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CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	MEETING TODAY'S LEADERSHIP CHALLENGES IN A COMPLEX WORLD <i>IKECHUKWU NWOSU & NICK ANDERSON</i>	1
2.	DO FINANCIAL AND NON-FINANCIAL VARIABLES EXPLAIN THE DIFFERENCE BETWEEN THE COMPANIES' BOOK VALUE AND MARKET VALUE? <i>MOHAMMAD REZA ABDOLI, MANSOOR GARKAZ & ALI MIRAZAMI</i>	8
3.	THE IMPACT OF EDUCATION ON CONSUMER ACTIVISM IN NIGERIA <i>DR. ANTHONY .A. IJEWERE</i>	14
4.	FAMILY PLANNING PRACTICES IN ETHIOPIA WITH SPECIAL REFERENCE TO MEKELLE CITY <i>DR. PUJARI KRISHNAIAH</i>	18
5.	VALUE RELEVANCE OF ACCOUNTING INFORMATION AND STOCK MARKET VULNERABILITY - A STUDY ON LISTED COMPANIES IN DHAKA STOCK EXCHANGE <i>MUHAMMAD SHAHIN MIAH</i>	23
6.	EFFECT OF AUDITOR QUALITY ON EARNINGS MANAGEMENT IN COMPANIES LISTED ON TEHRAN SECURITIES EXCHANGE <i>DR. MANSOUR GARKAZ</i>	28
7.	HOW SAFE IS THE NIGERIAN CONSUMER <i>DR. ANTHONY .A. IJEWERE</i>	32
8.	AN IMPERIAL STUDY ON THE RELATIVE IMPACT OF FACTORS AFFECTING THE IMAGE OF A BANK <i>DR. DEEPAK GUPTA & DR. VIKRANT SINGH TOMAR</i>	35
9.	STUDY OF FACTORS PROPELLING THE GROWTH OF PRIVATE LABELS IN INDIA <i>SANDEEP PURI, HARSH DWIVEDI & BHAWANA SHARMA</i>	41
10.	SIGNIFICANCE OF CUSTOMER VALUE IN PURCHASE INTENTION IN BUILDING CUSTOMER EQUITY IN COMPETITIVE SCENARIO <i>BABEET GUPTA & DR. J. S. GREWAL</i>	45
11.	EGO-WHAT MAKES EGO OUR GREATEST ASSET <i>COL. (RETD.) DR. R.M. NAIDU</i>	49
12.	IMPACTS OF MICROFINANCE ON POVERTY ALLEVIATION AND THE EMPOWERMENT OF WOMEN WITH SPECIAL REFERENCE TO RURAL WOMEN EMPOWERMENT AND ENTREPRENEURSHIP DEVELOPMENT IN INDIA <i>ANIL KUMAR.B.KOTE & DR. P. M. HONNAKERI</i>	51
13.	GENDER DIFFERENCE IN OCCUPATIONAL STRESS AND COPING STRATEGIES AMONG MIDDLE LEVEL MANAGERS IN PRIVATE SECTOR ORGANIZATIONS <i>D. CHITRA & DR. V. MAHALAKSHMI</i>	55
14.	CUSTOMER VALUE OF HAIR CARE PRODUCT (WITH SPECIAL REFERENCE TO SHAMPOO) IN TIRUCHIRAPALLI DISTRICT <i>V P T DHEVIKA & DR. N SUBRAMANI</i>	59
15.	INVESTING IN GOLD: A FUTURE PERSPECTIVE (WHY AND HOW TO INVEST IN 'GOLD' WITH SPECIAL REFERENCE TO COMMON INVESTOR) <i>DR. RITU KOTHIWAL & ANKUR GOEL</i>	63
16.	CELEBRITY ENDORSEMENT: DOES IT MAKE ANY IMPACT ON CONSUMER BUYING BEHAVIOR? <i>SUBEER BANERJEE, DR. RICHA BANERJEE & DR. MANOJ PATWARDHAN</i>	67
17.	CREDIT ANALYSIS IN INDIAN BANKS: AN EMPIRICAL STUDY <i>DR. SUNITA JINDAL & AJAY KUMAR</i>	72
18.	ROLE OF SELF HELP GROUPS ON THE DEVELOPMENT OF WOMEN ENTREPRENEURS - A STUDY OF MYSORE DISTRICT, KARNATAKA STATE <i>SAVITHA.V & DR. H. RAJASHEKAR</i>	77
19.	A STUDY ON CUSTOMERS SATISFACTION OF SELECTED NATIONALISED BANKS WITH SPECIAL REFERENCE TO COIMBATORE CITY <i>M. PRAKASH & A. PRABHU</i>	81
20.	RETAILING BOOM: A CASE STUDY OF A TYPICAL SHOPPING MALL OF AURANGABAD CITY <i>AMOL MURGAJ</i>	86
21.	IMPACT OF MEDICAL TOURISM IN INDIA <i>MAULIK C. PRAJAPATI & VIPUL B. PATEL</i>	91
22.	A STUDY ON CUSTOMER BUYING BEHAVIOUR OF DTH SERVICES IN PALAYAMKOTTAI <i>T. SAMSON JOE DHINAKARAN</i>	96
23.	TARGET AND ACQUIRER'S FEATURES ANALYSIS IN VOLUNTARY AND FIAT DRIVEN MERGERS IN INDIAN BANKING SECTOR <i>DR. SAVITHA G.LAKKOL</i>	99
24.	A STUDY OF STRATEGIC HUMAN RESOURCE MANAGEMENT IN MANUGRAH <i>DEEPAI SAMBHAJIRAO KADAM.</i>	104
25.	REAL TIME OBSTACLES IN SUCCESSION PLANNING <i>MEHULKUMAR G. THAKKAR</i>	114
26.	CONTEMPORARY ISSUES IN STRATEGIC MANAGEMENT FOR BUSINESS <i>K. AMUTHA</i>	122
27.	ANALYSING THE SIGNALING EFFECTS ON ICICI BANK'S SHARE PRICE – EMPIRICAL STUDY <i>V. PRABAKARAN & D. LAKSHMI PRABHA</i>	126
28.	A PRAGMATIC EXPLORATION OF HRD CLIMATE PRACTICES IN STATE AND CENTRAL UNIVERSITIES <i>DR. PARVEZ ABDULLA, GAURAV SEHGAL & ASIF A. KHAN</i>	130
29.	EVALUATION OF THE COMPATIBILITY OF THE BANK GUARANTEES ISSUED BY THE JK BANK LTD. WITH LAW AND POLICY - A CASE STUDY OF THE JK BANK LTD. IN SRINAGAR <i>MOHD YASIN WAN & S. Z. AMANI</i>	140
30.	WAYS TO HIRE AND RETAIN GENERATION Y EMPLOYEES <i>DR. NITASHA KHATRI</i>	145
	REQUEST FOR FEEDBACK	148

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INTRODUCTION

REVIEW OF LITERATURE

NEED/IMPORTANCE OF THE STUDY

STATEMENT OF THE PROBLEM

OBJECTIVES

HYPOTHESES

RESEARCH METHODOLOGY

RESULTS & DISCUSSION

FINDINGS

RECOMMENDATIONS/SUGGESTIONS

CONCLUSIONS

SCOPE FOR FURTHER RESEARCH

ACKNOWLEDGMENTS

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APPENDIX/ANNEXURE

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 - Use (ed.) for one editor, and (ed.s) for multiple editors.
 - When listing two or more works by one author, use --- (20xx), such as after Kohl (1997), use --- (2001), etc, in chronologically ascending order.
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- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
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- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

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- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

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- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–22 June.

