

HRM Practices In Sugar Cooperatives-A Case Study Of Sanjivani Sahakari Sakhar Karkhana Limited, Tiska, Goa

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INTRODUCTION

From the earlier term 'Employment Management' evolved the more general term "Personnel Management" which means personnel (human resource), and it refers to the employees (staff) working in an organization at different levels. During the later 1960's and 1970's, the term 'Manpower Management' became popular. Now-a-days Human Resource Management (HRM) is widely used. The human resource is the most productive and most versatile.

HRM is the term increasingly used to refer to the philosophy, policies, procedures and practices relating to the management of people within organizations. Since every organization is made up of people, acquiring their services, developing their skills, motivating them to give higher levels of performance, and ensuring that they continue to maintain their commitment towards the organizations to be able to acquire, develop, stimulate and keep outstanding workers will be both effective and efficient. Organizations that are ineffective or inefficient risk the hazards of stagnating or going out of business. Human resource thus creates organizations and makes them survive and prosper. If human resources are neglected or mismanaged, the organization is unlikely to do well.

Thus, from the above concept of HRM, we can easily understand how important the human factor (labour) is in every organization for achieving the maximum amount of profit and productivity.

HRM is an approach for the management of people, based on four fundamental principles:

1. Human resources are the most important asset of an organization and their effective management is the key to its success.
2. This success is most likely to be achieved if the personnel policies and procedures of the enterprise are closely linked with and make a major contribution to the achievement of corporate objectives and strategic plans.
3. The corporate culture and the values, organizational climate and managerial behavior that emanate from that culture will exert a major influence on the achievement of excellence.
4. HRM is concerned with integration- getting all the members of the organization involved and working together with a sense of common purpose.

In its essence, HRM is the qualitative improvement of human beings who are considered the most valuable assets of an organization- the sources, resources and end-users of all products and services. HRM is, no doubt, an outgrowth of the older processes and approach. But it is much more than its parent disciplines viz., personnel management and behavioral science.

EVOLUTION OF HRM IN INDIA

The history of development of personnel management in India is comparatively of recent origin. But Kautilya had mentioned some of the important aspects of human resource management in his "Arthashastra" written in 400 B.C. Government in those days adopted the techniques of HRM suggested by Kautilya.

Though the importance of labour officers was recognized as early as 1929, the appointment of officers to solve labour and welfare problems gained momentum only after the enactment of the factories Act of 1948. Section 49 of the Act required the appointment of welfare officers in companies employing more than 500 workers. At the beginning, the Government was only concerned with the limited aspect of labour welfare. The earliest labour legislation in India dealt with certain aspects of Indian labourers (Regulation of recruitment, forwarding and employment) sent to various British colonies in 1830. Important phases of evolution of HRM are presented in the following table.

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Table : EVOLUTION OF HRM IN INDIA

PERIOD	DEVELOPMENT STATUS	OUTLOOK	EMPHASIS	STATUS
1920s-1930s	Beginning	Pragmatism of capitalists	Statutory welfare, paternalism	Clerical
1940s-1960s	Struggling for recognition	Technical, logistic	Introduction of Techniques	Administrative
1970s-1980s	Achieving Sophistication Promising	Professional, Legalistic, Impersonal	Regulatory, conforming, Imposition of Standards on other functions	Managerial
1990s	-	Philosophical	Human Values, Productivity through people	Executives

STATEMENT OF THE PROBLEM

The present study is entitled as “**HRM practices in sugar cooperatives –A case study of Sanjivani Sahakari Sakhar Karkhana Limited Tiska, Goa**”. In this study, an attempt is made to investigate the internal and the external sources of Recruitment Selection and ways of Training and Development of the manpower employed, which in return will help in increasing the productivity of the factory. After an employee has been selected for a job, has been trained to do it, his performance should be evaluated. An attempt is also made to study the way of performance appraisal system adopted in the factory to assess the contribution of all human resources working at each level of the factory during the specific period of time.

OBJECTIVES OF THE STUDY

1. To provide a theoretical background to the concept of Human Resource Management.
2. To indicate the importance of HRM practices in sugar cooperatives.
3. To review the profile of Sanjivani Sahakari Sakhar Karkhana Limited.
4. To study the warp process of recruitment, placing the employees in Sanjivani Sahakari Sakhar Karkahana Limited.
5. To study the internal factory policies, which aims at providing promotion to its employees from within.
6. To study the different ways of training in Sanjivani Sahakari Sakhar Karkhana Limited and to suggest any improved ways of imparting training.
7. To evaluate whether the employees are satisfied with the reason given to them with regards to technical know how or are the mishaps or accidents committed on the grounds of lack of knowledge.
8. To study the different ways of Performance Appraisal in Sanjivani Sahakari Sakhar Karkhana Limited.
9. To suggest remedial measures in order to improve HRM practices in Sanjivani Sahakari Sakhar Karkhana Limited.

SCOPE OF THE STUDY

For the purpose of detailed investigation in HRM practices, a case of Sanjivani Sahakari Sakhar Karkhana Limited Tiska, Goa was considered as an ideal example. The study of HRM covers the different ways of internal and external sources of recruitment. The different traditional and modern techniques were adopted by the factory for evaluation of performance appraisal of employees at the work place.

RESEARCH DESIGN

This research study was undertaken by selecting Sanjivani Sahakari Sakhar Karkhana Limited Tiska, Goa as a case. Attempts were made to consider three main areas of HRM. They are as follows :-

A) Recruitment and Selection B) Training and development C) Performance Appraisal

SAMPLING

Sampling is a process of learning about the population on the basis of a sample drawn from it. The sampling methods used for the study are:

1. Stratified random sampling
2. Purposive sampling

SAMPLING DESIGN

Stratified random sampling method is used to collect the required data inside the factory. There are fifteen departments in the sugar factory. All these departments are considered for collecting and analyzing the data. The data is collected for both permanent and seasonal employees working in these departments. A well structured

questionnaire was prepared and administered by the researcher for this purpose. Each department is considered as strata and employees of the department are considered as the sample.

