|      | TOTAL              | 175               | 100        |

**Source : Primary Data**



**Chart 4.1.10: Table Showing the Important for The Job Satisfaction**

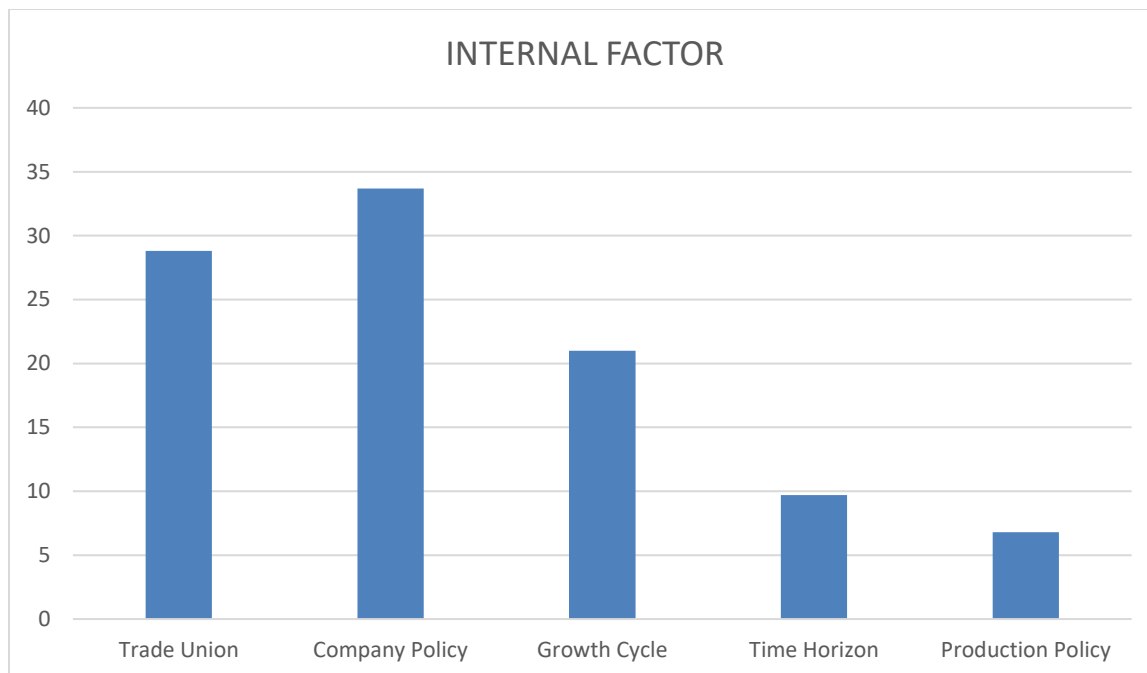
**Interpretation:-** The above graph showing the 40.6% of employees are satisfied with the salary.

**Inference:-** The oral feedback says that salary is the important for the job satisfaction.

**Table: 4.1.11: The table showing internal factor affecting on the company**

| S.NO | PARTICULARS                 | NO.OF RESPONDENTS | PERCENTAGE |
|------|-----------------------------|-------------------|------------|
| 1    | Trade Unions                | 50                | 28.8       |
| 2    | Company Policy              | 59                | 33.7       |
| 3    | Organizational Growth Cycle | 37                | 21         |
| 4    | Time Horizon                | 17                | 9.7        |
| 5    | Production Policy           | 12                | 6.8        |
|      | TOTAL                       | 175               | 100        |