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- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

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A STUDY OF STRATEGIC HUMAN RESOURCE MANAGEMENT IN MANUGRAPH

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ABSTRACT

The research paper highlights "A Study of Strategic Human Resource Management in Manugraph". The field of HR is continually changing and expanding, and an HR professional must be able not only to manage change but also, to some extent, forecast it. A comprehensive HR strategy should be supported by HR system extending right down to the lowest cadres of employees. Absence of an HR strategy for the organization leads to a mixed bag of individual motivation or alienation, growth or regression. Effective implementation of strategy is possible only with motivated people. Two primary reasons for an efficient HR strategy are the certainty that change will occur, and the need for it to be directed in an or An organization has to identify appropriate ways to deal with these trends so that it can remain as competitive in the current and future situations. These trends reflect some significant concerns to be dealt by an organization through their HR strategy. In India, MANUGRAPH ranks as no.1 in the manufacturing and supply of web offset presses. With a whopping 70% market share, our presses are present in nearly all-major publication houses. With presses having speeds ranging from 35000 - 55000 copies per hour, we can meet their production needs efficiently. Customers count on us to give them a product of superior quality at the lowest cost of ownership. Technical expertise and unrelenting thrust towards continuous quality improvement are the principal strengths of MANUGRAPH. This research study covers the manufacturing area of Kolhapur district of Maharashtra state.

KEYWORDS

Effectiveness, Human Resource, Role, SHRM.

INTRODUCTION

The concept of strategy is central to understanding the process of strategic management. The term 'strategy' is derived from a Greek word strategies, which means generalship, also the concept of strategy has its applications from military connection, which means generalship i.e. the tactful direction of military force of defeat the enemy. Thus the world strategy relates to the military activities or the art of warfare. But presently the concept of strategy has become more significant in management. Strategy & strategic mgmt have emerged as a critical input to organizational success. They are the most powerful tools of an organization today, to face successfully the business uncertainties. Strategic management as a theory has helped to provide strong base to identify the variables operating in organizational context.

According to Alfred D. Chandler, strategy is the determination of basic long-term goal is & objective of an enterprise and the adaptation of courses of action & allocation of resources for carrying out these goals.

William F. Glueck is of the opinion that strategy is a unified, comprehensive & integrated plan designed to assure that the basic objectives of enterprise are achieved.

Strategic mgmt is the art & science for formulating, implementing & evaluating cross-functional decisions that will enable an objective to be achieved its objectives.

REVIEW OF LITERATURE

Dr. Suman Pathak, Dr. Vibhuti Tripathy, Udyog pragati (oct 2011) HR is most vital asset in any organization and managing it is the greatest challenge. Insurance co. are basically human intensive and HR act as undoubted differentiator. In India booming stage and growing rate of 15-20% together with banking services it contribute 7% Of countries GDP.

Dr. Amarnath Ananthanarajana. (2009) Bharati AXA General insurance Co. Ltd., regards its human capital as a key resource for achieving the goals and its commitment the company has initiated a HR policy under the name "Power of ideas" which involves collection, evaluation and implementation of ideas by the employees. This is mainly for save costs and improve the business performance. It is for employees to know that their suggestions are taken seriously and their suggestions can make a difference to the organization. Irrespective of position and department in organization one can achieve excellence through small things also. This is done through good HR practice by appointing a core team of 6 top executives to evaluate the ideas and rewards accordingly.

Vivekananda faculty member, IBS, Bengaluru, HRM Review -To a great extent, organization have started realizing that effect Induction program helps avoid confusion in mind of new hires and on other develop healthy working environment with known expectations. New people hired at different level for different in different branch size, level and fun in different branch size. Induction pro should be able to work with such origin realities of varying size, level and fun. It is an effect tool motivate new hires towards higher level of performance and create emotional bond with organization which should result in retention level. "The laborer is worthy of his hires" – Holy Bible

Dr. Chandan Kumar Shoo and Dr. Santhosh Tripathy, personnel today (April – June 2011) Due to economic turbulence, acute competition, pressure for increased productivity has led to need HR manager to adopt strategic approach. For this they focused on Motivation and Empowerment.

Y. Mohan Babu – U. B. Raju, A.V.S. Raj, Udyog Pragati July Sept 2010.-Performance measurement indicate that there is need for proactive measurement & safety issues are having impact on productivity, quality & environment & performance measurement system is adequate & there is need for having holistic approach toward OHS performance

Sattiraju veeravenkata Prasad. -Conflict between labor and management is inevitable because of their opposing interest. CB is preferred way of determining new work of rules at work place. It can be considered as means where both parties explore each other's problems and view point and develop a frame work to sustain mutual gains and also win-win sol.

SELECTION OF RESEARCH TOPICS

The nature of problems which would be addressed in the present study relates to a Study of strategic human resource management with special reference to Manugraph Company, which is located at Shirol MIDC, Kolhapur. The present study will highlight the impact of human resource practices adopted by the manugraph company. The organized manpower their work performance and the analysis of their opinions and attitudes towards the human resource practices are considered for the study. The proposed study is an attempt to highlight the study of implemented HR strategy and views about the implemented HR strategies.

The study has conducted in the period of 2009-10.

OBJECTIVES

The objective of the study will be as follows.

1. To evaluate the corporate strategy of Manugraph India, Ltd. Unit No. 1 Kolhapur.
2. To study the HR strategy of Manugraph India Ltd. Unit No. 1 Kolhapur.

3. To evaluate effect of HR strategies which are implemented at Manugraph India, Ltd. Unit No. 1 Kolhapur.
4. To suggest measures for the betterment of functioning at HR Dept. in Manugraph India, Ltd. Unit No. 1 Kolhapur.

RESEARCH METHODOLOGY

PRIMARY DATA

The sources of primary data were as follow;

SOURCE OF PRIMARY DATA

- Personal discussions
- Structured interview.
- Observation method.
- Questionnaire method.

SECONDARY DATA

When the researcher does not collect data originally for the research inquiry but uses data already collected and available in published or unpublished form then this data is called secondary data. Secondary data is not original in nature.

