

Development of Pay Package and Intellectual Capital through Human Resource Audit

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Abstract

Human Resource is the process of recruiting and retaining the employee in the organization and one more important function in the human resource management is HR Audit. Human Resource Audit is to evaluate the current Human Resource development with regards to the organization strategies, structures, systems, styles and skills with respect to the long term and short term business plans in the organization. The research was focused to the pay structure and HR audit process in the sugar industries. The research was streamlining the pay package gaps of the executive manager in the organization and to suggest flexible pay package to executives for Intellectual Development. As per the conclusion, Human Resource being the major asset of the company, the company should take care of them & keep them satisfied to increase their performance. This in turn will help the company grow to great heights.

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INTRODUCTION

Good HRD practices can influence financial & other performance indicators of corporations by enhancing employee satisfaction, which in turn can influence customer satisfaction. Most successful corporations believe that it is their Human resource that provides them a competitive advantage. Any practice that deals with enhancing competencies, commitment, culture & Conviction building can be considered as HR practice.

- The research indicates the following HR practices that effective firms adopt.
- Financial incentives for excellent performance.
- Work ambience that motivates employee initiative & that digs the hidden skills & ability.
- Scientific Recruitment & selection.

- Good Pay Package.
- Employee share-ownership plans.
- Extensive information sharing.
- Decentralization of decision-making and empowerment.
- Work organization based on self-managing teams.
- Higher investment in training and skill development.
- Having people do multiple jobs and job training.
- Elimination of status symbols.
- Promotion from within.

FINANCIAL BENEFITS INCLUDE

- Salary
- Compensation

- Bonus
- City Compensatory Allowance
- House Rent Allowance
- Education Allowance
- Telephone Expenses
- Traveling Allowance
- Education Allowance
- Medical Allowance etc.

NON-FINANCIAL BENEFITS INCLUDE MAKING PROVISIONS FOR

1. Tours & Traveling
 2. Yoga Centers
 3. Gymnasium
 4. Rest Rooms
 5. Canteens
 6. Guest House Establishment
 7. Library
 8. Music Room
 9. Management Games
 10. Management Training
 11. Indoor Games Like Carom, Chess, Snookers etc
 12. Family Get Together Parties
 13. Out Bond Training
 14. Recognition of employee performance & non monetary rewards
 15. Free food once in a month to all the employees
- Change organizational climate and culture.

HUMAN RESOURCE AUDIT

Human Resource Development (HRD): It has been defined as “ A process by which the employees of an organization are helped, in a continuous, planned way, to: acquire or sharpen capabilities required to perform various functions associated with their present or expected future roles; develop their general capabilities as individuals & discover & exploit their own inner potential for their own and/or organizational development purposes; develop an organizational culture in which the supervisor-subordinate relationships, teamwork, & collaboration among sub-units are strong & contribute to the professional well being, motivation & pride of employee.”

In short HRD can be defined as essentially consisting of three Cs: Competencies, Commitment & Culture.

HR AUDIT FOCUSES ON:

1. Organizations of Business Objectives.
2. People Management.
3. Determining people management priorities.
4. Developing HR strategies.
5. Day-to-day HR Operations.
6. Identification & implementation change.
7. Evaluating the impact of changes from HR Audit.

OBJECTIVES OF HR AUDIT:

1. To set guidelines for establishing HR performance standards.
2. To identify areas for change & improvement with specific recommendations.
3. To install talent management system.
4. To ensure development & Learning/Internal Communication.

5. To institutionalize most appropriate Rewards & Recognition system.
6. To bring about increased Financial Security.

REVIEW OF LITERATURE:

Riccardo Scarpa, Mara Thiene, Kenneth Train (2008) discusses about the pay space between the distribution of consumers' willingness to pay (WTP) in the choice of discrete models and estimate the distribution of the utility coefficient of the derive the distribution of the willingness to pay which is the ratio of the coefficients of the alternative approach fits the data that reduces the incidence of exceedingly large in the analyst with greater control on the specifying and testing with the pay space of the distribution of WTP.