**Source: Primary Data**



**Chart 4.1.11: The table showing internal factor affecting on the company**

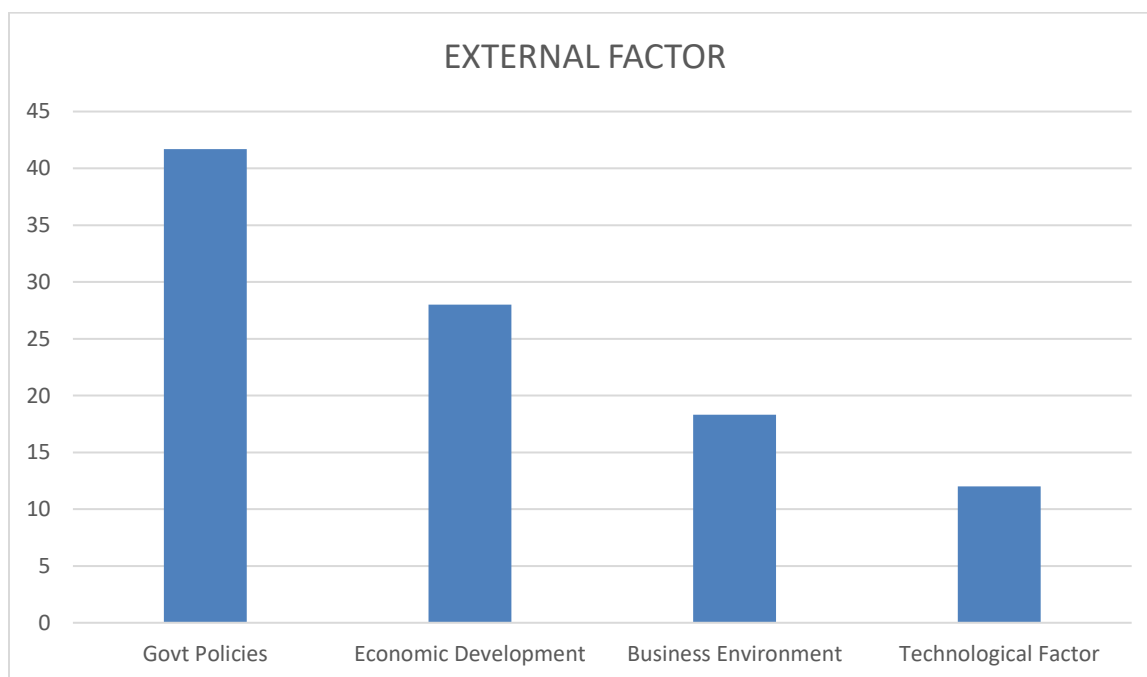
**Interpretation:-** The above graph showing the that 33.7% of employees are says company policies internal factor affect on the factory.

**Inference:-**The oral feedback more employees say about the company policies only.

**Table: 4.1.12: The table showing external factor affecting on the company**

| S.NO | PARTICULARS          | NO.OF RESPONDENTS | PERCENTAGE |
|------|----------------------|-------------------|------------|
| 1    | Govt Policies        | 72                | 41.7       |
| 2    | Economic Development | 50                | 28         |
| 3    | Business Environment | 32                | 18.3       |
| 4    | Technological Factor | 21                | 12         |
|      | TOTAL                | 175               | 100        |

**Source: Primary Data**



**4.1.12: The table showing external factor affecting on the company**

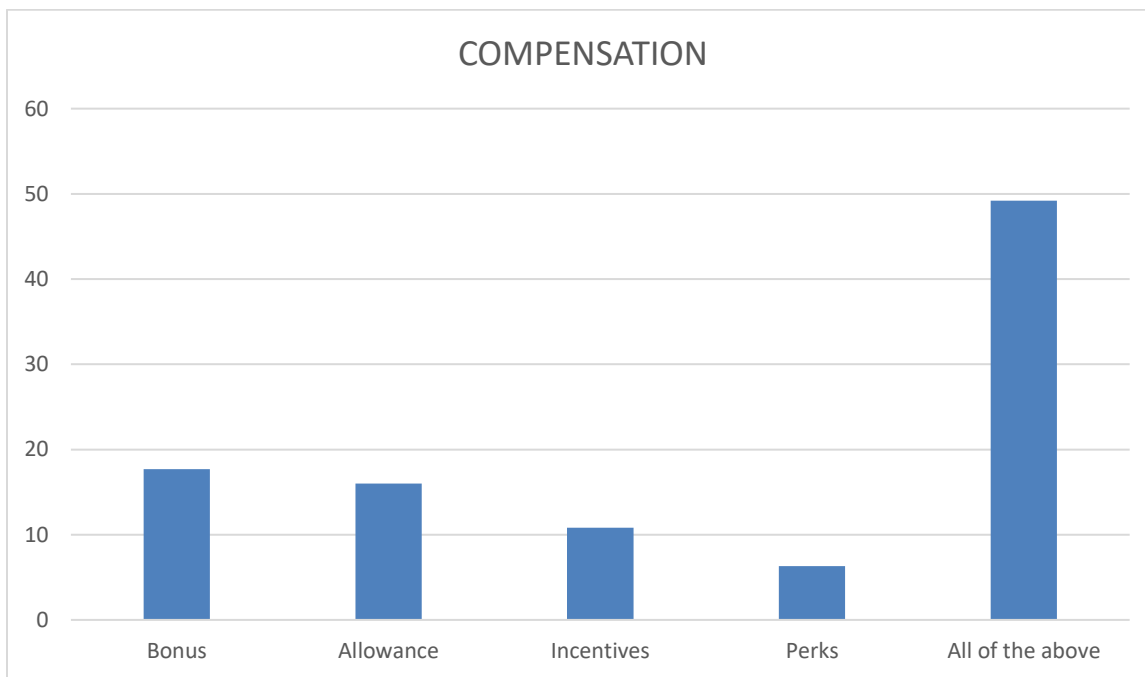
**Interpretation:-** The above graph shows the 41.7% of employees tells that govt policies are main factor affecting on the factory.