Workers (skilled and unskilled) working at different levels play a vital role in the life of a sugar factory. Sugarcane fertilizers provide constant supply of sugarcane to run the factory. The data was collected from the employees working for the factory. For this purpose, purposive sampling of non probability type of sampling design was used.

PROCEDURE OF DATA COLLECTION

In order to pursue this study, the researcher has collected the information through primary sources and secondary sources.

PRIMARY SOURCES

In order to attain the primary sources, the data was collected by a well structured questionnaire and later on detailed discussions, interaction and interviews were conducted with the administrative staff and the employees of the factory. Non participatory observation method was adopted wherever necessary.

SECONDARY SOURCES

In order to carry out the study, secondary sources like annual progress reports of the factory, training expenditure report of the factory, list of advertisements in newspapers for the purpose of recruitment, reference books available from the Municipal library, University library, Central library, Magazines, Journals, Newspapers, Internet and the website of the factory were considered.

STATISTICAL TECHNIQUES USED

The collected data was exposed to different statistical techniques like Percentage, Tabulation, Classification, Graphical presentation of different aspects of respondents like number of employees, source of recruitment, type of training methods for performance appraisal etc.

Thus, the data was analyzed and interpreted with the help of these statistical techniques and conclusions were drawn.

LIMITATIONS OF THE STUDY

1. For the purpose of the study, only three areas of HRM- Recruitment and Selection, Training and Development and Performance Appraisal were considered.
2. For the purpose of this study, only the sugar factory in Goa is considered. This is a geographical limitation of the study.
3. The sugar factory under consideration is only one factory of its kind in Goa and thus, a comparative study was not undertaken by the researcher.
4. The study was carried out for one year that is from 2007-2008.

PROFILE OF THE FACTORY

There was no Industrial development in Goa till it was liberated on December 19th 1961. The government initiated agricultural and industrial development of the region considering the immense potential for an agro based industry like sugar factory for general development of the region and economic improvement of the farming community in particular. The government sponsored the establishment of a cooperative sugar factory with effective participation of cultivators in the year 1972-1973 and named it "Sanjiavni Sahakari Sakhar Karkhana Limited". The Sanjivani sugar factory is located at Ponda Taluka, around 2 Km from Tiska. The Factory was registered in 1971. The Sanjivani Sahakari Sakhar Karkhana is the sole sugar factory in Goa, having the Registration Number L/25/N/256/72/LC dated 24th May 1972 and having the capacity of 1250 TCP (Total cursing Capacity) per day. It is an agro based industry. The sugar factory is located just upstream of the Handlebar river. The main objective of starting the factory was to promote cooperative movement in the state and to bring about green revolution in the rural part of the state and to build up the rural economy.

Shri. Jaysingrao Abasaheb Rane, Ex-MLA was the chief promoter of this factory. Initially, the government of Goa (in April 1971), appointed a committee comprising of members in the committee. There were about 1280 registered members. After raising the funds from other financial institutions, the total capital investment in the project at the beginning was about 3 to 47 crores.

Presently, the factory is having a total share capital of Rs 1362 lakhs from 2862 members, out of which, the Government of Goa has shared capital that amounts to Rs. 1259 lakhs. Besides this, the government is also helping by providing the loans.

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

TABLE 1 : ANALYSIS OF TOTAL STAFF POSITION DURING THE YEAR 2007-2008

S.No.	DEPARTMENT	PERMANENT	SEASONAL	PROBATION	CONTRACT	TEMPORARY	DAILY WAGES	TOTAL
1	General Dept	9		2				11
2	Labour Dept	3					1	4
3	Time Dept	5				1		6
4	Purchase Dept	4						4
5	Medical Dept	2			1		3	6
6	Store Section	7	1			4	3	15
7	A/Cs Dept	19				3	1	23
8	Finance Dept					3		3
9	Security Dept	5						5
10	Civil Section	3				5	12	20
11	Transport Dept	3				5	1	9
12	Agriculture Dept	31	4			21	48	104
13	Manufacture	32				49	54	135
14	Godown Dept	4				1		5
15	Engineer Dept	72	1	1	6	43	54	177
	TOTAL	199	6	3	7	135	177*	527

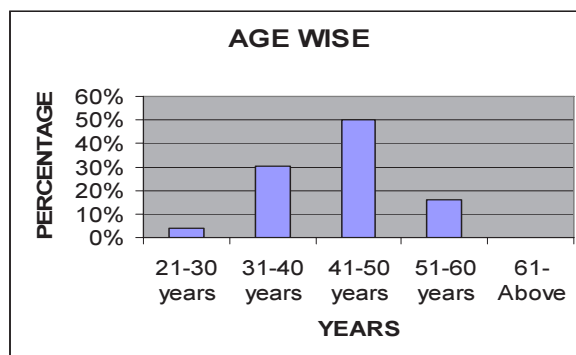
* Figures are variable as these workers are employed as and when required.

The above graph shows the total staff position during the year 2007-08. There are 15 departments in total in the factory. The total number of employees in the factory are 527, out of which, Permanent are 199, Seasonal are 6, Probation are 3, Contract are 7, Temporary are 135, & Daily Wages are 177. The daily wages employees are employed as and when required. During the season, the employees are employed according to the requirement for different departments of the factory.