SOURCE OF SECONDARY DATA

For collecting the secondary data, the researcher had referred different literatures, books various journals, magazines, publications and through internet related to the HR policies and practices as well as memorandum of settlement between Manugraph India Ltd., and Manugraph Employees Association form the period 01.04.2007 to 31.05.2011.

SAMPLE DESIGN

The different levels of employees working in the organization were considered and taken into account for this task. The managerial level and workers were identified as a respondent by discussing, consulting with the concerned authorities in the organization as well as the experts and the persons who are in the field of management. Since the study related to the SHRM, the samples were drawn from both the categories i.e. managerial level and Non-Managerial level (workers).

The above study is conducted at Manugraph India, Ltd. Unit No. 1 Kolhapur. In order to fulfill the objective of study the survey is conducted. Total number of employees in the organization were 560 which includes 183 nonbargain able & 377 bargain able. Further it is decided to take up 25% of the total employee as a sample, for the present study.

Therefore the total size of the study was **140** employee.

TOOLS OF DATA COLLECTION

HR STRATEGY SCALE

The HR strategy scale was developed in a 5 point scale. These points were arranged in an ascending order from negative response to positive response. e.g. i) Strongly disagree ii) Disagree iii) Undecided iv) Agree v) Strongly Agree

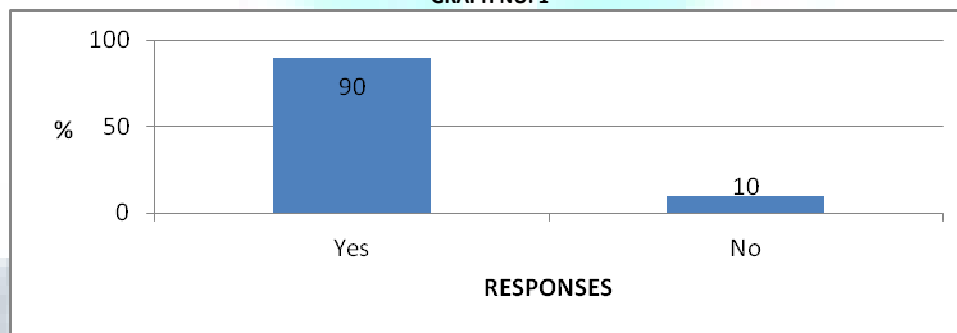
The questionnaire was be prepared on strategy. These statements were related to such important area of Human resource management like formulation & implementation of HR strategy, values of HR professionals, Development of HR practices, support of top management to HR activities, motivation of employees, leadership, delegation of authority, team spirit, and barriers of effective strategic HRM, performance appraisal, employee reward, and accountability of HR Department etc. This questionnaire was be administrated to senior executives of management.

DATA INTERPREATION

TABLE NO. – 1: OPINION ABOUT THE RECRUITMENT STRATEGY

Sr. No.	Responses	No. of Respondent	Percentage
1	Yes	126	90
2	No	14	10
Total		140	100

GRAPH NO. 1



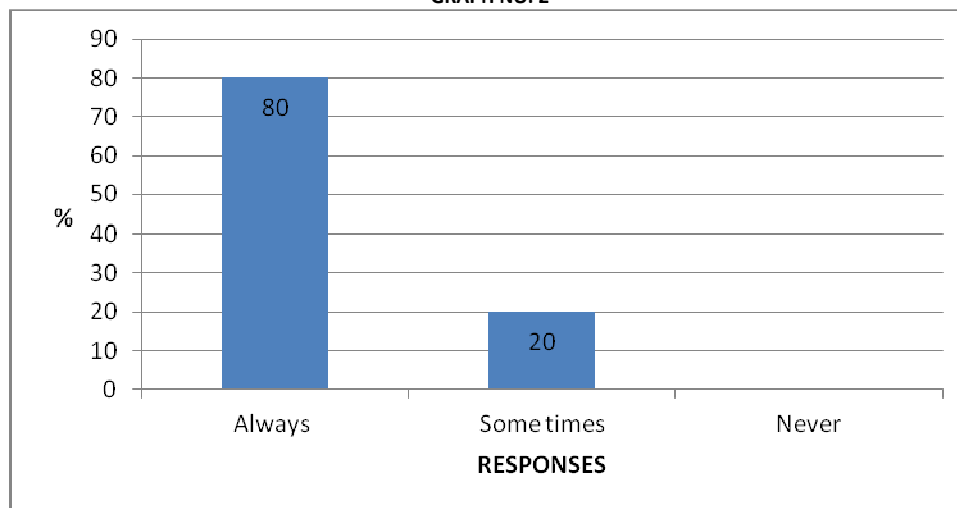
Source-survey

It is found that, the recruitment strategy of this company is overall good, i.e. they are using internal as well as external sources, i.e. employees referrals, consultancies, present temporary employee, permanent disabled employee, Trade union member etc, in all levels of management. As per the need, the company uses various sources, to fulfill their vacant post and the employee of the company is satisfied with this strategy, and they are happy with the techniques followed by the company.

TABLE NO. – 2: OPINION ABOUT THE SELECTION STRATEGY

Sr. No.	Responses	No. of Respondent	Percentage
1	Always	112	80
2	Some times	28	20
3	Never	0	0
Total		140	100

GRAPH NO. 2



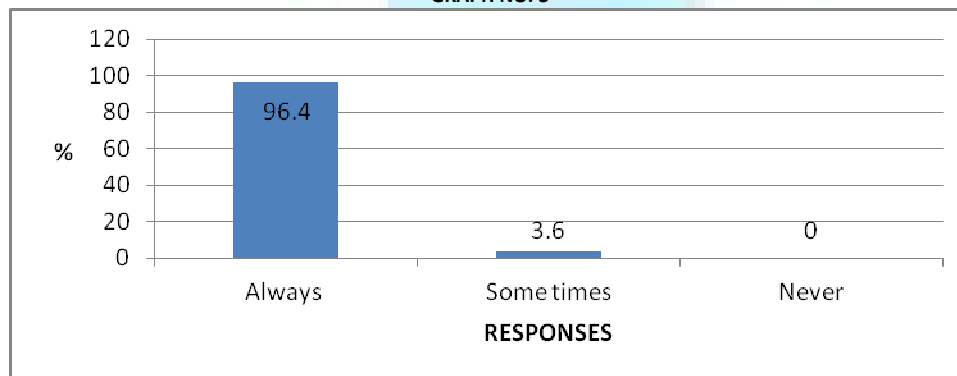
Source- Survey

The company uses exclusive selection process as per need and designation, i.e it includes Application blank, Preliminary interview, Test, Medical check up, Final interview, Appointment letter., Also company has selection panel, that include line manager, HR manager, (as per need).