**Inference:-**The oral feedback is more employees says about the government policies and competitors.

**Table: 4.1.13: The table showing compensation improve the management system**

| S.NO | PARTICULARS      | NO.OF RESPONDENTS | PERCENTAGE |
|------|------------------|-------------------|------------|
| 1    | Bonus            | 30                | 17.7       |
| 2    | Allowances       | 28                | 16         |
| 3    | Incentives       | 19                | 10.8       |
| 4    | Perks            | 11                | 6.3        |
| 5    | All Of the above | 87                | 49.2       |
|      | TOTAL            | 175               | 100        |

**Source: Primary Data**



**Chart 4.1.13: The table showing compensation improve the management system**

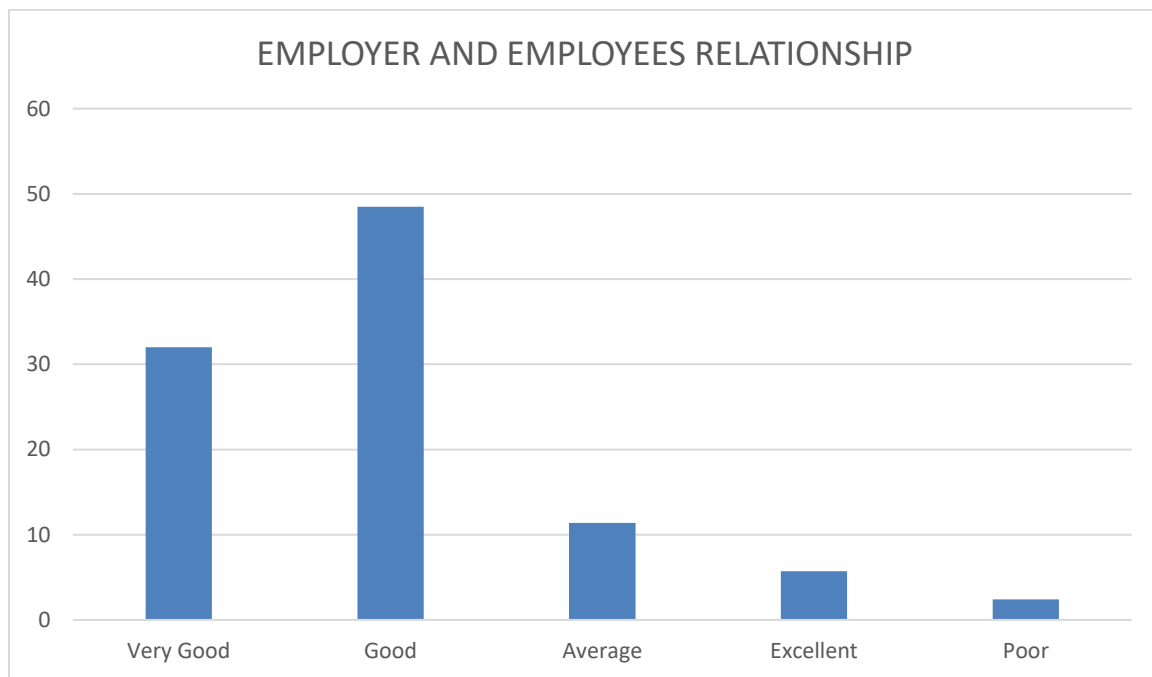
**Interpretation:-** The above graph shows that 49.2 % of the employees are tell the all of the above are improve the management system.

**Inference:-** The oral feedback is more employees says the all compensation benefits are help in improving the management system.

