

A STUDY ON EMPLOYEE'S SATISFACTION OF HUMAN RESOURCE PRACTICES OF SELECTED SUGAR MILLS

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Abstract:

The success of every business concern is based on the healthy platform of human resources. Human being is an invaluable asset of organisation. We can easily manage all physical assets except human resource. This article is made an attempt to study the employee's satisfaction of selected sugar mills in tamilnadu, for this purpose, 400 samples were drawn under convenience sampling method, statistical tools like percentage analysis and chi-square test were used for analysis and interpretation. The study finally concluded that majority of respondents were partially satisfied with various human resource practices of management and also respondent's opinion is based on their education level, length of service, nature of employment and their wages and salary.

Key words: human resource management practices,sugar mills,employee satisfaction, convenience sampling ,chi-square test

Introduction

Now a day most of the organisations have separate department for human resource management. Their function starts with recruitment to retirement of each employee of the organisation from bottom level to top level. Satisfaction of employee is also not an easy task, it requires more psychological approach, wide study is required to find the satisfaction level of employee, but

employee satisfaction can only creates morale. Morale results high production and effective use of human resource. Some employees are satisfied with monetary benefits but some other expects non monetary benefits in the form of participation in management, rewards, etc.. So we cannot easily predict their requirements, this paper made a deep analysis about employee's views about their organisations human resource management measures.

Statement of problem

The training and development, proper recruitment and selection, fair wage system, performance appraisal, welfare measures are the key components in the success of any industries. In order to take care of these measures Human resource management department are established. Because HRM is a proactive measure carried out in the organization it helps to achieve productivity and profitability. But various research findings in the fields of psychology, behavioural sciences had concluded that these factors are not concentrated in many industries. The sugar industry is quite unique in many aspects, so it cannot be compared with any other. Because the nature of the work, the working condition, the environment in which the employees exposed are entirely different. The employees are easily prone to accidents and health hazards. So the employer has to safe guard by providing welfare, safety, training and performance appraisal measures to improve their efficiency and productivity. So an attempt is made in this study to what extent human resource management is contributing for the satisfaction of the employees in the sugar industry.

Objectives of study

1. To study the personal profiles of the respondents' which influence the human resource management practices of the selected sugar mills in Tamil Nadu.
2. To examine the identified factors of human resource management practices in the selected sugar mills in Tamil Nadu in respect of employees view.
3. To suggest appropriate measures to improve good human resource management practices of sugar mills in Tamil Nadu.

Research methodology

Sampling

400 samples were drawn from three sugar mills in tamilnadu namely The Kallakurichi Co-op. Sugar Mills Ltd., Perambalur Sugar Mills Ltd.,and Sakthi Sugars Ltd.,convenience sampling method was used for collecting the data

Statistical tools used for analysis

Simple percentage analysis and chi-square test used for the study

Data

Primary data was used for this study. Data were collected from the respondents through structured questionnaire

Limitations of the study

1. The study was conducted only in selected sugar mills. As the industrial environment varies from place to place, caution may be exercised while extending the findings of the study to other areas.

2. The human resource management practices are a vast subject consisting of a number of practices. The most common practices that are implemented in the sugar mills only were considered in this study. Further, the conclusion drawn is specific and cannot be universalized.

Review of literature

Ashok Arya (1991)⁴ in his study 'Management Training - Its impact on organization' has observed that effective management training and influence over the behavior, skill, potential and capabilities of the employees will act as effective tools for manipulating the internal business environment. It is essential for an organization to assess the effectiveness of management training from time to time to ensure that it is giving the optimum results. While making the various physical arrangements, the emphasis should be on overall cost effectiveness without compromising on the comforts of the participants, so that within the same budget allocation Training and Development Department could conduct more programmes.

Jyothi (2000) in his article 'Training and Development of Human Resources' has explained that HRD is a broad term which indicates all activities designed to get employees to work more effectively in a given organization. It builds knowledge, skill and capacity to develop their competence. The development of human skill automatically increases business productivity. His opinion is that HRD or development of people lies in the organizational growth and progress. It was, therefore, found out that training is the most vital tool of human resource development. Naturally it is the major part of the present human resource development. The performance of the human resource in business, industry or any other institution will mainly depend on the system of selection and training.

Minocha (2000)¹⁰ in his article to demonstrate that the 'high' and 'low' morale is related respectively to favourable and unfavourable attitude of the employees towards job contents, supervisors, recruitment, selection and placement after training, promotion policy and procedure, remuneration, socio- physical working environments and the public image of the economy. With all the attractive and favourable working conditions that an undertaking may provide, efficiency of the employees cannot be increased unless they have high morale. Many studies have revealed that the level of performance is related to the level of ability and morale of the employees.