TABLE 2 : AGE WISE ANALYSIS OF EMPLOYEES FOR 2007-08

SR.NO	AGE (IN YEARS)	NO OF RESPONDENTS	PERCENTAGE
1	21-30 years	02	04%
2	31-40 years	15	30%
3	41-50 years	25	50%
4	51-60 years	08	16%
5	61- Above	-	00%
	TOTAL	50	100%

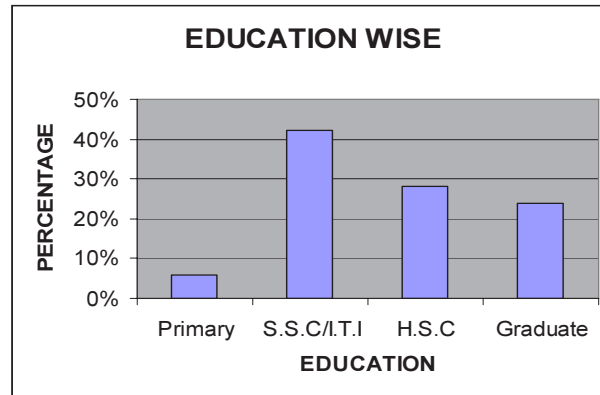
Figure 1



The tabular analysis & graph reveals the fact that out of 50 employees, 50% of the employees belong to the age group of 41-50 years respectively. It indicates that the factory has maximum efficient and matured employees. 4% & 30% employees are in the age group of 21-30 & 31-40 years respectively. It indicates that there have been new recruitments in the recent past. 16% of employees are in the age group of 51-60 years, and currently, the factory has no employees for the age of 60 years and above. With the following interpretation, it is indicated that majority of the employees are efficient and mature in terms of age.

TABLE 3 : EDUCATION WISE ANALYSIS OF EMPLOYEES FOR 2007-08

SR.NO.	EDUCATION	NO OF RESPONDENTS	PERCENTAGE
1	Primary	03	06%
2	S.S.C/I.T.I	21	42%
3	H.S.C	14	28%
4	Graduate	12	24%
5	Post Graduate	-	-
	TOTAL	50	100%

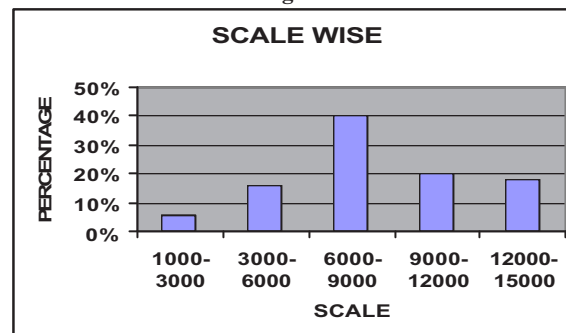
Figure 2

The tabular analysis and graph shows the level of education of the employees in the factory. Out of 50 employees, 42% of the employees are passed S.C.C/I.T.I. 28% of the employees have cleared their H.S.C. 24% of the employees are graduates and 0% of the employees are Post graduates. 6% of the employees are educated only till the primary level.

It has been found that majority of the employees are H.S.C & Graduates as when the factory was established, there was lack of educated and skilled manpower.

TABLE 4 : SCALE WISE ANALYSIS OF EMPLOYEES FOR 2007-08

SR.NO.	PAYMENT	NO OF RESPONDENTS	PERCENTAGE
1	1000-3000	03	06%
2	3000-6000	08	16%
3	6000-9000	20	40%
4	9000-12000	10	20%
5	12000-15000	09	18%
6	15000-Above	-	-
	TOTAL	50	100%

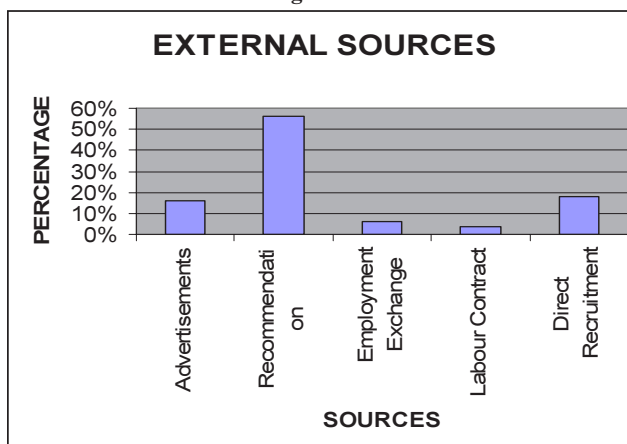
Figure 3

Out of 50 employees, 40% of the employees are paid ranging between Rs. 6000-9000, 20 % of the employees receive the remuneration ranging between the Rs. 9000-12000, 18% of the employees receive the remuneration between Rs 12000-15000 respectively. The scale ranging below Rs 6000 is for 22% of the employees.

It indicates that the employees are paid remuneration ranging from Rs. 6000- Rs.15, 000 and these employees are the administrative staff ,whereas, the remuneration of employees ranging below Rs.6000 is for operational staff of the factory.

TABLE 5 : ANALYSIS OF EXTERNAL SOURCES FOR RECRUITMENT OF EMPLOYEES BY THE FACTORY FOR 2007-08

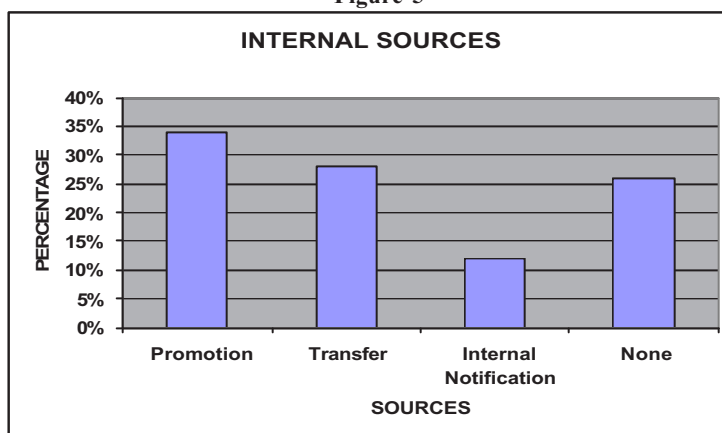
SR.NO.	EXTERNAL SOURCE	NO OF RESPONDENTS	PERCENTAGE
1	Advertisements	08	16%
2	Recommendation	28	56%
3	Employment Exchange	03	06%
4	Labour Contract	02	04%
5	Direct Recruitment	09	18%
	TOTAL	50	100%

Figure 4

The tabular analysis and graph shows the different external sources of recruitment used by the factory for selection of the employees. Out of the 50 employees, 16 % of the employees were recruited through advertisement, 56% of the employees were recruited through recommendation, 6% of the employees were recruited through employment exchange, 4% of the employees were recruited through labour contract, and 18% of the employees were recruited directly.