**Table: 4.1.14: Table showing the employer and employees relationship**

| S.NO | PARTICULARS | NO.OF RESPONDENTS | PERCENTAGE |
|------|-------------|-------------------|------------|
| 1    | Very Good   | 56                | 32         |
| 2    | Good        | 85                | 48.5       |
| 3    | Average     | 20                | 11.4       |
| 4    | Excellent   | 10                | 5.7        |
| 5    | Poor        | 4                 | 2.4        |
|      | TOTAL       | 175               | 100        |

**Source: Primary Data**



**Chart 4.1.14: Table showing the employer and employees relationship**

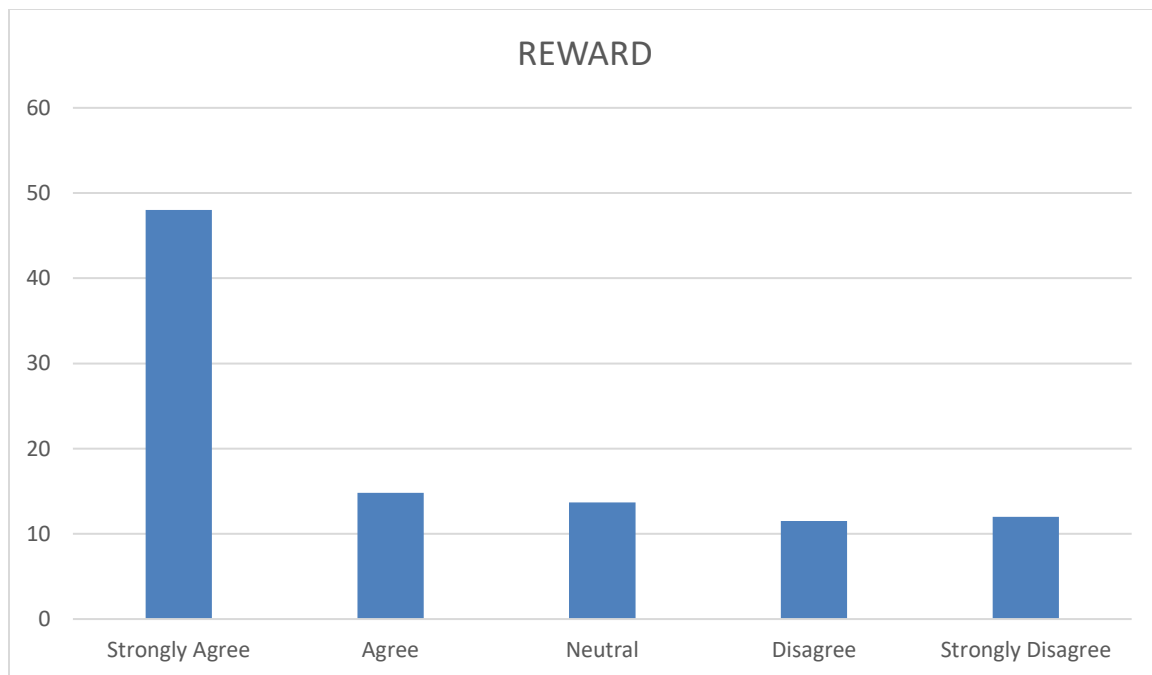
**Interpretation :-** The above graph shows that 48.5% of employees tell the Good and only 5.7% of employees are says excellent

**Inference:-** The oral feedback more employees tell the relationship is good with the employer.

**Table: 4.1.15: Table showing reward should be given on the basis of better performance**

| S.NO | PARTICULARS       | NO.OF RESPONDENTS | PERCENTAGE |
|------|-------------------|-------------------|------------|
| 1    | Strongly Agree    | 84                | 48         |
| 2    | Agree             | 26                | 14.8       |
| 3    | Neutral           | 24                | 13.7       |
| 4    | Disagree          | 20                | 11.5       |
| 5    | Strongly Disagree | 21                | 12         |
|      | TOTAL             | 175               | 100        |