Steven G Allen (2001) has explained that training and development, proper recruitment and selection, fair wage system, performance appraisal, welfare measures are the key components in the success of any industries. In order to take care of these measures Human resource management department are established. Because HRM is a proactive measure carried out in the organization it helps to achieve productivity and profitability. But various research findings in the fields of psychology, behavioural sciences had concluded that these factors are not concentrated in many industries.

Data analysis and Interpretation

Table 1: socio-economic factors of respondents

s.no	Variables	No.of respondents (400)	Percentage	
1.	Gender	Male	355	88.8
		Female	45	11.2
2.	Age Group	Upto 30 years	125	31.3
		31-40 years	130	32.5
		41-50 years	101	25.2
		Above 50 years	44	11
3.	Educational level	Up to sslc	84	21.0
		Hsc	107	26.8
		Diploma	137	34.2
		Degree	52	13
		Post graduation and above	20	5
4.	Length of service	Upto 10 years	60	15
		11-20	177	44.2
		21-30	125	31.3
		31 and above	38	9.5
5.	Monthly salary	Upto Rs. 10000	160	40
		Rs. 10001-Rs.20001	161	40.2
		Above Rs.20001	79	19.8

Table 1 reveals the following results

- ❖ Majority of the respondents (88.8%) were male respondents
- ❖ Majority of respondents (32.5%) lies between the age of 31-40 years
- ❖ Majority of respondents (34.2%) are diploma holders
- ❖ Majority of respondents(44.2%)having an experience of 11-20 years
- ❖ Majority of the respondents(40.2%) salary lies between 10001 to 20000

Table 2: Respondent's opinion about human resource management practices of selected sugar mills

s.no	Variables	No.of respondents (400)	Percentage	
1.	Recruitment and selection	Highly dissatisfied	82	20.5
		Partially satisfied	116	29
		Neither satisfied nor dissatisfied	55	13.75
		Satisfied	90	22.5
		Highly satisfied	57	14.25
2.	Training and development	Highly dissatisfied	80	20
		Partially satisfied	138	34.5
		Neither satisfied nor dissatisfied	42	10.5
		Satisfied	72	18
		Highly satisfied	68	17
3.	Wages and salary administration	Highly dissatisfied	64	16
		Partially satisfied	90	22.5
		Neither satisfied nor dissatisfied	75	18.75
		Satisfied	98	24.5
		Highly satisfied	73	18.25
4	Working conditions	Highly dissatisfied	54	13.50
		Partially satisfied	88	22
		Neither satisfied nor dissatisfied	72	18
		Satisfied	98	24.5
		Highly satisfied	88	22
5.	Motivational measures	Highly dissatisfied	57	14.25
		Partially satisfied	117	29.25
		Neither satisfied nor dissatisfied	52	13
		Satisfied	86	21.5
		Highly satisfied	88	22
6	Promotion and transfer	Highly dissatisfied	52	13
		Partially satisfied	84	21
		Neither satisfied nor dissatisfied	64	16
		Satisfied	110	27.5
		Highly satisfied	90	22.5
7.	Labour welfare facilities	Highly dissatisfied	61	15.25
		Partially satisfied	125	31.25
		Neither satisfied nor dissatisfied	56	14
		Satisfied	84	21
		Highly satisfied	74	18.5
8	Workers participation in management	Highly dissatisfied	78	19.5
		Partially satisfied	118	29.5
		Neither satisfied nor dissatisfied	60	15

		Satisfied	82	20.5
		Highly satisfied	61	15.25
9.	Employee grievance handling	Highly dissatisfied	86	21.5
		Partially satisfied	188	47
		Neither satisfied nor dissatisfied	52	13
		Satisfied	35	8.75
		Highly satisfied	39	9.75
10	Performance appraisal system	Highly dissatisfied	65	16.25
		Partially satisfied	88	22
		Neither satisfied nor dissatisfied	57	14.25
		Satisfied	106	26.5
		Highly satisfied	84	21

Table 2 interprets the following results

- ❖ Majority of respondents (29%) were partially satisfied with recruitment and selection procedure of selected sugar mills
- ❖ Majority of respondents(34.5%) were partially satisfied with the training and development programs of selected sugar mills
- ❖ Majority of respondents (24.5%) were satisfied with wages and salary administration of sugar mills
- ❖ Majority of respondents (24.5%) were satisfied with working conditions of sugar mills
- ❖ Majority of respondents (29.25%) were partially satisfied with motivational measures of sugar mills
- ❖ Majority of respondents (27.5%) were satisfied with promotion and transfer measures of the selected institutions
- ❖ Majority of respondents (31.25%) were partially satisfied with labour welfare facilities of selected sugar mills
- ❖ Majority of respondents (29.5%) were partially satisfied with workers participation in management
- ❖ Majority of respondents (47%) were partially satisfied with employee grievance handling procedure of selected mills