TABLE NO. – 3: AVAILABILITY OF CAPABLE MANPOWER IN THE COMPANY

Sr. No.	Responses	No. of Respondent	Percentage
1	Always	135	96.4
2	Some times	5	3.6
3	Never	0	0
Total		140	100

GRAPH NO. 3



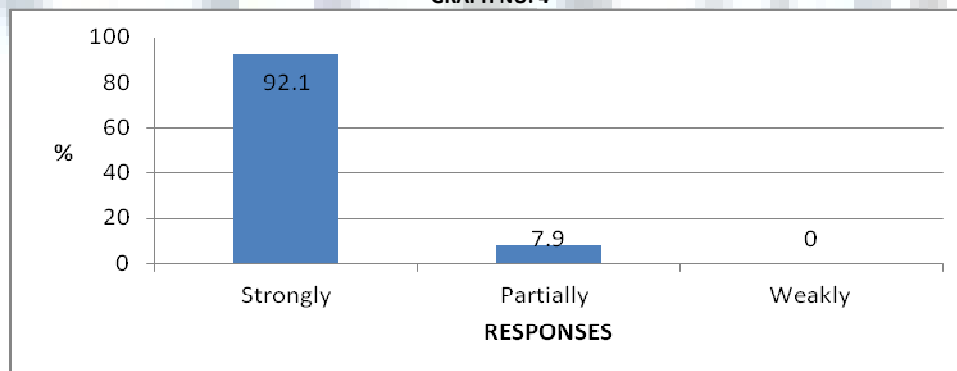
Source-Survey

It is found that available employees has that much potential to carry the organizational goal as per the external & internal environment, i.e market need, technological changes, management expectations related to productivity etc.

TABLE NO. – 4: EMPLOY SPECIFICATION MATCHES WITH ORIGINATION REQUIREMENT.

Sr. No.	Responses	No. of Respondent	Percentage
1	Strongly	129	92.1
2	Partially	11	7.9
3	Weakly	0	0
Total		140	100

GRAPH NO. 4



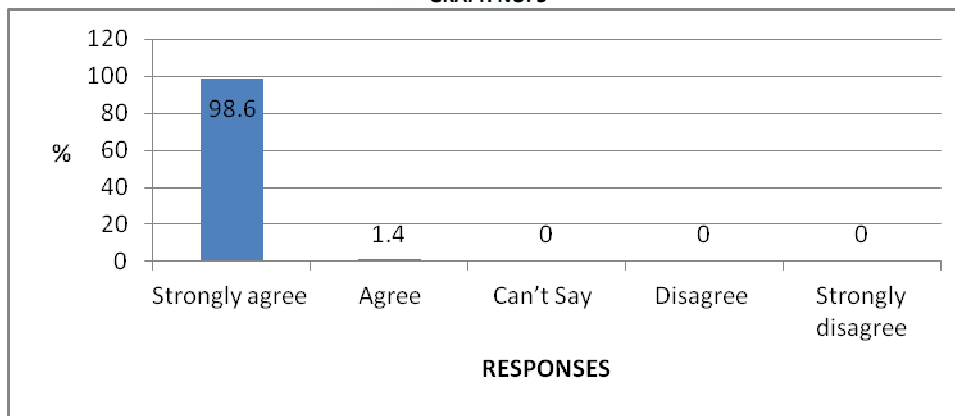
Source- Survey

The table shows that the selected employees and their qualifications are really matching with the company's requirement. The selected employees has caliber to carry out their responsibilities at their working place, i.e the manpower selected by the company are efficient & effective to fulfill the requirement.

TABLE NO. – 5: ROLE OF INDUCTION STRATEGY.

Sr. No.	Responses	No. of Respondent	Percentage	Mean	Mode	Range
1	Strongly agree	138	98.6	X=32	138	R=2.98
2	Agree	02	1.4			
3	Can't Say	0	0			
4	Disagree	0	0			
5	Strongly disagree	0	0			
Total		140	100			

GRAPH NO. 5



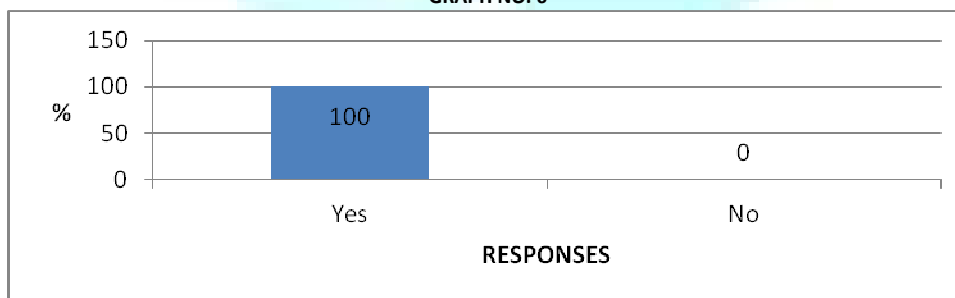
Source- Survey

Induction strategy has vital role in HR and it is provided by the management to fresher or new comer employee at the time of joining the company. Induction program includes the introduction of company, tradition, organizational & departmental goal, his duties, responsibilities and authority, his superior, subordinate etc. It helps to reduce the nervousness or burden of his mind, & feel familiar with the company. It makes best image behind the fresh employee.

TABLE NO. – 6: OPINION ABOUT USE OF TRAINING

Sr. No.	Responses	No. of Respondent	Percentage
1	Yes	140	100
2	No	0	0
Total		140	100

GRAPH NO. 6



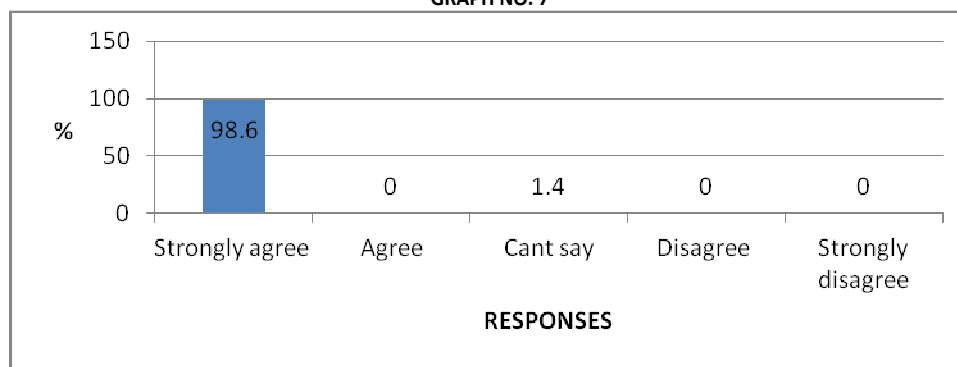
Source- Survey

It is found that all sampled employees are happy from the company's training strategy i.e external & internal training method, trainer, training manner, evaluation etc. Company provides technical training as per the need and training on soft skills like communication, personality development, managerial skill etc. This provided training helps employee to avoid obstacles at working place, also helps their personal life to survive in this competitive world.