**Source: Primary Data**



**Chart4.1.15: Table showing reward should be given on the basis of better performance**

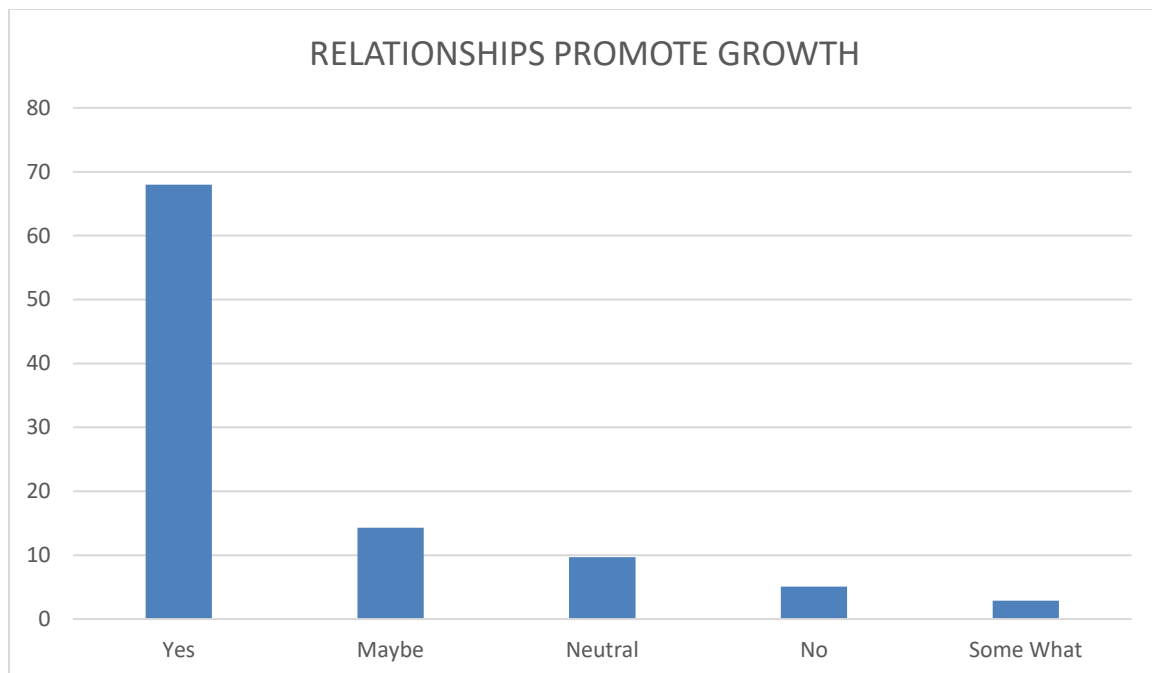
**Interpretation:** - The oral feedback is the more employees say that reward should be given on the basis of the performance.

**Inference:** - The above graph shows that 48% of employees are strongly agree with the reward and 13.7% are neutral regarding the reward.

**Table: 4.1.16: Table showing the good relationship in the company promotes the growth of the company**

| S.NO | PARTICULARS | NO.OF RESPONDENTS | PERCENTAGE |
|------|-------------|-------------------|------------|
| 1    | Yes         | 119               | 68         |
| 2    | Maybe       | 25                | 14.3       |
| 3    | Neutral     | 17                | 9.7        |
| 4    | No          | 9                 | 5.1        |
| 5    | Some What   | 5                 | 2.9        |
|      | TOTAL       | 175               | 100        |

**Source: Primary Data**



**Chart 4.1.16: Table showing the good relationship in the company promotes the growth of the company**

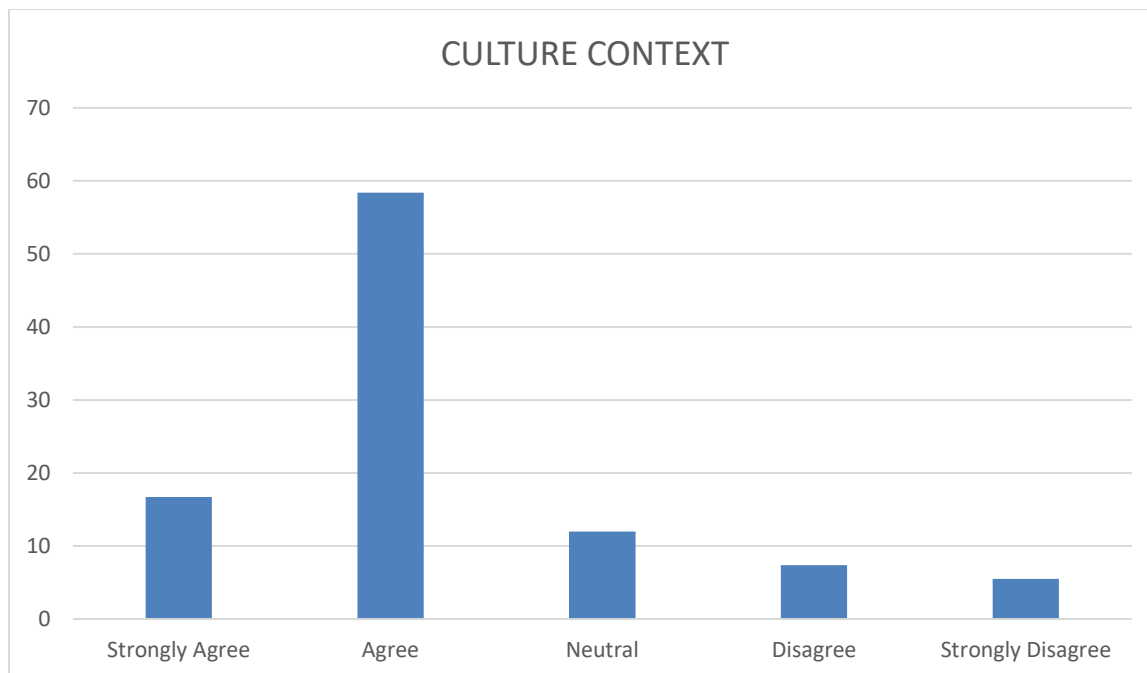
**Interpretation:-** The above graph shows that for growth of the factory 68% are tell the yes.