TABLE 6: ANALYSIS OF INTERNAL SOURCES FOR RECRUITMENT FOR EMPLOYEES BY THE FACTORY FOR 2007-08

SR.NO.	INTERNAL SOURCES	NO OF RESPONDENTS	PERCENTAGE
1	Promotion	17	34%
2	Transfer	14	28%
3	Internal Notification	06	12%
4	None	13	26%
	TOTAL	50	100%

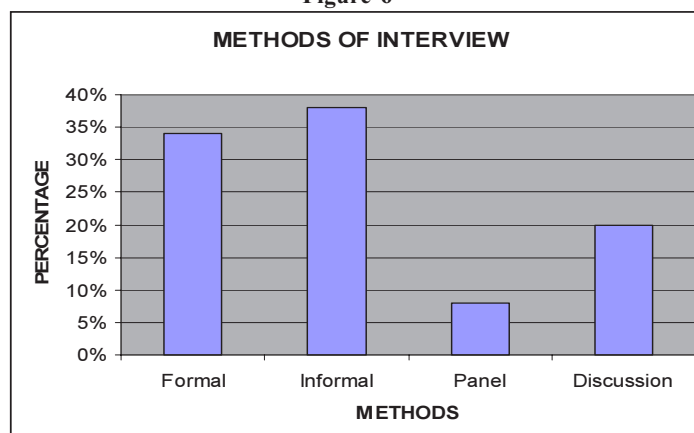
Figure 5

The tabular analysis & graph shows that the factory has adopted only promotion, transfer & internal notification as internal sources of recruitment. Out of the 50 employees, 34% of the employees were recruited through promotion, 28% of the employees were recruited through transfer and 12% of the employees were recruited through internal notification. Whereas, 26% of employees were not given any promotion.

TABLE 7: ANALYSIS OF METHODS OF INTERVIEW ADOPTED BY FACTORY WHILE SELECTING THE EMPLOYEES FOR 2007-08

SR.NO.	METHODS	NO OF RESPONDENTS	PERCENTAGE
1	Formal	17	34%
2	Informal	19	38%
3	Panel	04	08%
4	Discussion	10	20%
	TOTAL	50	100%

Figure 6



The tabular analysis & graph shows the methods of interview adopted by the factory while selecting employees. Out of 50 employees, 34% & 38% of employees were interviewed through formal & informal methods respectively. Remaining 20% & 8% of the employees were interviewed through discussion and panel method respectively. It is found that majority of employees were interviewed through formal & informal methods whereas, for a senior position, panel method was adopted by the factory.

TABLE 8: ANALYSIS OF TESTS FOR SELECTION ADOPTED BY THE FACTORY WHILE SELECTING EMPLOYEES FOR 2007-08

SR.NO.	TEST	NO OF RESPONDENTS	PERCENTAGE
1	On the job	21	42%
2	Interest test	07	14%
3	Performance test	09	18%
4	Intelligence test	07	14%
5	None	06	12%
	TOTAL	50	100%

The tabular analysis and graph shows the different tests adopted for selection by the factory, while selecting the employees. Out of the 50 employees, 42% of the employees were tested on the job, 14% of the employees were tested by their attitude, 18% of the employees were tested by performance, and 14% of the employees were tested by intelligence respectively. 12% of the employees were not given any test for selection. It indicates that the factory selects the employees by using different methods of evaluation in accordance with their work profile in the factory.

Figure 7

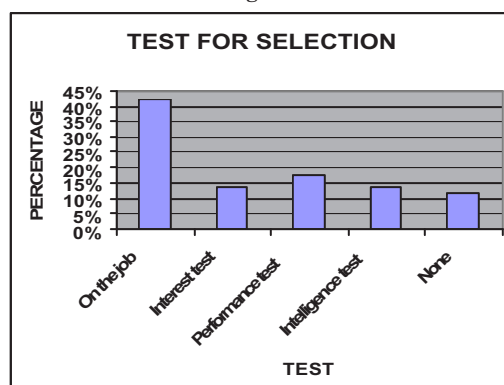
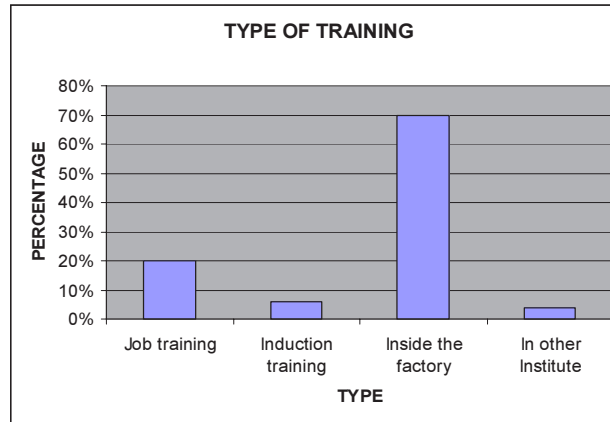


TABLE 9 : ANALYSIS OF TYPES OF TRAINING GIVEN TO EMPLOYEES BY THE FACTORY FOR 2007-08

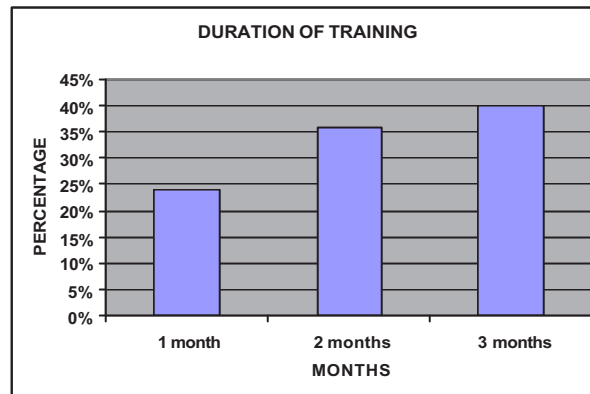
SR.NO.	TYPE OF TRAINING	NO OF RESPONDENTS	PERCENTAGE
1	Job training	10	20%
2	Induction training	03	06%
3	Inside the factory	35	70%
4	In other Institute	02	04%
	TOTAL	50	100%

