A COMPARATIVE STUDY ON HUMAN RESOURCE PRACTICES WITH SPECIAL REFERENCE TO SHASUN PHARMACEUTICAL LIMITED AND TANFAC INDUSTRIES LIMITED, CUDDALORE

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ABSTRACT

The present research article envisages that the human resource practices practiced in pharmaceutical and chemical industries in Cuddalore have been studied and analyzed with the perception of employees working there. The factors chosen by the researcher are after revealing most of the studies in this field, such as acquisition, training and development, compensation, industrial relations, and integration. The major objective of the study is to analyze the factors influencing human resource practices comparatively in SHASUN Pharmaceutical Limited and TANFAC Industries Limited; to analyze the employees’ perception towards HR practices based on designation of the employees of SHASUN Pharmaceutical Limited and TANFAC Industries Limited; and to examine the impact of the independent variables of the dependent variables of HR practices identified for the study. The present research paper will implicate the policy makers and academicians to foot forth the HR practices in pharmaceutical and chemical industries in a new angle if the suggestions of the study are considered.

Keywords: HR Practices, Chemical and Pharmaceutical; Acquisition, Training and Development, Compensation, Industrial Relations, and Integration

INTRODUCTION

Human Resource Practices is a new way of thinking about how people should be managed as employees in a workplace. Supporters of HRM have been presented as having a role to play in both the pharmaceutical and chemical industrial units. In the pharmaceutical industrial unit, the employer should manage the human resource well with enough safety measures and welfare activities to run successfully in the organisation, and then ultimately the business will succeed. The company may increase slowly where performance is better or it may become rapidly got profit where HR performance is strong. The chemical industrial unit, likewise, has an interest in effective management of employees, and standards and quality of chemical industrial unit productions are highly dependent on employee's proper scientific recruitment and selection, motivation, skills, and training and development wage and
salary, union participation. But there are disparities among the employees’ categories like administrative staffs, technical staffs and workers working in the chemical and pharmaceuticals. Despite, these two industrial units are one and the same as chemical industrial units. The researcher is hypothesized among these two industrial units having differences in practicing HRM. HRM, therefore, is about effective management of different category of employees’ relationship and applies to management activity in chemical and pharmaceuticals organizational settings, even poor safety measures, inadequate welfare activities and difficult uncontrollable HRM factors. The importance of human resource management has increased these days because management can achieve the organizational objectives only with the cooperation of the people working in the organization. Without the efficient use of human resources, management can never accomplish organizational objectives. Therefore, creating and maintaining a motivated workforce is the central responsibility of management everywhere.

STATEMENT OF THE PROBLEM

Employees are the most important assets for any organization. So the organization must ensure that the right person is hired for the right position at the right time and they should train and develop properly to accomplish their job activities effectively. Now the organization culture is rapidly changing with some new characteristics. Now employees work in a friendly and positive environment, their performance is highly recognized by the management, they are motivated with different types of non-monetary incentives; In fact non-monetary incentives work better than monetary incentives to motivate the employees. The gap between the top-level management and the employees is diminishing day by day and work is becoming more team oriented with all levels of employees from different functional departments of the organization. Besides, technology is also playing an important role in changing the organization culture by eliminating the distance and time difference.

Comparing the HR Practices in two industrial units in the Cuddalore SIPCOT haw far differ from each. It will help to identify the differentiation among these industrial units as well as the HR departments to manage their manpower effectively. For effective human resource planning of select (Shasun and TANFAC) HR practices can introduce the identified methods for labour demand forecasting and determining the labour supply. They can develop an application form for all the candidates who want to apply. During the selection procedure they should go for background checking of candidates and give some job oriented problems to examine their reasoning ability. Job analysis should be done after a specific time period which will help to explore new skills, abilities and knowledge required for the jobs. The HR department can arrange periodical training programs to make the employees skills update. Besides they should also introduce job enlargement, enrichment, rotation, team work to develop the skills and abilities of the employees. The management must appreciate the performance of the employees. Recognition, praise, and adding responsibilities all work as motivators for the employees. They can give salary increments to the employees based on their improved performance. There should be 360-degree feedback system for performance appraisal. For this process different people who are related with the employees such as suppliers, customers, peers, etc. evaluate their performance and the performance feedback should be provided to the employees on a regular basis. All the aspects of human resources should be maintained in the employee database to reduce the manual file work and data redundancy in order to make the employee information system cost effective. These above future steps are not been practiced in the said industrial units at present during the study period of the study.