**Inference:-** The oral feedback is the more employees says the for the growth of the factory good relationships are important.

**Table: 4.1.17: Table showing the cultural context is dependent upon the company internal and external environment**

| S.NO | PARTICULARS       | NO.OF RESPONDENTS | PERCENTAGE |
|------|-------------------|-------------------|------------|
| 1    | Strongly Agree    | 30                | 16.7       |
| 2    | Agree             | 102               | 58.4       |
| 3    | Neutral           | 21                | 12         |
| 4    | Disagree          | 13                | 7.4        |
| 5    | Strongly Disagree | 09                | 5.5        |
|      | TOTAL             | 175               | 100        |

**Source: Primary Data**



**Chart 4.1.17: Table showing the cultural context is dependent upon the company internal and external environment**

**Interpretation:-** The above graph shows that 58.4% of employees says that culture is dependent on internal and external environment.

**Inference:-** The oral feedback is the more employees tells the or agree with the cultural context.

**Table: 4.1.18: Table showing what is the reason for the low or poor performance in the company**

| S.NO | PARTICULARS        | NO.OF RESPONDENTS | PERCENTAGE |
|------|--------------------|-------------------|------------|
| 1    | Lack of Skills     | 24                | 13.7       |
| 2    | Lack of Knowledge  | 22                | 12.6       |
| 3    | Lack of Training   | 74                | 42.3       |
| 4    | Lack of Experience | 20                | 11.4       |
| 5    | Others             | 35                | 20         |
|      | TOTAL              | 175               | 100        |

**Source: Primary Data**



**Chart 4.1.18: Table showing what is the reason for the low or poor performance in the company**

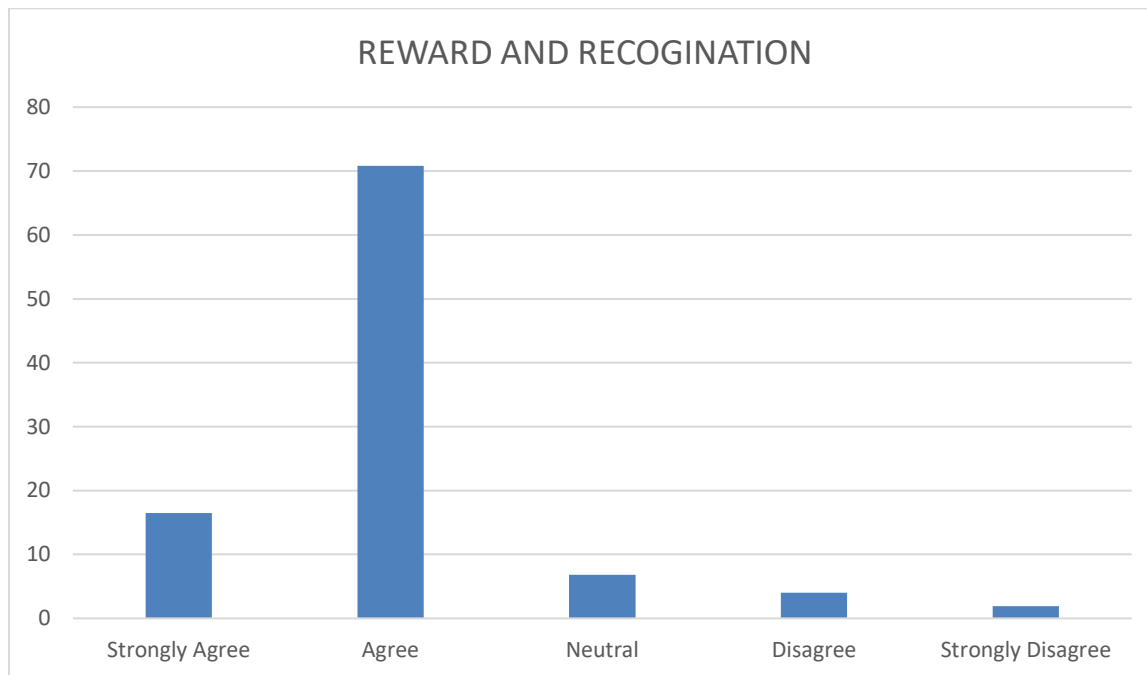
**Interpretation:-** The graph shows that the 42.3% of employees are says training is the main reason for the poor performance.