TABLE NO. – 7: OPINION ABOUT THE TRAINING NEED IDENTIFICATION

Sr. No.	Responses	No. of Respondent	Percentage	Mean	Mode	Range
1	Strongly agree	138	98.6	X=32	138	2.98
2	Agree	0	0			
3	Cant say	2	1.4			
4	Disagree	0	0			
5	Strongly disagree	0	0			
Total		140	100			

GRAPH NO. 7



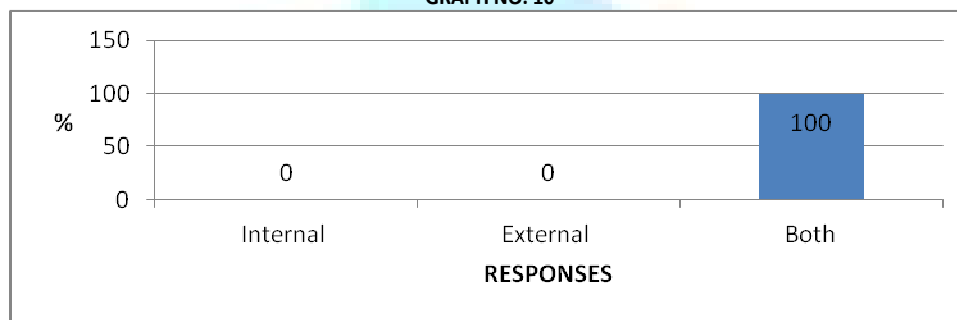
Source- Survey

Training need identification is done by the superiors of that employees, & employees are strongly agree about the training need identification of them is done properly and as per the need of internal & external environment. It helps to take exact training as per need & avoid problems, which come at working place.

TABLE NO. – 10: OPINION ABOUT THE TRAINING METHOD

Sr. No.	Responses	No. of Respondent	Percentage
1	Internal	0	0
2	External	0	0
3	Both	140	100
Total		140	100

GRAPH NO. 10



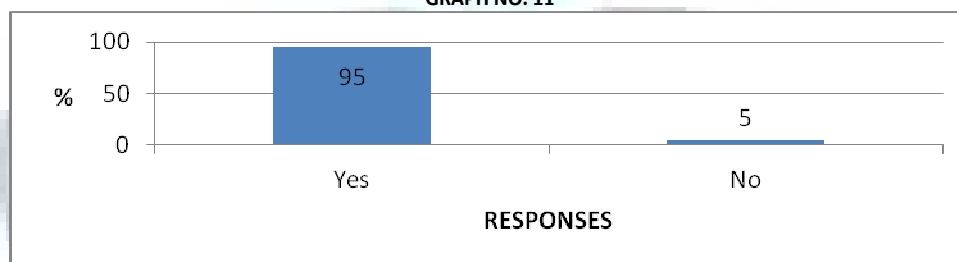
Source- Survey

It is found that the company is using internal & external methods, as per the need. Internal method i.e on the job include job rotation, job coaching, committee assignment also external method i.e off the job include lecture method, demo method, books, magazine etc. The sampled employees are satisfied from both the methods.

TABLE NO. – 11: OPINION ABOUT THE PERFORMANCE APPRAISAL STRATEGY

Sr. No.	Responses	No. of Respondent	Percentage
1	Yes	133	95
2	No	7	5
Total		140	100

GRAPH NO. 11



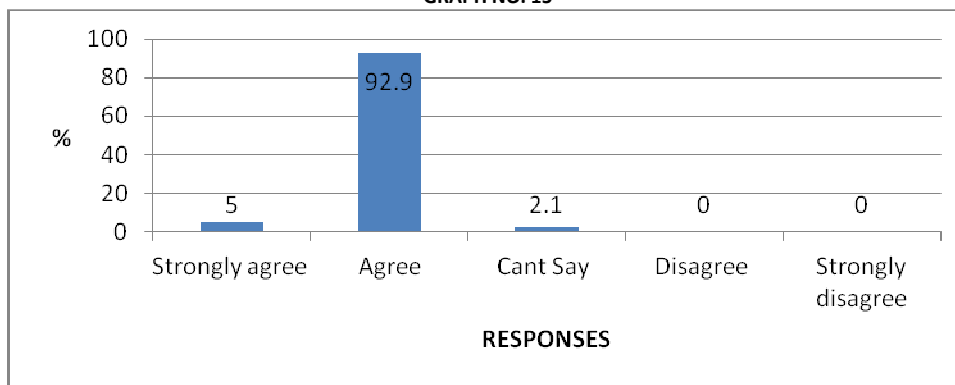
Source- Survey

This feedback is informed to the employee, & sampled employees are happy with this strategy, it will help them for further improvement at work place. Performance appraisal is done by some methods, that include several different parameters, some of that parameters are displayed & some of them are kept secret. But, finally that evaluated performance is shown or informed superior to subordinate.

TABLE NO. – 12: OPINION ABOUT THE COMPENSATION AS PER LAWS

Sr. No.	Responses	No. of Respondent	Percentage	Mean	Mode	Range
1	Strongly agree	7	5	X=32	130	3.97
2	Agree	130	92.9			
3	Cant Say	3	2.1			
4	Disagree	0	0			
5	Strongly disagree	0	0			
Total		140	100			

GRAPH NO. 15



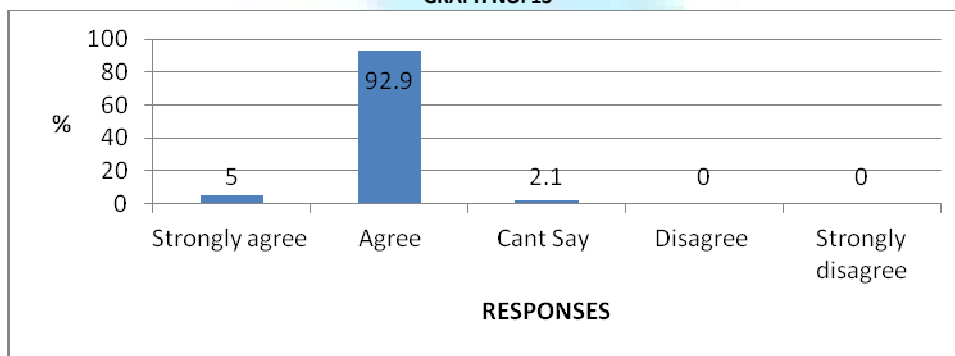
Source- Survey

Compensation includes job evaluation, wages, salary, incentive, fringe benefits, bonus, social security measures etc. Sampled employees are selected from different department, some of them are seniors, some are juniors. The company has provided possible & required compensation. It found that majority of employees are agree about the provided compensation, & some of them are strongly agree about them.

