HUMAN RESOURCE PRACTICES – A STUDY ON SMALL SCALE INDUSTRIES IN MIRAJ CITY

*Ravindra Uttamrao Kanthe
Research scholar & faculty, DKTE, Dept of Management, Ichalkaranji

**Dr. Rajesh U Kanthe
Associate professor, Bharati Vidyapeeth Deemed University, Institute of Management, Sangli.

ABSTRACT

The purpose of this paper is to outline some of the key issues related to HR Practices. The Indian economy needs huge infrastructure development to sustain its growth and Indian companies are working on hundreds of huge projects like special economic zones (SEZs), power plants, airports, railway corridors, highways and bridges. Considering the country’s huge population and the strong potential for industrialization, there is further growth in small towns is expected. In fact, as the tech boom spreads across the country stunning changes are taking place in the lifestyle of the rich and the new middle class, small towns are showing visible boom of the development in small and medium scale industries even in small towns like Sangli and Miraj. The migration of workers is not a new phenomenon, but the issue has become of utmost importance in recent years due to the global shortage of workers. As populations age in industrialized countries, there has been a sharp rise in workers. To meet these demands, workers have concern about considering people as assets or resources. The paper focus on the forces that drive employers of small towns to implement HR Practices which were missing in small towns Industries and the impact of HR practices on the performance of migrated workers in Miraj MIDC area.

Keywords: Motivation, workers, HR practices, resource, small scale units, performance

INTRODUCTION

One major concern about considering people as assets or resources is that they will be commoditized and abused. Modern analysis emphasizes that human beings are not "liabilities", but are creative and social beings in a productive company. Human resource (HR) management research has recognized a important connection between HR practices and firm-level financial and market outcomes, few studies have considered the important role of employees’ perceptions
of HR practice. HR practices that may play mediating roles in the HR practice–performance relationship. This study examined the relationships between employees’ perceptions of high-performance HR practice use in their job groups. HRM is a integral part of management, which very effectively guide to their competency and voting style. HRM play an important role in revaluation employee’s industry relation. Branding play an important role in a today’s globalization business environment. A brand directs the customers to buy the products also brand directs to employees to select proper company to join. Better practices center recruitment packages. Attracting knowledge workers has become a difficult task for the HR dept. only the best practices and the best environment can assure their interest in working for an organization. The practices and policies of the HR department and its outlooks create certain branding for HR. Human resource management refers to the practices and policies needed to carry out the personnel aspects of management. These include: Analyzing jobs; planning manpower needs and recruiting competent people; selecting best people; Appraising performance and potential on continuing basis; meet people, training and developing people; Managing compensation; Communicating: Building employee commitment. A commitment HRM package includes different practices such as training, sharing information, employment protection, performance based reward, employee participation, and ensuring employees’ well-being (Chang, 2005). If every manager is good at managing HR along can avoid Recruiting the wrong employee, employee turnover, finding employees with poor performance. Poor time management Practices, dissatisfied employees. Absence of job related training which will eventually undermine the department's usefulness. Preferential treatment and discrimination at the cost of organizational effectiveness. Nowadays human resources occupy, more than ever, the hub point of all economic activities. It is disturbing time for all those organizations that wish to be successful in markets to equip and implement preferred change in their existing human resource management practices and force their human resources along with the other resources. Also to become more bendable and innovative organizations require different ways of attracting, retaining and encouraging employees.

A change view on human resources management in small industries is required and more study is required to develop new policies. Effective human resources management strategies are very much required to achieve better results. The importance of human resources management (HRM) is improving overall employee’s health outcomes. Small companies are not like big companies where HR Department exists. Small scale industries are highly devoid of HR Practices and thus require a different set of HR practices and systems to support them. (2006) discussed, the current human resource (HR) management practices in MIDC AREA are consistent with the industrial model of management. Interpretation from the theory, he argues that HRs are a powerful stick of workable benefit for organizations conception of HR capability for tie together HR practices in MIDC..

OBJECTIVES OF THE STUDY

1. To study the Existing HR Practices.
2. To study the Effectiveness of Existing Human Resources Practices and Procedures, policies in the industrial units.
RESEARCH METHODOLOGY

This study was based on the interview & questionnaires. Personal visit to employees and records were observed to collect information. For collecting necessary data both source were used i.e.