**Inference:-** The over all feedback is the more employees says training is necessary.

**Table: 4.1.19: Table showing reward and recognition to the employees increase the productivity of the company**

| S.NO | PARTICULARS       | NO.OF RESPONDENTS | PERCENTAGE |
|------|-------------------|-------------------|------------|
| 1    | Strongly Agree    | 29                | 16.5       |
| 2    | Agree             | 124               | 70.8       |
| 3    | Neutral           | 12                | 6.8        |
| 4    | Disagree          | 7                 | 4          |
| 5    | Strongly Disagree | 3                 | 1.9        |
|      | TOTAL             | 175               | 100        |

**Source: Primary Data**



**Chart 4.1.19: Table showing reward and recognition to the employees increase the productivity of the company**

**Interpretation:-** The above graph shows that 70.8% of the employee says that reward and recognition is helpful in the growth of the factory.

**Inference:-** The overall feedback is the more employees agree with the reward and recognition in the factory development.

## **CHAPTER 5**

### **FINDINGS, SUGGESTIONS AND CONCLUSION**

#### **5.1 FINDINGS:-**

1. An factory have the good HR practices and balanced factory culture, it helping the all employees to involving in the work. Effective Human resources department managing the all things nicely in the factory.
2. It was found that during my internship majority of the respondents were married.
3. It was found that for the poor performance in the factory is lack of training, that's 40% of employees said.
4. Majority of the employees are completed the degree, that's 55%.
5. It was found that 40% of the employee said that reward and recognition is important for the increasing the productivity of the factory.
6. Culture is the main factor for creating the good relationship, that's the 65% employee's opinion.
7. 67% of the employees are said that recruitment and selection process is important.
8. All the employees are satisfied with the HR practices and culture of factory.

#### **5.2 SUGGESTIONS:-**

1. Training and development program adopted in the factory is not standard according to HR rules.
2. The management is more focus on the HR practices and culture so that help to increase the ethical value of the employees.
3. There is need of the safety precaution of the employees so that reduce the unwanted

accidents in the factory.

4. There is need evaluating the performance of the employees to reduce the productivity in the factory.

5. In order to solve the power problem in the factory management should start power plant acutely its not in use.

### **5.3 CONCLUSION:-**

During my project I found that the miss management in the factory. There is lot of political and government interference is looking. There is huge need of the reformation of the company and increase the productivity. Most of the employees are presently happy with HR practices and culture but there is need to maintaining same and improving them self.

In case of new technology is considered company is totally behind in that. If the new technology adopted means there is a huge chance of the increasing the productivity of company. Companies facing the financial problems and management problem presently, due to this reason only this year they crushed small amount of the sugarcane.

## APPENDIX (QUESTIONNAIRE)

**Dear Respondents,**

I Chaithanya Lakshmi .Y perusing BBA in SATHYABAMA INSTITUTE OF SCIENCE AND TECHNOLOGY, CHENNAI. as a part of my program, I am carrying out project report on EMPLOYEE PERCCEPTION ABOUT THE HR PRACTICES AND CULTURE. Kindly spare your time to fill this questionnaire.

1. Name of the employee
2. Age
3. Gender: a) Male b) Female
4. Marital status: a) Married b) Unmarried
5. Department
6. Which of the following employee program needs to be lunched?
  - a) Leadership program
  - b) T & D Program
  - c) Cultural program
  - d) Personality development program
  - e) Skill development program.
7. All employee program launched by HR in the last 6 months have achieved its objective?
  - a) Agree
  - b) Strongly agree
  - c) Disagree
  - d) Strongly disagree
  - e) Neutral

8. Adequate growth opportunities are available in the factory?

- a) Agree
- b) Strongly agree
- c) Disagree
- d) Strongly disagree
- e) Neutral

9. Which one of the following factor impact on the employee's performance?

- a) HR Practices
- b) Cultural of the factory
- c) Relationships
- d) External factor
- e) Internal factor

10. The wages and salary system in the factory is satisfactory?

- a) Agree
- b) Strongly agree
- c) Disagree
- d) Strongly disagree
- e) Neutral

11. Which of are important for the job satisfaction?

- a) Salary
- b) Management
- c) Welfare benefits
- d) Working conditions
- e) Culture of the factory

12. Which internal factor affecting on the factory?

- a) Company policies and strategy
- b) Trade unions

- c) Organizational growth cycle
- d) Production and operational policies
- e) Time Horizon