Figure 8

The tabular analysis and graph show the different types of training given to employees after selection. Out of 50 employees, 70% of the employees were trained inside the factory, 20% of the employees were given on the job training and 06% and 04% of the employees were given training by induction and in other institutes respectively. It indicates that majority of the employees were given training inside the factory and according to the work profile the training is given to the employees.

TABLE 10 : ANALYSIS OF DURATION OF TRAINING GIVEN TO EMPLOYEES BY THE FACTORY 2007-08

SR.NO.	DURATION OF TRAINING	NO OF RESPONDENTS	PERCENTAGE
1	1 month	12	24%
2	2 months	18	36%
3	3 months	20	40%
	TOTAL	50	100%

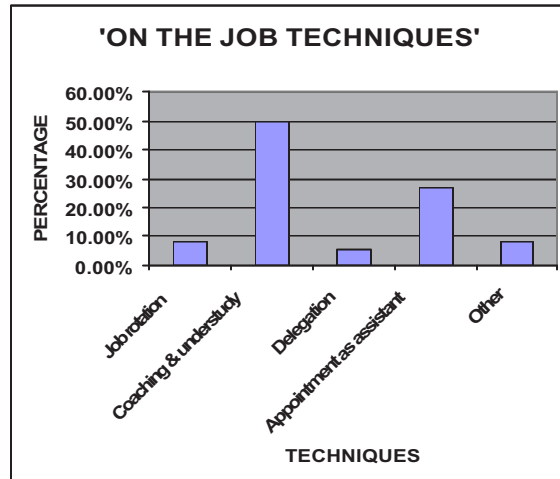
Figure 9

The tabular analysis and graph show the duration of training given to employees. Out of 50 employees, 40% of the employees were given training for four months, 36% of the employees were given training for two months and 24% of the employees were given training for one month respectively. This indicates that based on the work profile of the employees, the factory gives training to all the employees after recruitment.

TABLE 11: ANALYSIS OF 'ON THE JOB TECHNIQUES' USED BY THE FACTORY FOR EMPLOYEES' TRAINING FOR 2007-08

SR. NO.	ON THE JOB	NO OF RESPONDENTS	PERCENTAGE
1	Job rotation	03	7.89%
2	Coaching & understudy	19	50%
3	Delegation	02	5.26%
4	Appointment as assistant	11	26.96%
5	Other	03	7.89%
	TOTAL	38	100%

Figure 10

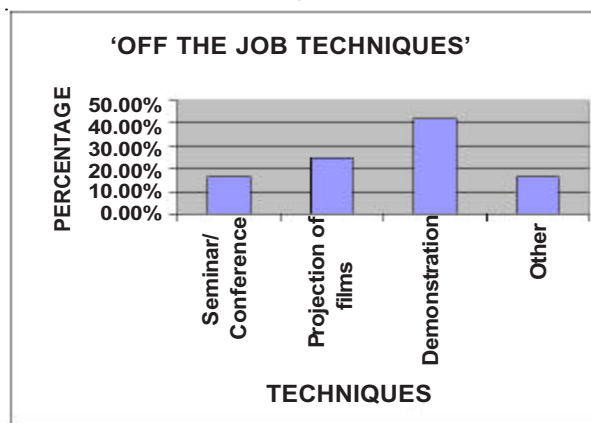


The tabular analysis and graph shows the different on the job training techniques used by factory for employees training. Out of 38 employees, 50% of employees were given coaching & understudy, 28.96% of employees were given appointment as assistant, 7.89% and 5.26% of employees were given training in the form of job rotation & delegation and for remaining 7.89% of employees, other forms of techniques of training were used.

TABLE 12 : ANALYSIS OF OFF THE JOB TECHNIQUES USED BY THE FACTORY FOR EMPLOYEES' TRAINING FOR 2007-08

SR.NO.	OFF THE JOB	NO OF RESPONDENTS	PERCENTAGE
1	Seminar/Conference	02	16.67%
2	Projection of films	03	25%
3	Demonstration	05	41.66%
4	Other	02	16.67%
	TOTAL	12	100%

Figure 11



The tabular analysis and graph show the off the job techniques used by the factory for employees' training. Out of the 12 employees, for 41.66% of the employees, the demonstration technique of training was used, 16.67% & 25% of the employees were trained by sending them for Seminars/conferences & projection of the film technique of training was used and 16.67% of the employees were trained by using off the job techniques of training. This indicates that the factory uses demonstration/experimentation technique of training more than any other form of training for training its employees.