These circumstances have been derived from many conferences and verbatim of HR initiatives and research forum have given the issues and challenges faced by the pharmaceutical industrial units. An organisation’s growth is dependent on the strength of its employees. The first step in developing a strong employee base in an organisation starts with identifying and recruiting the correct human resources. An organisation must have an eye to pick the right candidates from the market, sift out the less-than-optimum candidates, based on qualification, technical and soft skills. These criteria will greatly reduce the time gap between screening and appointment. However, it does not end there. The on-going goals for human resources are talent development, employee retention and conflict management. These form the core of human resource development.

Human resources must not be selected using ‘one approach fits all companies’ formula. An ideal mix of technical and managerial skills specific for each role makes for a good candidate able to do justice to his role in an organisation. The attrition rate in the pharma industry is 20 per cent (Gupta 2012). This can be reduced by providing a positive atmosphere to its employees in terms of supportive culture, training programmes, a policy in place for conflict management and adequate ‘rewards and recognition’ programme is crucial to employee retention, which in turn, contributes to the company’s growth. In the year 2012, salary hike has 13.3 per cent for the Indian pharma industry. It leads to create the responsibility of an organisation. It results that most of the organisations in pharmaceuticals units has not been increasing the salary and the incentives to the fellow workers. Only 35 per cent of India’s population can avail of the benefits of healthcare. The goal for year 2020 is making good quality medicines available to the Indian public at low cost. And this is only possible for when there is highly talented manpower capable of drug R&D. And providing an education capable of producing such students is the first step in doing so and the goal. Therefore, the researcher decided to study entitled as “A Comparative Study On Human Resource Practices With Special Reference To Shasun Pharmaceutical Limited And TANFAC Industries Limited, Cuddalore”.

NEED FOR THE STUDY

There are very few studies conducted in the area of human resources practices in full-fledged and more factors related to the HR practices. Most of these studies are on HRD practices in manufacturing and service sector of private and public. The present study focuses on investigating the impact of human resources practices in highly hazard oriented pharmaceutical industrial densities of Cuddalore. This zone is likely to be considered as next ‘Bhopal’ and how the employees perceived the whole HR practices here. The researcher has revealed and found many inconvenient are prevailed in Cuddalore industrial estate (SIPCOT) even the more health hazard existed. In this juncture, the need for the study from the previous studies and articles has been taken into account for the benefit of the stakeholders of pharmaceutical industries. Hence the researcher and the consent of the research supervisor have made an attempt to study on “HR practice in pharmaceutical industries in Cuddalore” is determined. After revealing more factors of the previous studies researcher found the gap as a comparative study on the HR practices in pharmaceutical industries has been identified. In that context the whole study has been resulted in what extent the employees of the both Shasun and TANFAC pharmaceutical industries are perceived the HR practices there.

OBJECTIVE OF THE STUDY

1. To analyze the factors influencing on human resource practices comparatively in Shasun Pharmaceutical Limited and TANFAC Industries Limited.
2. To analyze the employees’ perception towards HR practices based on designation of the employees of Shasun Pharmaceutical Limited and TANFAC Industries Limited.
3. To examine the impact of the independent variables of the dependent variables of HR practices identified for the study.

Hypotheses of the study

Null hypotheses

- There is no significant difference between the organizations, in respect of their HR Practices. (t-test)
- There is no significant difference among the three category of employees perception pertaining to identified factors of HRM practices practiced in the select organisation of the study (ANOVA)
- There is no significant variation in the HR practices based on designation of the employees and select Pharmaceutical industrial units employees combined together as their perception (Two way ANOVA)
- There is no impact of the independent variables on the dependent variables of the factors of the HR practices in the select pharmaceutical industrial units in Cuddalore. (Multiple Regression)

METHODOLOGY

The present study is descriptive in nature with qualitative data collected by using questionnaires. “A research design is the arrangement of the data to analyse the perception of the individual employees working in the organisation to identify the said problem”. Data collections through the questionnaire have been done as primary. The secondary data were collected through the Published Books, Journals, Magazines and Websites like of selected chemical and pharmaceutical industrial units, Government website, and other websites are also searched to find the data relating to the study.

Sampling:

The validity of the survey depends on the technique adopted in sampling. The researcher adopted proportionate stratified random sampling method for the collection of data.

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Category of Respondents</th>
<th>SHASUN</th>
<th>TANFAC</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Administrative Staff</td>
<td>58</td>
<td>260</td>
<td>318</td>
</tr>
<tr>
<td></td>
<td>(officers &amp; Staff)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Technical staffs</td>
<td>73</td>
<td>81</td>
<td>154</td>
</tr>
<tr>
<td>3</td>
<td>Workers</td>
<td>43</td>
<td>250</td>
<td>293</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>174</td>
<td>591</td>
<td>765</td>
</tr>
</tbody>
</table>

Source: State Industries Promotion Corporation of Tamil Nadu Ltd (SIPCOT)19-A, Rukmani Lakshmipathy Road, Egmore, Chennai - 600 008.