SyafridaHafniSahir, R Rosmawati, KresnaMinan (2017) stated on his research on simple additive weighting method to determining employee salary increase rate with respected to the employees working in the companies. Increase in salary has great affect and motivation of the employee with productivity of employee in implementing and completing the work of employee in the organization. Utilization of the decision support system using simple additive weighting (SAW) methods that help the managers to make quicker and more help full accurate in decision making; This method helps the managers to find the weighted sum of performance rating on the each alternative and on all attributes the require the normalizing the decision matrix (X) and also that can scale comparable to all existing alternative rating.

SCOPE OF THE STUDY: The said project is carried out by administering Human Resource Audit to Top Management & Executives. The study focuses on the areas like Retention, Paid Holidays, Education Allowance, Entertainment Allowance, Traveling Allowance, Management Training, and Performance Appraisal.

STATEMENT OF THE PROBLEM: At present a consolidated pay package is extended to the employees who won't influence them. In order to overcome the same, the project encompasses on Human Resource Audit aspect by developing Pay Package & Intellectual Capital. The result due to which, if not in the short run, there would be implied tussles between the executives.

OBJECTIVES OF STUDY:

- To streamline the pay package gaps, if any.
- To suggest flexible pay package to executives for Intellectual Development.

SAMPLE SIZE:

- Consists of only Top Management and Executives. The total sample size being 52 (Including both the Top Management and the Executives). The whole sample size is divided into different cadres.

DATA ANALYSIS: Financial &Non Financial Calculations.

RESEARCH METHODOLOGY:

Data Source: The sources of data collected are:

Primary: This data is collected from the present employees by direct interaction with them.

Secondary: Company' website, Companies various records

NEED FOR THE ORGANIZATION:

- To achieve improved performance and increase in productivity, quality and profitability.

ANALYSIS:

JOB DESCRIPTION

1 Vidya M. Murkumbi, Chairperson

Look after all the activities of the organization, Administration, Operation Production & Sales.

2) Narendra M. Murkumbi, Managing Director:

He looks after all the activities & general affairs of the company including Finance, Corporate affairs, Operations, Sales, Corporate Affairs etc.

3) Sidran M. Kaluti, President

Looks at the Production of existing units. He looks at Project implementation for new projects. Also looks at day to day Operations & Management.

4) S. R. Nerlekar, Executive Director (Cane)

He is the Head of Maharashtra Plant. Takes care of Procurement of cane for all the Units

5) NitinPuranik, Executive Director (Haldia)

He is in charge of sourcing of capital assets, Supply, Follow up & commissioning. This Plant is still in the implementation stage. Mr. Ramamurthy, Golden Sinha V. Ramaraju are working under Mr. NitinPuranik.

6) NandanYalgi, Director Commercial

Looks at Exports & Imports, Human Resource, Administration, Recruitment, Training & other aspects related to HR.

7) A. P. Deshpande, General Manager (Sales)

Looks at all the products & all the units.ie., Sugar, Power & Ethanol. Also looks at Recovery, Supply, Logistics & Dispatch.

8) AbhayAgarwal, General Manager (Distillery)

He is the Head of Distillery for all the units. Takes care of Production, Operations, Maintenance & Sales of all the plants.

9) W. GururajRoa, General Manager Accounts

He is the Head of Accounts for all the plants & takes care of all the aspects related to accounts. He Monitors, Evaluates & Follows up all the data related to accounts of all the plants.

10) C. G. Mane, General Manager (Engineering)

He is in charge of Athani Unit. Takes care of Production & Maintenance. This plant is still in the implementation stage.

11) R. V. Huligol, General Manager (Procurement & Quality Assurance)

He takes care of the Munoli plant. Looks at Production & Operations of the Unit.

12) R. Ramamurthy, Deputy General Manger (Plant Head)

He is the Head of the Aland Plant. He places orders for new machinery & makes negotiations for the prices of the machineries, quantity to be procured, the Suppliers from whom the Machineries have to be procured.

13) ArunTulshan, Head Export Sourcing

He is mainly in charge of export of cane. He takes care of procurement of sugar for export. He selects the Suppliers & the quantity of sugar to be exported.

14) Chief Financial Officer, C. DwarkaNath

He is the Group Head of Finance, Accounts & Corporate Affairs.