A) Primary data: Primary data is the data which is collected by the researcher as the first hand data. For the collection of primary data the following source were used: Questionnaire method, Interviews, Personal observation and Discussion with managers.

B) Secondary data: Secondary data is the second hand information, which is already collected by others, and that information is available in printed form. The sources of secondary data used are: Magazines, Journals, Books, Company records etc. The researcher has adopted quota sampling with 52 selected industrial units as sample size of its study. In order to solicit the proper responses the researcher has focused on those respondents willing to participate and cooperate in the present study.

Miraj and Kupwad as a study area for research. The researcher has select randomly 52 industrial units and 520 employees as a sample unit for the study. Due care was taken to see that each industrial unit followed a certain criteria for the study, those industrial units from Miraj and Kupwad MIDC areas who are old in establishment and performed good in respect better services and qualitative products.

LIMITATIONS OF THE STUDY

1. While collecting data from employee’s problem of language, as some of the employees were illiterate.
2. While collecting data through questionnaire researcher met some respondents, who hesitated to reply inquires on cause of confidential data.
3. The data is collected from limited respondents out of total workforce.

The major aspects of H.R.M. practices to be studied were Safe, Healthy and Happy Workplace.

1. Recruitment and selection procedure
2. Performance Linked Bonuses and Performance Management
3. Fair Evaluation System For Employees
4. Open House Discussions And satisfaction

TABLE NO. 1 RECRUITMENT

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Particulars</th>
<th>No. of Respondent</th>
<th>Responses in percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>1</td>
<td>Gate recruitment</td>
<td>20</td>
<td>32</td>
</tr>
<tr>
<td>2</td>
<td>Campus</td>
<td>10</td>
<td>42</td>
</tr>
<tr>
<td>3</td>
<td>Placement agencies</td>
<td>8</td>
<td>44</td>
</tr>
<tr>
<td>4</td>
<td>Employee reference</td>
<td>48</td>
<td>4</td>
</tr>
<tr>
<td>5</td>
<td>Other any -</td>
<td>18</td>
<td>34</td>
</tr>
</tbody>
</table>

Source: Primary Data
The above table & it is observed that 20 Respondents adopt the method of gate means direct recruiting, where as 10 respondent prefer to adopt campus recruitment from ITI and other institutes from Governments as well as privat and secondly 8 Respondents responded to adopt recruitment procedure from placement agencies and surprisingly majority of numbers of responses gives preferences to of adopt recruitment through employee references and 18 Respondents gave preference to recruitment by the way labour contractor.

Thus it is revealed that majority of recruitment in the industrial units is done through Gate recruitment and direct recruitment method.

**TABLE NO. 2 Selection and placement**

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Particulars</th>
<th>No. of Respondents</th>
<th>Response in Percentage of Yes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Placed as per Job / Trade</td>
<td>24</td>
<td>Yes</td>
</tr>
<tr>
<td>2</td>
<td>Placed on different job</td>
<td>352</td>
<td>Yes</td>
</tr>
<tr>
<td>3</td>
<td>Placed on multiple job</td>
<td>34</td>
<td>Yes</td>
</tr>
<tr>
<td>4</td>
<td>Depend on need organization</td>
<td>54</td>
<td>Yes</td>
</tr>
<tr>
<td>5</td>
<td>Depend on skills</td>
<td>160</td>
<td>Yes</td>
</tr>
</tbody>
</table>

*Source: Primary Data*

From the above table and graph, it can be seen that majority of the respondents i.e. 67% are satisfied about the recruitment and selection process whereas 33% of the respondents are unsatisfied about the process. It is revealed that some respondents are not satisfied with the recruitment and selection practices. The above table and graph presents the employees placement after selection. Majority of the employees 68% opined that they are placed on different job secondly 31% of the employees felt that placement was based upon skill of an employee and interestingly only 5%employees found that they were placed on right job.