Sample size:

Sample size was decided as per proportionate stratified random sampling method (292 respondents) (refer sample stratification table). After the compilation of questionnaires from the respondents that has been resized due to errors identified on 17 respondents’ questionnaires. Therefore, the researcher has been identified only 275 respondents for the present study. These respondents are categorized in to three from selected chemical and pharmaceutical industrial units in Cuddalore.
Sample Stratification

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Category of respondents</th>
<th>SHAS UN (a)</th>
<th>Proportion of total employees (a)</th>
<th>Sample (a)</th>
<th>TANF AC (b)</th>
<th>Proportion of total employees (b)</th>
<th>Sample (b)</th>
<th>Total sample (a)+(b)</th>
<th>Sample error</th>
<th>Total (c)</th>
<th>Proportion of the total employees</th>
<th>Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Administrative staff (officers &amp; staff)</td>
<td>58</td>
<td>33.33</td>
<td>19</td>
<td>260</td>
<td>43.99</td>
<td>114</td>
<td>134</td>
<td>2</td>
<td>318</td>
<td>41.6</td>
<td>132</td>
</tr>
<tr>
<td>2</td>
<td>Technical staffs</td>
<td>73</td>
<td>41.95</td>
<td>31</td>
<td>81</td>
<td>13.71</td>
<td>11</td>
<td>42</td>
<td>11</td>
<td>154</td>
<td>20.1</td>
<td>31</td>
</tr>
<tr>
<td>3</td>
<td>Workers</td>
<td>43</td>
<td>24.71</td>
<td>11</td>
<td>250</td>
<td>42.30</td>
<td>106</td>
<td>116</td>
<td>4</td>
<td>293</td>
<td>38.3</td>
<td>112</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>174</td>
<td>100</td>
<td>61</td>
<td>591</td>
<td>100</td>
<td>231</td>
<td>292</td>
<td>17</td>
<td>765</td>
<td>100</td>
<td>275</td>
</tr>
</tbody>
</table>

**Questionnaire:**
To get the information from the selected respondents as well structured questionnaire was designed in consultation with the guide. The questionnaire was containing questions relating to personal data and analytical data.

**FRAME WORK OF ANALYSIS:**
Simple percentage method was used to determine the perception of employees relating to the HR practices followed by the organisation. To find out the level of perception among the respondents for identified factors need statistical test has been applied, such as t-test, ANOVA one way and two way, and multiple regression analysis.

**Findings**

**Demographical variables findings**
1. Majority of the respondents are male (78.2%); at the age of up to 30 (65.5%); educational standards of Diploma/ITI (58.2%); services of up to 10 years (73.8%); salary per month of Below Rs. 20,000 (93.5%); and married as (86.9%).

**A COMPARATIVE ANALYSIS: HUMAN RESOURCE PRACTICES**
- HR planning is more strongly agreed by the SHASUN employees (26.72%) than the TANFAC employees (22.95%). Therefore, 46 percentage of the employees are agreed the statements of HR planning.
- Job analysis is more strongly agreed by the SHASUN employees (15.12%) than the TANFAC employees (14.03%).
- Recruitment is more strongly agreed by the SHASUN employees (13.94%) than the TANFAC employees (13.08%).
- Selection process is more strongly agreed by the TANFAC employees (13.8%) than the SHASUN employees (13%).
- Placement is more strongly agreed by the TANFAC employees (13.9%) than the SHASUN employees (13%).
- Orientation is more strongly agreed by the TANFAC employees (22.7%) than the SHASUN employees (23.5%).
- Majority of them are strongly agreed with the statements of induction by the SHASUN and TANFAC is ranged from 24.7 per cent to 33 percent.
- Majority of them are strongly agreed with the statements of promotion and transfer by the SHASUN and TANFAC is ranged from 30 per cent to 39 percent.
- Majority of them are strongly disagreed with the statements of executive development by the SHASUN and TANFAC is ranged from 27 per cent to 46 percent.
- Management development is more strongly agreed by the TANFAC employees (28.1%) than the SHASUN employees (23.3%).
- Organizational development is more strongly agreed by the TANFAC employees (24.4%) than the SHASUN employees (21.6%).
- Wage and salary administration is more strongly agreed by the SHASUN employees (25.1%) than the TANFAC employees (21.4%).
- Incentives and perquisites is more strongly agreed by the SHASUN employees (23.9%) than the TANFAC employees (23.2%).
- Performance appraisal is more strongly agreed by the TANFAC employees (20.9%) than the SHASUN employees (15.1%).
- Organizational behavior management is more strongly agreed by the TANFAC employees (23.5%) than the SHASUN employees (22%).
- Grievance redressal is more strongly agreed by the TANFAC employees (27.7%) than the SHASUN employees (16.9%).
- Trade union is more strongly agreed by the TANFAC employees (20.7%) than the SHASUN employees (15.8%).
- Working conditions is more strongly agreed by the TANFAC employees (24.4%) than the SHASUN employees (23.3%).
- Motivation is more strongly agreed by the SHASUN employees (26.35%) than the TANFAC employees (25.23%).
Labour welfare a facility is more strongly agreed by the SHASUN employees (23.81%) than TANFAC the employees (20.94%).