13. Which external factor affecting on factory?

- a) Govt Policies
- b) Level of economic development
- c) Business environment
- d) Technological factor
- e) Internal factor

14. Which component of compensation is improve the internal management system?

- a) Bonus
- b) Allowances
- c) Incentives
- d) Perks
- e) All of the above

15. How is the employer and employees relationship in the factory?

- a) Good
- b) Very good
- c) Average
- d) Excellent
- e) Poor

16. Reward should be given on the basis of better performance are you agree?

- a) Agree
- b) Strongly agree
- c) Disagree
- d) Strongly Disagree
- e) Neutral

17. Maintaining the good relationship in the factory promotes the growth of factory?
- a) Yes
  - b) No
  - c) Maybe
  - d) Some what
  - e) Natural
18. Cultural context is dependent upon the factory internal and external environment?
- a. Agree
  - b. Strongly agree
  - c. Disagree
  - d. Strongly disagree
  - e. Neutral
19. What is the reason for the low or poor performance in the factory?
- a) Lack of knowledge
  - b) Lack of skill
  - c) Lack of experience
  - d) Lack of training
  - e) Other
20. Do you feel that providing reward and recognition to the employees increase the productivity of the factory?
- a) Agree
  - b) Strongly agree
  - c) Disagree
  - d) Neutral
  - e) Strongly disagree.

## REFERENCES

- Abu Mansor, N. N., Chakraborty, A. R., Tay, K. Y., Mahitapoglu, Z. (2011). Determinants of performance management system in South East Asia. *Interdisciplinary Journal of Contemporary Research in Business*.3(2).Retrieved July 14, 2011.
- AdeyinkaTella, Ayeni, C. O., Popoola, S.O..(2007). Work motivation, job satisfaction, and organizational commitment of library personnel in academic and research libraries in Oyo State, Nigeria. *Library Philosophy and Practice* 2007. Retrieved October 18, 2011 from <http://unllib.unl.edu/LPP/tella2.pdf>
- Ahmad, S. Schroeder, R. G. (2003). The impact of human resource management practices on operational performance: recognizing country and industry differences. *Journal of Operations Management*. 21, 19-43. Retrieved January 12, 2012.
- Billikopf, G. (2010). The negotiated performance appraisal model: enhancing supervisor-subordinate communication and conflict resolution. *Group facilitation: a Research and Applications Journal*. 10. Retrieved October 18, 2011.
- Bonavia, T., Marin-Garcia, J. A. (2011).Integrating human resource management into lean production and their impact on organizational performance. *International Journal of Manpower*.32(8), 923-938. doi: 10.1108/01437721111181679
- Carbery, R., Garavan, T. N., O' Brien, F., & McDonnell, J. (2003).Predicting Hotel 16 Managers' Turnover Cognitions. *Journal of Managerial Psychology*, 18(7), 649-679.
- Denton, A. & White, B. (2000), Implementing a balanced-scorecard approach to managing hotel operations, *Cornell Hotel and Restaurant Administration Quarterly*, 41(1), 94-107.
- Fogleman, S. L. (2004). Creative compensation. Retrieved July 14, 2011 from <http://cnr.berkeley.edu/ucce50/ag-labor/7article/article33.htm>
- Ittner, C. D., Larcker, D. F., Meyer, M. W. (1997).Performance, compensation and the balanced scorecard. Retrieved September 19, 2011

K. Namasivayam, Li, M., Zhao, X. Y. (2007). An investigation of the relationships between compensation practices and firm performance in the US hotel industry, 26, 574-587. Retrieved October 10, 2011 from ScienceDirect Journal Database.

Kato, T., Long, C. (2005). Executives compensation, firm performance and corporate governance in China: evidence from firms listed in the Shanghai and Shenzhen stock exchanges. Iza. Retrieved August 14, 2011.

Malhotra, N.K. (2007). Marketing Research: An Applied Orientation (5th ed.). Upper Saddle River, NJ: Pearson/ Prentice Hall, 2007

Management Study Guide. (2008). Employee empowerment – good or bad. Management Study Guide. Retrieved July 14, 2011 from <http://www.managementstudyguide.com/employee-empowerment.htm>

Vlachos, I. (2008). The effect of human resource practices on organizational performance: evidence from Greece. The International Journal of Human Resource Management. 19(1), 74-97. doi: 10.1080/09585190701763933

Zingheim, P.K. & Schuster, J. R. (2008). Developing total pay offers for high performers. Compensation & Benefits Review, 40, 55-59.