**TABLE NO. 3 TRANING AND DEVELOPMENT PROGRAMMES.**

<table>
<thead>
<tr>
<th>Sr No.</th>
<th>Particulars</th>
<th>Number of Respondents</th>
<th>Total Respondents</th>
<th>Total Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Satisfied</td>
<td>%</td>
<td>Unsatisfied</td>
</tr>
<tr>
<td>1.</td>
<td>Training and Development</td>
<td>310</td>
<td>60%</td>
<td>210</td>
</tr>
</tbody>
</table>

*Source: Primary Data*

*Training and Development:* The questionnaire was designed to elicit the information regarding satisfaction level about training and development of concern units for scientific HR mangement. It is necessary to have proper satisfaction levels for the fulfillment of HR practices in their units. The following table gives the data collected about status of satisfaction levels about training and development provided during the survey. It is revealed that some respondents are not satisfied with the above practices.
TABLE NO. 4 PERFORMANCE APPRAISAL SYSTEM

<table>
<thead>
<tr>
<th>Sr. No</th>
<th>Particulars</th>
<th>No. of Respondents</th>
<th>Response in Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Yes</td>
<td>188</td>
<td>36%</td>
</tr>
<tr>
<td>2</td>
<td>No</td>
<td>232</td>
<td>45%</td>
</tr>
<tr>
<td>3</td>
<td>Don't know</td>
<td>100</td>
<td>19%</td>
</tr>
</tbody>
</table>

Total: 520 (100%)

Source-Primary Data

The above table and graph 'A' and table 'B' chart represents the performance evaluation system used in the industrial units. The table and graph states majority of the employee’s i.e. 36% say that evaluation system for the employees is conducted in their units. Whereas 45% of the employees do not agree with the above statement, surprisingly 19% of the employees are not aware of the performance appraisal system for the employers. The table ‘B’ presents the analysis of the employees agreeing to the performance evaluation system conducted in the industrial units. This table and graph shows that majority of the employees in 90% say that comparison method is used for performance evaluation. Similarly 7% of the employees say that ranking method is used for performance evaluation in their units and very few i.e. 3% of the employees say that management by objective (MBO) technique used for evaluation of performance.

Surprisingly, in the evaluation system no modern technique is used. It is revealed that, majority of employees are evaluated by the comparison method. The above table and graph presents measurement of the employee’s performance of an industrial unit as MIDC, Miraj and Kupwad areas. The table 'A' shows that 31% of the employees agree that, their measurement of the performance done and majority of employees i.e. 69% say that their performance is not measured. Table 'B' and graph states that, majority of the employees i.e. 75% agree that if they show low performance then, they are advised to go under rigorous training, and 9% of the employees say if their performance is high as well as satisfactory then they are given increment in salary. Similarly 9% of the employees if they show very low performance then there will be
adverse effect like demotion from their post and remaining 7% of the employees say if their performance is satisfactory due to increment as well as promotion fringe benefits are given. If performance is low such type of facilities are not provided. It is revealed that, majority of the employees agree that, if their performance is low, then they are provided rigorous training by industrial units of MIDC Kupwad and Miraj areas.

**TABLE NO-7 HR Satisfaction Level of Employees.**

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Particulars</th>
<th>Responses from employees</th>
<th>Total Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Average Percentage</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>salary &amp; other benefits</td>
<td>74 7 6 4 9</td>
<td>520</td>
</tr>
<tr>
<td>2</td>
<td>Satisfied about annual bonus &amp; P.F.</td>
<td>70 11 6 4 9</td>
<td>520</td>
</tr>
<tr>
<td>3</td>
<td>Medical facilities</td>
<td>60 21 6 3 10</td>
<td>520</td>
</tr>
<tr>
<td>4</td>
<td>relationship with higher authorities</td>
<td>50 31 3 6 10</td>
<td>520</td>
</tr>
<tr>
<td>5</td>
<td>Satisfaction about leaves</td>
<td>31 49 4 10 6</td>
<td>520</td>
</tr>
<tr>
<td>6</td>
<td>Recreation facilities</td>
<td>75 6 6 9 4</td>
<td>520</td>
</tr>
<tr>
<td>7</td>
<td>Canteen facilities</td>
<td>49 32 6 3 10</td>
<td>520</td>
</tr>
<tr>
<td>8</td>
<td>Working environment &amp; involvement of mgt.</td>
<td>32 49 7 2 10</td>
<td>520</td>
</tr>
</tbody>
</table>