TABLE NO. – 13: OPINION ABOUT THE LAB OUR WELFARE FACILITIES

Sr. No.	Responses	No. of Respondent	Percentage	Mean	Mode	Range
1	Strongly agree	7	5	X=32	130	R=3.97
2	Agree	130	92.9			
3	Cant Say	3	2.1			
4	Disagree	0	0			
5	Strongly disagree	0	0			
Total		140	100			

GRAPH NO. 13



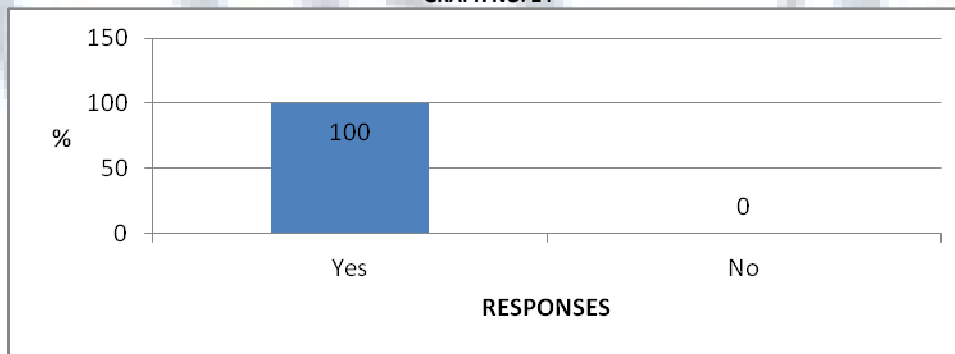
Source- Survey

Labour welfare facility includes washing facilities, canteen, first aid appliance, lunch room, clean water, Latrines etc, leave, HRA allowance, insurance, weekly off, uniform etc. The company was provided adequate facilities. Majority of employees are satisfied from this strategy. Facilities help to make more enthusiastic at work place & indirectly helps to increase satisfaction level of the employee.

TABLE NO. – 14: COMPANIES CARE ABOUT YOU

Sr. No.	Responses	No. of Respondent	Percentage
1	Yes	140	100
2	No	0	0
Total		140	100

GRAPH NO. 14



Source- Survey

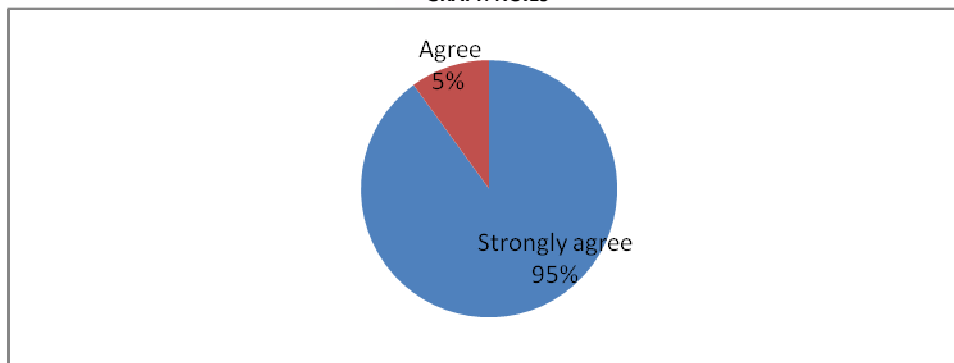
This opinion is collected from sampled employees, all i.e 100 % employees are highly satisfied from the overall environment i.e the availability of emergency provision in the company and care about their employee provided by facilities, health, safety measures etc. also the company has taken well care of their

employees by organizing medical camp, safety measures, healthy food, sound industrial relation etc. These factors help the employee to enjoy their work & complete their work & other responsibility.

TABLE NO. – 15: CELEBRATION OF SAFETY WEEK

Sr. No.	Responses	No. of Respondent	Percentage	Mean	Mode	Range
1	Strongly agree	133	95	X=32	133	7.94
2	Agree	7	5			
3	Cant say	0	0			
4	Disagree	0	0			
5	Strongly disagree	0	0			
Total		140	100			

GRAPH NO.15



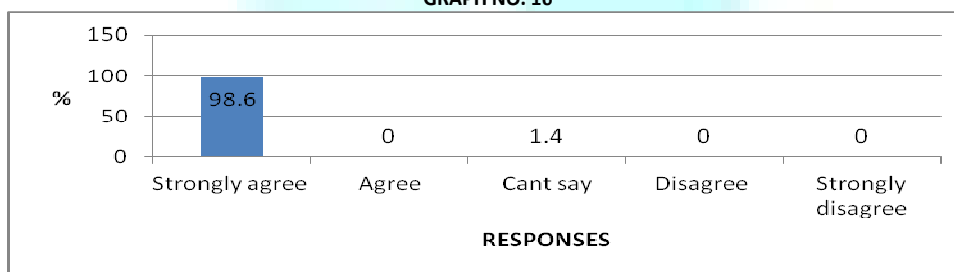
Source- Survey

The various activities are carried out during the safety week such as demo on fire fighting, safety training, slogans and poster competition, lectures on safety related aspects etc. Celebration of safety week is with the objective of creating safety awareness, enhance the safety knowledge based on the employee, reduce the unsafe working in the organization, to the maximum possible extent to know the importance of safety in human life. Also company provided equipments are good qualities.

TABLE NO. – 16: REVIEW OF SAFETY ASPECTS IN MEETINGS

Sr. No.	Responses	No. of Respondent	Percentage	Mean	Mode	Range
1	Strongly agree	138	98.6	X=32	138	R=2.98
2	Agree	0	0			
3	Cant say	2	1.4			
4	Disagree	0	0			
5	Strongly disagree	0	0			
Total		140	100			

GRAPH NO. 16



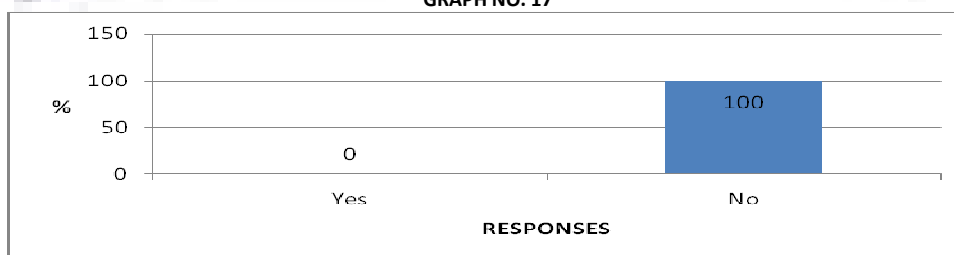
Source- Survey

All the matters related to safety aspects are discussed well for improvement purpose and to avoid major accidents etc. in future. The safety related aspects discussed in the meeting, such as causes of accidents, analysis of accidents, planning, implementation, and review of corrective actions, discussions on preventive actions, to study the new requirements of safety equipments, planning and review of safety audit etc.