Workers’ participation in management is more strongly agreed by the TANFAC employees (25.5%) than the SHASUN employees (15.9%).

HR practice of the select organization is averagely better as per the respondents’ perception. Despite, job analysis, recruitment, selection and placement practices are practiced poor in responses during the study period. Therefore the acquisition of the organizations is to be improved as per the opinion of the respondents agreed with the respective statements. The promotion and transfer of the employees among the organization is highly in a satisfactory level of higher opinion.

The compensation, performance appraisal, industrial relations and the integrations are opined as agreed the statements. It denotes that among the HR practices factors, other than the acquisition and training and development are practiced well both the organization selected for the study during the study period.

The designation, age and length of services of the employees are significantly varied with the HR practices practiced in the select Pharmaceutical industrial units of the study. At the same time educational standards and monthly salary of the employees are not varied significantly combined with two Pharmaceutical industrial units towards the HR practices were practiced there. However, length of services and the designations are much effect on determining the HR practices than other demographic characteristics of the respondents.

SUGGESTIONS

- HR planning can be improved to perform the organizational efforts, objectives and accomplishments.
- The job analyses have to revamp from the existing system for the betterment of the productivity of the organization.
- Recruitment practices have to give a face-lift from its structure and methods for identifying right man for the right job.
- Selection process has to refurbish towards to identify and hire those with a greater likelihood of success in a job.
- Placement process has to modify in a 360 degree of analysis while placing a individual in a position. While introducing the job to the new employees, an effort should be made to develop a sense of loyalty and cooperation in him so that he may realize his responsibility better towards the job and the organization, and the placement in the initial period may be temporary as changes are likely after the completion of training.
- Training and development of the organizations are expressed as ‘there is poor in executive development but the management and organizational development are better. Thus the management should concentrate on the executive development; it will lead to improve the organizational development further.
- Both the units need to forecast the future requirements of human resource as per the assessment of surplus and shortage. Therefore, the HR policy and supply of man power is not highly bothering and impact the HR planning process than the forecasting of future requirements and assessment of surplus and shortage.
- Both the units have to keenly analyze the educations and experiences of the proposed and existing employees as per the information provided to a particular job. Therefore, the enduring individual attributes that influence the capacities and workers can develop - abilities, occupational values and interests, and work styles is not highly impact the job analyzing process than the education and experiences.
- Both the units have to spend more to identify a appropriate personnel that will make a quality of and validate of employees. Therefore, the structured recruitment system and interviewing method will not help always to identify a right person for the right job than the demand and cost determination of a particular job.
- Both the units have to conduct the preliminary interviews and various types of testing method to evaluate the proposed employees skills and efficiencies regarding the job necessities. Despite, the employees felt that the selection process has not satisfied when after the final decision has been made out of applicants who have passed preliminary interviews, tests, final interviews and reference checks because of known and unknown persons disparities generally prevailed at the time of selection.
- Both the units have to perceive the employees attributes relating to the working conditions and job nature with evaluating their real efficiency. Therefore, the placement process of the pharmaceutical industrial units are to follow the above said procedures due to all are got more or less equal importance as per the respondents opinion.
- Both the units are needed to monitor the employees with supervisor to orient the new employee. Therefore, the orientation processes towards new employees have to follow the above ideas importantly perceived by the respondents.
- Both the units need to conduct the induction training programme to the new comers. Therefore, the importance of the induction training will reduce the disputes and increase the morale of the employees due to the relationship of the employees promulgated since induction.
- Both the units need to follow the procedure of promotions and transfers as per the industrial Labour Law and considering their discipline and past performances with the purview of rules and regulations. Therefore, the all the variables of the transfer and promotions are importance.
Both the units need to appoint the programmers to perceive them to equip them. Therefore, the increasing proficiency management technique is not highly impacts the executive development process than the well conceived programmers arranged for the executive development.