TABLE 13 : ANALYSIS OF TRAINING BENEFITS TO EMPLOYEES FOR 2007-08

SR.NO.	BENEFITS	NO OF RESPONDENTS	PERCENTAGE
1	Special increment	04	02%
2	Regular increment	28	56%
3	With high Grade	09	18%
4	No benefits	12	24%
	TOTAL	50	100%

Figure 12

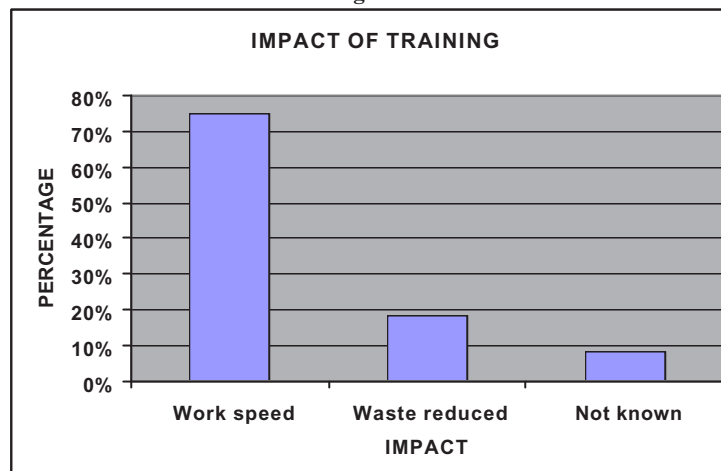


The tabular analysis and graph depict the benefits the employees received after undergoing training. Out of 50 employees, 56% of the employees were given an increment after training, 24% of the employees did not receive any benefits, 18% of the employees benefited by receiving a higher grade and 2% of the employees were benefited by a special increment respectively. It indicates that a training programme improves performance and skills of employees, and they become experts in their jobs.

TABLE 14: ANALYSIS OF IMPACT OF TRAINING ON EMPLOYEES FOR 2007-08

S.R.NO.	IMPACT	NO OF RESPONDENTS	PERCENTAGE
1	Work speed	37	75%
2	Waste reduced	09	18%
3	Not known	04	08%
	TOTAL	50	100%

Figure 13

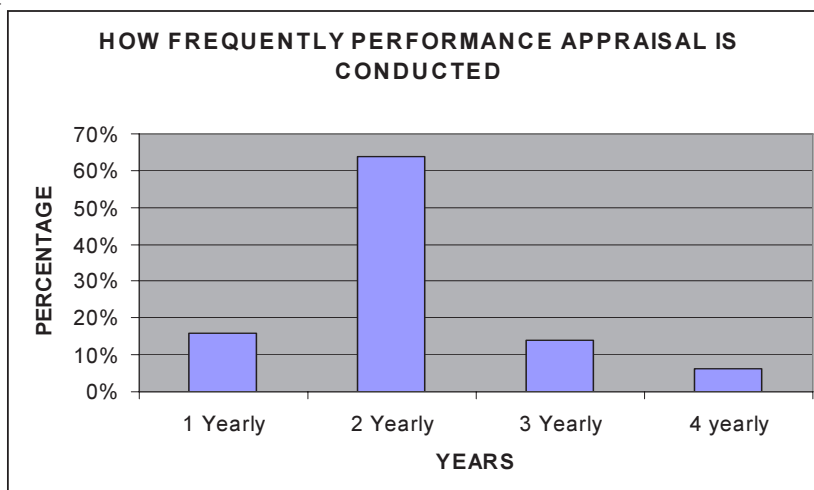


The tabular analysis and graph show the impact of training on employees. Out of 50 employees, 74% of the employees said that productivity increased by training, 18% of the employees said that they learnt techniques to manage time and 08% of the employees said that they have not found any change in themselves after training. This indicates that majority of the employees found that productivity increased after training.

TABLE 15: ANALYSIS OF HOW FREQUENTLY PERFORMANCE APPRAISAL IS CONDUCTED IN THE FACTORY FOR 2007-08

S.R.NO.	YEARS	NO OF RESPONDENTS	PERCENTAGE
1	1 Yearly	08	16%
2	2 Yearly	32	64%
3	3 Yearly	07	14%
4	4 yearly	03	06%
	TOTAL	50	100%

Figure 14

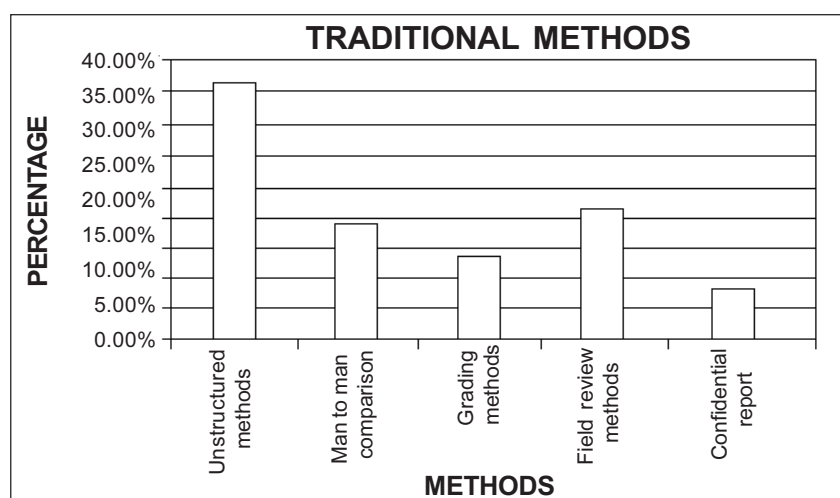


The tabular analysis and graph shows how frequently performance appraisal is conducted in the factory. Out of 50 employees, 64% of the employees said that performance appraisals were done after two years, 16% of the employees said that performance appraisal was done after one year, 14% of the employees said that performance appraisal is done after 3 years and 6% of the employees said that performance appraisal is done after 4 years. It indicates that the factory conducts performance appraisals after certain years according to the job profile of the employees.