TABLE NO. – 17: IMPLEMENTATION OF CAREER PLANNING & SUCCESSION PLANNING

Sr. No.	Responses	No. of Respondent	Percentage
1	Yes	0	0
2	No	140	100
Total		140	100

GRAPH NO. 17



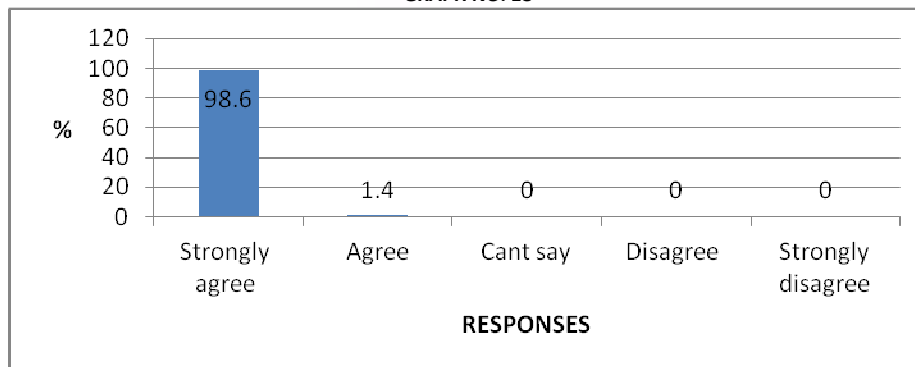
Source- Survey

It is found that, 100% respondents indicated that, there is no career planning & succession planning systems followed in the organization.

TABLE NO. –18: CONTRIBUTION OF HRM STRATEGIES FOR DEVELOPMENT OF COMPANY& EMPLOYEES

Sr. No.	Responses	No. of Respondent	Percentage	Mean	Mode	Range
1	Strongly agree	138	98.6	X=32	138	R=2.98
2	Agree	2	1.4			
3	Cant say	0	0			
4	Disagree	0	0			
5	Strongly disagree	0	0			
Total		140	100			

GRAPH NO. 18



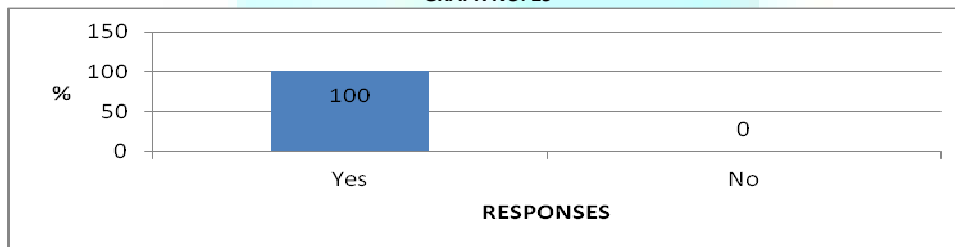
Source- Survey

A proper system is being followed in the organization for in-time execution of these strategies. This is mainly with the objective of smooth working in organization, to improve work efficiency and productivity, faith and positive Impact on the employees H.R. strategies adopted by the company such as death fund, leave bank, medical aid, quality life program, cultural and social activities, birth-day gifts, various loans to the employees, marriage gifts as well as all the facilities as per factory act. 1948 etc. This has also created the harmony, intimacy, and increase the motivation level of the employees.

TABLE NO. – 19: CULTURAL PROGRAMS

Sr. No.	Responses	No. of Respondent	Percentage
1	Yes	140	100
2	No	0	0
Total		140	100

GRAPH NO. 19



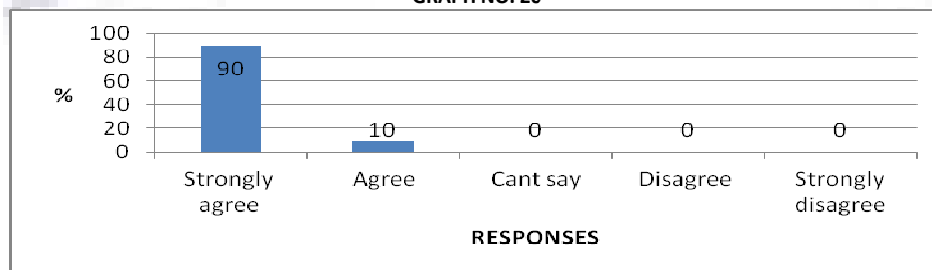
Source- Survey

This program helps to make & maintain familiar relation with the employee's families. Also family members knows, about his family member and where & which environment, he is working. It is observed that all 100% respondents show that, they are satisfied with organized cultural program followed in the organization.

TABLE NO. – 20: BENEFITS OF QUALITY LIFE PROGRAMS FOR THE EMPLOYEE

Sr. No.	Responses	No. of Respondent	Percentage	Mean	Mode	Range
1	Strongly agree	126	90	X=32	126	R=14.8
2	Agree	14	10			
3	Cant say	0	0			
4	Disagree	0	0			
5	Strongly disagree	0	0			
Total		140	100			

GRAPH NO. 20



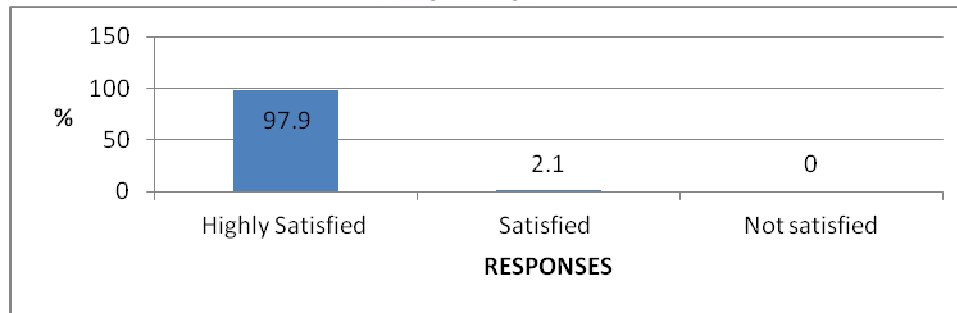
Source- Survey

The said table suggests about the "Quality Life Program" arranged for the employees & their family members, The various subjects were discussed related to social, cultural, financial, family problem, medical problem etc. in this program. The lectures, personal discussions, group discussions etc. were also conducted during this program me. Due to this type of social approach by the company which has helped to create the intimacy and belongingness towards the organization.