Both the units have to identify the changing activities for the betterment of the organizational development. Therefore, the HR activities have to promote the creation of trust with employees that will create the acceptance towards changes for the organisational development.

Both the units have to correct the pay anomalies to attract the personnel and retain their services regarding organizational achievements. Therefore, the satisfaction of employees is bound on rational salary and other allowances as per the norms with proper administration will reduce the incidence of quitting and grievances.

Both the units have to commit the employees by providing incentives and perquisites to improve the performance. Therefore, the employees are encouraged to participate.

Both the units have to continue the performance appraisal systems as prevailed there. Therefore, the organization should use the performance appraisal results in action.

Both the units need to take efforts to reduce the emotional imbalances of employees and make them together to participate in festival and other cultural contests it will improve their harmonious industrial relations. Therefore, the organizations have to give more importance to rationally accepting the collective bargaining and demands of the employees that also will assure the industrial relations.

Both the units have to take the decision to terminate an employee’s service without any bias. Therefore, the management should believe to rectify the problems of every employee by means of counseling.

Trade unions have to think about the employees’ future they should not indulge them into the enforcement on the political impediments. Therefore, both the management and the unions are to decide the employees’ welfare as a mandatory then other thing will remains constant.

Both the units should give such an assurance to provide better working conditions with job security and safety.

Both the units need to provide such recognition to honor the performance of the employees through the delegating the responsibilities with proper authoritarians.

Both the units need to satisfy with the canteen facility provided by the industry and housing facilities.

Both the units have to allow the employees participations in the managerial decision making. Workers participation management will promote the organization objectives.

HR practices of the select pharmaceutical industrial units are practiced for the purpose of management development with the help of motivational activities. Therefore, a better HR practices can be done through only by means of best motivation wherever exists a better management development.

**MANAGERIAL IMPLICATIONS**

From the present research the researcher has acquired knowhow of HR Practices. It is highly different from other type of organizations to pharmaceutical/chemical industries. The researcher implicated that the problems and issues in HR practices is everywhere; it has to be identified and rectified soon; proper system follow up will help the administration to manage the human resources. At the same time updating of existing system is very essential to survive of many things in the HR practices. Therefore, employer should provide equal consideration to employees performance reciprocally that will minimize all sort of problems.

**CONCLUSION**

The HR practice of the select organization is averagely better as per the respondents’ perception. Despite, job analysis, recruitment, selection and placement practices are practiced poor in responses during the study period. Therefore the acquisition of the organizations is to be improved as per the opinion of the respondents agreed with the respective statements. The promotion and transfer of the employees among the organization is highly in a satisfactory level of higher opinion. Training and development of the organizations are expressed as ‘there is poor in executive development but the management and organizational development are better. Thus the management should concentrate on the executive development; it will lead to improve the organizational development further. The compensation, performance appraisal, industrial relations and the integrations are opined as agreed the statements. It denotes that among the HR practices factors, other than the acquisition and training and development are practiced well both the organization selected for the study during the study period. HR practices of the select pharmaceutical industrial units are practiced for the purpose of management development with the help of motivational activities. Therefore, a better HR practices can be done through only by means of best motivation wherever exists a better management development.

Both the units need to forecast the future requirements of human resource as per the assessment of surplus and shortage. They need to keenly analyze the educations and experiences of the proposed and existing employees as per the information provided to a particular job. They have to spend more to identify a appropriate personnel that will make a quality of and validate of employees; and to conduct the preliminary interviews and various types of testing method to evaluate the proposed employees skills and efficiencies regarding the job necessities; to perceive the employees attributes relating to the working conditions and job nature with evaluating
their real efficiency; to monitor the employees with supervisor to orient the new employee. Therefore, the orientation processes towards new employees have to follow the above ideas importantly perceived by the respondents. Both the units need to conduct the induction training programme to the new comers; to follow the procedure of promotions and transfers as per the industrial Labour Law and considering their discipline and past performances with the purview of rules and regulations; to appoint the programmers to perceive them to equip them; to identify the changing activities for the betterment of the organizational development; to correct the pay anomalies to attract the personnel and retain their services regarding organizational achievements. Therefore, the organization should use the performance appraisal results in action; the organizations have to give more importance to rationally accepting the collective bargaining and demands of the employees that also will assure the industrial relations. The management should believe to rectify the problems of every employee by means of counseling. Both the management and the unions are to decide the employees’ welfare as a mandatory then other thing will remains constant.

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