Chi square test

Chi -square test used to predict the relationship between independent variables with dependent variable, here five independent variables namely educational standards,length of service, marital status, wages and salary administration and nature of employment were matched with the dependent variable of respondents opinion about human resource practices of selected sugar mills

1. Relationship between educational standards of respondents and their opinion about human resource practices of selected sugar mills

Null Hypothesis H0:

There is no association between educational standards of the respondents and the opinion on human resource management practices in sugar mills.

Alternative hypothesis H1:

There is an association between educational standards of the respondents and the opinion on human resource management in sugar mills

2. Relationship between length of service of respondents and their opinion about human resource practices of selected sugar mills

Null Hypothesis H0:

There is no association between length of service of the respondents and The opinion on human resource management practices in sugar mills.

Alternative hypothesis H1:

There is an association between length of service of the respondents and the opinion on human resource management in sugar mills

3. Relationship between salary and wages of respondents and their opinion about human resource practices of selected sugar mills

Null Hypothesis H0:

There is no association between salary and wages of the respondents and The opinion on human resource management practices in sugar mills.

Alternative hypothesis H1:

There is an association between salary and wages of the respondents and the opinion on human resource management in sugar mills

4. Relationship between marital status of respondents and their opinion about human resource practices of selected sugar mills

Null Hypothesis H0:

There is no association between marital status of the respondents and The opinion on human resource management practices in sugar mills.

Alternative hypothesis H1:

There is an association between marital status of the respondents and the opinion on human resource management in sugar mills

5. Relationship between nature of employment of respondents and their opinion about human resource practices of selected sugar mills

Null Hypothesis H0:

There is no association between nature of employment of the respondents and The opinion on human resource management practices in sugar mills.

Alternative hypothesis H1:

There is an association between nature of employment of the respondents and the opinion on human resource management in sugar mills

Table 3:relationship between selected independent variables with respondents opinion about human resource management practices(chi-square test)

Factor	Calculated value	Table value	Degree of freedom	Level of significance	Acceptance of hypothesis
Educational standards with opinion about HRM practices	42.285	26.125	8	5%	Alternative hypothesis
Length of service with opinion about HRM practices	119.980	13.815	2	1%	Alternative hypothesis
Salary and wages with opinion about HRM practices	33.215	13.815	2	1%	Alternative hypothesis
Marital status with opinion about HRM practices	74.725	13.815	2	1%	Alternative hypothesis
Nature of employment with opinion about HRM practices	28.090	13.815	2	1%	Alternative hypothesis

Chi-square test exhibits that in all the above comparisons, alternative hypothesis were accepted that implies

- ❖ Educational standards of respondents associated with their opinion about human resource practices
- ❖ Length of service of respondents were also made an impact about their opinion about human resource practices
- ❖ Salary and wages of respondents was one of the factor that affected the opinion of respondents about human resource practices of selected sugar mills
- ❖ Marital status was also made an impact on opinion about human resource practices
- ❖ Nature of employment was also associated with the opinion of employees about their opinion about human resource practices

Suggestions

- ❖ Organisations should need to revamp their recruitment and selection policy, and after the selection they should provide appropriate training to new employees and promoted employees.
- ❖ The sugar mill should prepare a schedule for training programme for every year cyclically. It will boost many things like employees' morale, individual development, career development and organizational development.
- ❖ The rules relating to transfer and promotion policies should ensure transparency in promotion and to avoid vindictive transfers.

- ❖ The sugar mills motivate the employees to actively participate in the management and consider their suggestions for important policy making and decisions
- ❖ Grievance redress cells should be established in every sugar mill with representatives of employees and the management. The redressal cell should consider the grievances of the employees and solve the problems immediately. This will improve the employees' morale.

Conclusion

The study has highlighted the positive aspects like wages and salary administration, working conditions, promotion and transfer, performance management and trade union. However the present study has established obviously that certain other factors like human resource planning, recruitment and selection, training and development, motivational measures, labour welfare measures, workers' participation management, employees' grievance handling and industrial relations have played a limited role in human resource management practices in sugar mills selected for the study. If the negative factors of human resource management practices have to concentrate to transform into positive then it will improve the productivity of the organization.

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