TABLE NO. – 21: QUALITY OF FOOD& RATES CHARGED

Sr. No.	Responses	No. of Respondent	Percentage
1	Highly Satisfied	137	97.9
2	Satisfied	3	2.1
3	Not satisfied	0	0
Total		140	100

GRAPH NO. 21



Source- Survey

The above table gives the information about the quality of food & rates provided & occurred by the company. It is observed that, almost all the respondents i.e. 97.9 % are highly satisfied with the quality of the food provided by the company to them. This is due to the fresh, healthy, nutritious, and hot food provided at the scheduled time to them.

FINDINGS

BASED ON DATA COLLECTED

RECRUITMENT

The recruitment strategy of this company is overall good, i.e. they are using internal as well as external sources, and the employee of the company is satisfied with this strategy, who uses various recruitment sources. i.e employees referrals, consultancies, present temporary employee, permanent disabled employee, Trade union member etc, in all levels of management. As per the need, the company uses various sources, to fulfill their vacant post.

SELECTION & PLACEMENT

- The company uses exclusive selection process as per need and designation, i.e it includes Application blank, Preliminary interview, Test, Medical checkup, Final interview, Appointment letter..., Also company has selection panel, that include line manager, HR manager, (as per need).

- It is found that available employees has that much potential to carry the organizational goal as per the external & internal environment, i.e market need, technological changes, management expectations related to productivity etc.

INDUCTION

- Induction strategy has vital role in HR and it is provided by the management to fresher or new comer employee at the time of joining the company. Induction program includes the introduction of company, tradition, organizational & departmental goal, his duties, responsibilities and authority, his superior, subordinate etc. It helps to reduce the nervousness or burden of his mind, & feel familiar with the company. It makes best image behind the fresh employee.

TRAINING

It is found that all sampled employees are happy from the company's training strategy i.e external & internal training method, trainer, training manner, evaluation etc. company is using internal & external methods, as per the need. Internal method i.e on the job include job rotation, job coaching, committee assignment also external method i.e off the job include lecture method, demo method, books, magazine etc. Company provides technical training as per the need and training on soft skills like communication, personality development, managerial skill etc. This provided training helps employee to avoid obstacles at working place, also helps their personal life to survive in this competitive world.

PERFORMANCE APPRAISAL

The performance appraisal system is transparent and sincerely implanted every year by observing the following ways-

Performance appraisal is a systematic evaluation of an employee, and this is done by the superior to subordinates. The form includes parameters of evaluations & as per the parameters. Evaluation is done. This evaluated feedback form is submitted towards HRM department. And as per the rating, evaluation is done & again rating is informed to the Head of each department. This feedback is informed to the employee, & sampled employees are happy with this strategy, it will help them for further improvement at work place.

COMPENSATION

-Sampled employees are selected from different department, some of them are seniors, some are juniors. The company has provided possible & required compensation. The provided facilities include Canteen, Traveling facility, Medical facility, Loan facility, Lab our welfare facility, Retirement benefit, & some other benefit etc. Company providing compensation as per the compensation Act 1948, Minimum wages act 1948.

HEALTH AND SAFETY

-Health is an vital factor, some of the related activities; Employees are highly satisfied with the quality of the food provided by the company to them. This is due to the fresh healthy, nutritious, and hot food provided at the scheduled time to them, also the rate charges for the food is very reasonable and economical from their point of view.

-Majority of employees agreed that, Company has taken well care of their employee by providing essential facilities , also company has its first aid appliance, also company has its own ambulance if any emergency occurs, also company has provisions of ambulance at the time of emergency.

- The various activities are carried out during the safety week such as demo on fire fighting, safety training, slogans and poster competition, lectures on safety related aspects etc Celebration of safety week is with the objective of creating of safety awareness, enhance the safety knowledge base of the employee, reduce the unsafe working in the organization, to the maximum possible extent to know the importance of safety in human life.

CAREER PLANNING

-There is no career planning & succession planning systems followed in the organization. The company is facing some of the problems due to this like, smooth functioning in some critical functional areas, internal mobility (Transfers, Job rotation, deputation etc.) cannot be implemented smoothly and easily. It creates a problematic situation in case of sudden external mobility also.

OTHER

-The HR Strategies are playing a vital role in overall development of organization as well as development of employees, by implementing various innovative strategies. A proper system is being followed in the organization for in-time execution of these strategies.

-The employees of all the levels are involved in respondents are always involved in the decision making and improvement project related to productivity, efficiency, safety, health etc. & some respondents are involved on need basis in decision making process.

-The "Quality Life Program" arranged for the employees & their family members, The various subjects were discussed related to social, cultural, financial, family problem, medical problem etc. in this program. Due to this type of social approach by the company which has helped to create the intimacy and belongingness towards the organization.

FINDING BASED ON PERSONAL DISCUSSION AND OBSERVATION

-For attracting talented and efficient HR toward company, company provides better facility with healthy and proper work environment, conducive for discipline and productivity, also taking care of their employees by implementing fair and adequate HR practices like- Recruitment, Selection, Placement, Induction, Training, Performance Appraisal, Health and Safety, Compensation, Motivation, Leadership etc

-Reducing labour turnover compare to last year, they are thinking over feedback received from employee's interview, and improving various HR practices respectively. Also respondent told that there is no any affect of competitors SHRM on their SHRM, and there is integration of corporate social responsibility is important at the firm's strategic management level.

-HR departments today's goals

-HR should contribute to organizational goal e.g- No.1 world in printing. For which it has to play a strategic role and the role of mentor,. HR develops and establishes culture in company.

-Targets in next 2-3 years-

Reduction in non value added activity, conduct more orientation program, significant and sizable contribution in corporate, social responsibility, use the most technology etc.

-Integration of HR with other function-Vigorous and continuous as well as transparent communication, involvement of people in various functions, public committees, projects etc.

SUGGESTIONS

-The company should kindly consider to modify the present rest room for workers by providing the additional facilities like furniture, and some other entertainment things like T.V., Radio and A.C . etc.

-Review of performance appraisal activity should be taken periodically (Two times in a year). This will help to strengthen as well as become a more meaningful and realistic system than the present performance appraisal system which is followed on yearly basis

-Career planning and development- This can be implemented through declaring the career path of an individual (For every three years), which will be the motivational factor and a best strategy to retain the employees.

-Succession planning- This concept is not in existence and there is good scope to introduce the same through HR policies. This will also help to employee and organization for its smooth functioning. This will also take care of, in case there is sudden external mobility as well as internal mobility i.e. promotions, job rotations, transfers of the employee.

-The company may think to increase the amount of financial aid towards the higher education by submitting a separate proposal to the top management. Considering the present reality of heavy expenses required for higher education, **HRM** dept. to convince the management and should try to increase the financial aid towards the higher education.

-The facilities provided as well as the bonus and incentive amount should be paid according to the category of the employees, i.e. differentiation should be made such as management staff .supervisory staff, workers etc.

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