TABLE 16: ANALYSIS OF TRADITIONAL METHODS OF PERFORMANCE APPRAISAL ADOPTED BY THE FACTORY 2007-08

SR.NO.	TRADITIONAL METHODS	NO OF RESPONDENTS	PERCENTAGE
1	Unstructured method	13	36.13%
2	Man to man comparison	07	19.44%
3	Grading method	05	13.88%
4	Field review method	08	22.22%
5	Confidential report	03	8.33%
	TOTAL	36	100%

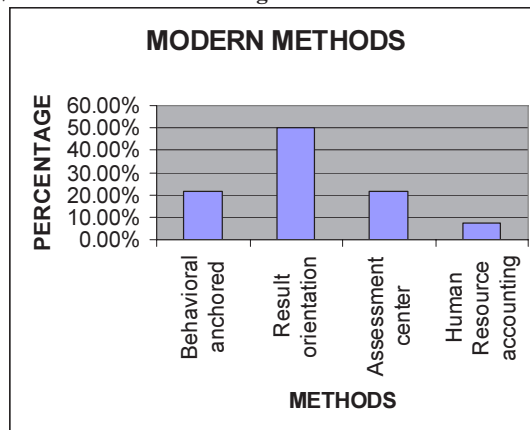
Figure 15



The tabular analysis and graph show the traditional methods of performance appraisal adopted by the factory. Out of 36 employees, 36.13% of the employees said that the factory followed the unstructured method, 19.44% of the employees said that man to man comparison was followed, 13.88% of the employees said that grading method was used for appraisal, 22.22% of the employees said that field review method was used and 8.33% of the employees said that confidential report was used respectively. It indicates that the factory has adopted all the traditional methods.

TABLE 17 : ANALYSIS OF MODERN METHODS OF PERFORMANCE APPRAISAL ADOPTED BY THE FACTORY FOR 2007-08

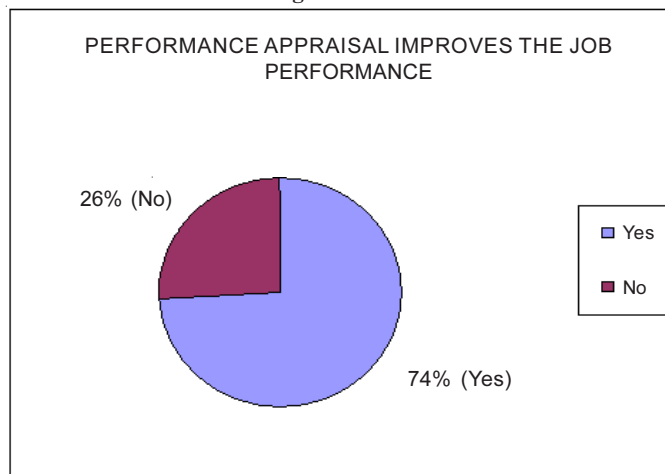
SR.NO.	MODERN METHODS	NO OF RESPONDENTS	PERCENTAGE
1	Behavioral anchored	03	21.43%
2	Result orientation	07	50%
3	Assessment center	03	21.43%
4	Human Resource accounting	01	7.14%
	TOTAL	14	100%

Figure 16

The tabular analysis and graph show the modern methods of performance appraisal adopted by the factory. Out of 14 employees 50% of the employees said result orientation, 21.43% of the employees said behavioral anchored, 21.43% of the employees said assessment center method and 7.14% of the employees said human resource accounting method respectively. It indicates that the factory is using all the modern methods of performance appraisal to measure the performance of employees in the factory.

TABLE 18 : ANALYSIS OF PERFORMANCE APPRAISAL IMPROVES THE JOB PERFORMANCE OF EMPLOYEES 2007-08

SR.NO.	IMPROVES	NO OF RESPONDENTS	PERCENTAGE
1	Yes	37	74%
2	No	13	26%
	TOTAL	50	100%

Figure 17

The tabular analysis and pie chart show that the performance appraisal improves the job performance of the employees. Out of 50 employees, 74% of the employees said that performance appraisal improves the job performance, whereas 26% of the employees said that performance appraisal does not make any change in the job performance. It indicates that performance appraisal is required to measure the performance of the employees, and it does not make any effect on the job performance.

TABLE 19 : ANALYSIS OF DIFFERENT ISSUES OF EMPLOYEES IN THE FACTORY FOR 2007-08

SR.NO.	ISSUES OF EMPLOYEES	YES/NO
1	Comfortable to work at your workplace	YES
2	Ensure that safe working environment is provided	NO
3	Get all medical Facilities	YES
4	Good relationship with employees	YES
5	Discuss your ideas & suggestions with the management	YES
6	Management discusses labour policies	NO
7	Hospitality facilities are provided	YES
8	Statutory welfare facilities are provided	NO
9	Get salary/wages on time	YES
10	Satisfied with your job	NO

In addition to the specified tables which have already been presented, analyzed and interpreted earlier, this table considers the remaining issues about the working of the employees in the factory. This table covers the filled type of enquiry points. In majority of the cases, responses were found to be positive from the employees whereas, in the case of some issues like whether they are feeling comfortable at the workplace, they get safe working conditions, management discusses its labor policy with our employees, about the satisfaction of job etc., the responses are negative from the employees. The management of the factory needs to be very careful and conscious about the issues of the employees. The employees shall remain fully contended and happy. The efficiency of the employees will improve, which in turn brings in additional profit and prosperity to the factory.

FINDINGS

1. There are 199 permanents employees, 6 seasonal employees, 3 probation employees, 7 contract employees, 135 temporary employees and 177 daily wages employees and total employees in the crushing capacity of the factory sanctioned up to 1.48 thousand metric tones.
2. As per standard staffing pattern committee's recommendation, the staff recruited is inadequate. There is under staffing -the committee recommended 220 permanent employees, 15 seasonal employees, 200 temporary employees and 700 total employees for the factory having 1.48 thousand metric tonnes capacity.
3. The qualification of employees is not up to the mark. Most of the employees are only S.S.C/I.T.I passed and few are H.S.C and graduates.
4. If the skill part is concerned, employees are skilled at their work since workers are working in the factory for many years.
5. Scale of employees in the factory is not upto the mark since the factory adopted the wage board of Maharashtra Cooperative Sugar Factories. Employees are not satisfied with their scale.
6. The external sources which the factory adopted are Advertising, Recommendation, Employment Exchange, Labour contract and direct recruitment for recruiting the employees.
7. The internal sources, which the factory is adopted, are Promotion, Transfer and Internal notification for recruiting the employees. Internal recruitment is one of the tools of motivation (promotion) as well as punishment (demotion).
8. Recruitment and Selection practices in the factory are found to be traditional. It is only for the post in 'A' grade i.e. M.D, Departmental Heads, etc., that proper procedures are followed. Advertisements are given; Interviews are conducted where their qualification and the experience of the candidates are taken into consideration.
9. In case of employees in the 'B' and 'C' grade i.e., for clerks and workers, no specific procedure of recruitment and selection is adopted.
10. Recruitment and Selection are made on the basis of personal acquaintance with the Directors and Chairman.
11. The ability of the employees is tested by the factory by using different tests. The factory mostly uses 'On the job' adeptness and other tests for selection are rarely taken into consideration.
12. It is observed that only technical staff in the 'A' grade is trained (by sending them to training Institutes or in other Cooperative sugar factories of Maharashtra and Karnataka).
13. For the employees in the factory, no specific training programmes are arranged. They are given on the job training only.
14. When the technology changes or new machinery are installed, the concerned manufacturer is asked to give training for operation of machinery.