Source - Primary Data

The table shows satisfaction level of the employees in the industrial unit of Miraj & Kupwad MIDC areas. Out of 520 employees 74% majority of employees have given high score for point No.' 1 ' i.e. they are fully dissatisfied with the salary and other benefit provided to them and very few is 4% have given point ' 4 ' and remaining 9% have given point ' 5 '. It is revealed that the remaining 4% and 9% employees show satisfaction as well as full satisfaction towards salary and other benefits provided to them. Out of the 520 employees, majority of the employees i.e. 70% have given high score of points means they are fully dissatisfied with Bonus and 4% employees have given point 4 means they are satisfied and remaining 9% have given 5 points i.e. they are showing full satisfaction towards the bonus given to them. Majority of the employees i.e. 60% have given point ' 1 ' i.e. they are fully dissatisfied with the medical facility provided to and 3% have given ' 4 ' point i.e. they are satisfied with the above provision and remaining 10% have given 5 points they are showing full satisfaction. Majority of the employees i.e. 50% have given point ' 1 ' i.e. they are fully dissatisfied about their relation with higher authority and 6% have given 4 points i.e. they satisfied with their relation with higher authority and 10% have given ' 5 ' point they showing full satisfaction. Majority of the employees i.e. 49% have given point ' 2 ' i.e. they are dissatisfied. Nearly 31% of the employees have given point i.e. they are full dissatisfied about the provision of leaves given to them and 10% of the employees given 4 points i.e. they are satisfied about above provision and remaining 6% have given ' 5 ' point i.e.. They are fully satisfied with the same. Majority of the employees i.e. 75% have given point ' 1 ' i.e. they are fully dissatisfied with the recreation facilities provided to them. Nine% have given 4 points i.e. they are satisfied with the above facilities and remaining 4% have given 5 points i.e. they are fully satisfied with the same. Majority of the employees i.e. 75% have given point ' 1 ' i.e. they fully dissatisfied with the recreation facilities provided to
them and 9% have given 4 points i.e. they are satisfied with the above facilities and remaining
4% have given 5 points i.e. they are fully satisfied with the same. Nearly 49% of the employees
have given point ' 1 ' i.e. they fully dissatisfied about the canteen facilities provided to them. 3%
have give 4 point score i.e. they are satisfied with the above facility and remaining 10% have
given ‘ 5 ’ point score i.e. they are fully satisfied with above provision and 32% of employees
have given point ' 2 ' it shows dissatisfied with canteen. Nearly 32% of the employees have
given point ' 1 ' score i.e. they are fully dissatisfied about working environment and involvement
at top level and 2% have given point ‘ 4 ’ score i.e. they are satisfied with the same and remaining
10% have given 5 point score i.e. they are fully satisfied with the working environment and
involvement of management and majority of 49% shares point ‘2’.

CONCLUSION

The findings suggest that associations between employee and employer play an important
role in growth of an organization and HR Practices in an organization bridge the gap among
workers and management. MIDC worker has strong relationship. The interpreted results suggest
that HR Practices in an organization will enhance the productivity and efficiency of workers in
small organizations.

REFERENCES

   mind of the beholder?’ Center for Advanced HR Studies Working paper, Ithaca, NY
   affectivity in the relationship between job and life Satisfaction. Journal of Organizational
   Behavior. 23, 815–835.
   organizational logic and “exible production systems in the world auto industry”. Industrial
   and Labor Relations Review, 48, 197-221.
   affectivity in the relationship between job and life Satisfaction. Journal of Organizational
   Behavior. 23, 815–835
   Satisfaction Survey (LSS): Development of the Instrument. ICF Coaching Research Symposium,
   67-83
   Management, 43, 395-407
   Relationship Of Indonesian Women In Migrant Workers Taiwan.
   predictor of employee attitudes and job performance’. Journal of Applied Psychology, 76: 698-
   707.
    mood at work-organizational spontaneity relationship’. Psychological Bulletin, 112,
    310-329