15. It is found that the factory has adopted 'on the job' techniques more than the 'off the job' techniques.
16. It is found that training benefits the employees as they receive a regular increment, increment in a position, increment in scale, etc.
17. The impact of training is also observed in the factory. By giving training to employees, the productivity increases which affects the efficiency, productivity and profitability of the factory.
18. It is observed that the factory uses more traditional methods of performance appraisal.
19. It is observed that unstructured and Man-to-man comparison methods are used for operational workers and Grading and Ranking method is used for skilled employees, Field review method is used for employees in the cane development department and confidential report is used for 'A' grade employees in the factory.
20. There is no proper documentation available for any of the methods of performance appraisal. The performance appraisal is subjective and is not discussed in any way with the concerned employees.
21. Performance appraisal in the factory is conducted after 2 years in the case of operational workers and in case of 'A' grade employees; it is conducted after 3 years respectively.
22. It is observed that performance appraisal system improves the job performance and there is a need for performance appraisal system in the factory.

SUGGESTIONS

1. The main point is under staffing, as per standard staffing pattern committee, the staff is not adequate, so the management should increase the staff sufficiently to meet the requirement of the factory and to match the standard staffing pattern committee's recommendations.
2. Number of workers are employed on a seasonal basis. Permanent employees are less, so the management should consider the efficient and capable employees for permanent employment. This will give the employees' stability and will fetch good results for the factory.
3. If the age factor is considered, a majority of the employees are mature and experienced but young employees are less, so the management should inject young blood in the factory.
4. The educational qualification of the employees must be graduates for administrative work where as, for operational work; they must have experience in technical fields.
5. The scale of the employees must be paid fair and accurate. The factory should not adopt the wage board of Maharashtra sugar cooperative factories as the standard of living differs from state to state.
6. As the sugar industry is seasonal in nature, promotion to the workers is given mainly on the basis of tenure of their service i.e. seniority. Along with the seniority, if promotions are given on the basis of performance and efficiency, it will help to improve the morale of efficient employees.
7. The present recruitment and selection procedure adopted by the factory in respect of 'A' grade employees is suggested to be continued in the future also as it is found to be proper.
8. The Factory may recruit 'B' and 'C' grade employees on the basis of qualification, skill, and abilities of a person rather than personal acquaintance with directors and chairman.
9. For the purpose of external sources, advertisements in the local newspaper can be a good source in respect of blue-collar workers and clerical employees, technical employees and lower level administrative employees.
10. To acquire a 'right person for the right job', the factory may select every single candidate through interview. The interview should be well planned and there must be experts' committee for selection of the candidates.
11. Computer training programmes may be organized for the clerical staff. It is also suggested that the present training practice i.e. on the job training and inside the factory training should be continued in the future.
12. The duration of training should be 5 to 6 months so that the employees acquire the required skill and confidence to do their job and also to enhance the productivity of the workers.
13. The factory may also use off the job techniques so that employees will get the idea of operation and will be able to avoid the risks and uncertainties associated with the job.
14. It is suggested that factory must provide proper training to all employees to reduce the wastage of raw materials and to avoid the damaging of the equipments.
15. It is suggested that the language used (content for training) is simple so that the employees can grasp the facts easily.

16. The Factory should use both the methods of performance appraisal- traditional methods as well as modern methods.
17. The performance appraisal system should be applied for all types of employees.
18. The factory should maintain the documents about the performance appraisal.
19. The performance appraisal needs to be made known to the employees so that they come to know how their performance is evaluated.
20. The performance appraisal of the employees should be continued yearly so that the employees get an opportunity to improve their quality of work.
21. The factory should adopt the proper ways of performance appraisal. The employees must be given the proper reward for their performance to avoid the grievances and disputes.
22. It is suggested that the present performance appraisal system is fair and accurate. It should be continued in the future.

CONCLUSION

The peculiar feature of management of Co-operative organizations is that it has to combine judiciously, the principles of general management with the principle of cooperation. At times, an expert manager in the general lines fails to manage a cooperative organization effectively. Hence, the cooperative institutions need to develop managerial personnel of their own. Personnel management is the most virtual aspect of cooperative management. In India, one of the continuing problems faced by the cooperatives is the lack of qualified and competent personnel. It has been pointed out by various committees' cooperation and cooperatives administration that lack of suitable personnel and personnel policies are the perennial problem for the cooperatives. This is the main reason which makes many of the cooperatives dormant and defunct.

HRM has gained importance in the working of various types of organizations. Optimum use of present and future manpower is a crucial question, requiring considerable thinking and planning. Manpower development is essential not only for an individual's growth but also for the improvement of various institutions.

HRM refers to qualitative development of human beings so that the manpower in the country is more meaningfully used for economic development. Human Resource Development (HRD) is concerned with enriching the knowledge based, imbibing and development of skills and development of competencies among the people. It is true to say that when a person is born, he comes with one mouth, two hands and a brain. However, the importance of hands and brain would depend upon the development of the human resources through proper education, training and development. HRM is the process of human capital formation.

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