15) GautamWatve, Senior Manager (Strategy& Planning)

He takes care of new ventures, their expansion & diversification. He is the co-ordinator for all the institutional investors. He provides them the required information for investment.

16) NitinBhandare, Manager Futures

He is the Future's Manger & takes care of Futures Trading for both domestic as well

as the International market.

17) A. V. Turambekar, Head Biofertilizers Division

He is in charge of the Biofertilizers Division. He takes care of preparation of

Biofertilizers from the waste of cane. Also takes care of its Distillation to reduce the Effluents.

18) Rajshekhar Charantimath, Manager Finance

He is the Head of Finance for all the units. Takes care of Fund Management, Raising

of Funds, Utilization, Implementation of Funds for new Projects. Also takes care of

Working Capital requirements.

19) M. Kulandaivel, Deputy General Manager Process

He is also in Charge of the Processing department & takes care of all the activities relating to the Processing Department.

20) N. S. Mugalkhod, Deputy General Manager (Cane)

He takes care of East Zone. Basically in charge of the Cane Department, Cane

Procurement, Cane Supply.

21) I. S. Patil, Deputy General Manager (Cane)

He takes care of East Zone. Basically in charge of the Cane Department, Cane

Procurement, Cane Supply.

22) S. G. Medikeri, Deputy General Manager (Procurement & Quality Assurance)

He is in Charge of procurement & Quality Assurance. Also takes care of Production & Operations.

23) Joseph Fernandez, Senior Commercial Manager

He is the Co-ordinator of the Purchase department for all the units. He takes care of

Day-to-day Operations & Administration at Mumbai Corporate Head Office.

24) J.N. Bhaumik, Senior Manager Process

He is in Charge of the Processing department & takes care of all the activities relating to the Processing Department.

25) S. Bashetti, Senior General Manager (Technical)

He is the Head of Havalgoan Plant & takes care of Operations, Productions, Day to

Day management. He basically handles technical issues.

26) Mohan M. Hiremath, Senior Manager (Accounts & Administration)

He takes care of day-to-day Administration of the Havalgoan Plant. He manages the Accounts, day-to-day Billings & Cash Management.

27) R.H. Sadekar, Company Secretary

He takes care of Corporate Affairs, Share Holders, Investors, and Statutory Obligations.

28) D. S. Sudhir, Assistant General Manager (Personnel & Administration)

He is in charge of Personnel, Human Resource, and Recruitment of Prospective Candidates for respective jobs, Training & Developing them.

29) Shantanu Mookerjee, Assistant Manager (Corporate Affairs & Personnel)

He is in charge of Corporate Affairs, Finance, Accounts, Personnel, Administration & Day-to-day operations.

30) Dakshinamurthy Iyer: Asst. Co. Secretary

He takes care of the corporate affairs & keeps a track of all the day to day activities of the Company.

31) Ashok Banhatti, Cane Manager (H & T)

He takes care of Cane Development & Cane Procurement.

32) Rajesh A. Yaligar, Manager (Cane, Accounts & Administration)

He takes care of day-to-day Administration. He is in charge of maintaining Cane accounts, farmers Accounts, their payments.

33) S. R. Chougale, Cane Manager

He is working at Taluka level & takes care of the Cane Development, Cane Procurement.

34) J. D. Balwan, Cane Manager

He is working at Taluka level & takes care of the Cane Development, Cane Procurement.

35) Narayan S. Sansare, Chief Engineer

He is in charge of the maintenance of the machines in the unit where he is working.

He is also concerned with the repairs of the machineries, oiling, greasing etc

36) R. D. Patil, Deputy General Manger

He takes care of the Ajara Plant. He is Technically in Charge for Production & Operations

37) A. Muralee, Chief Engineer

He is in charge of the maintenance of the machines in the unit where he is working. He is also concerned with the repairs of the machineries, oiling, greasing etc

38) P.D. Margur, Chief Engineer

He is in charge of the maintenance of the machines in the unit where he is working.

He is also concerned with the repairs of the machineries, oiling, greasing etc

39) Alphonseraj, Chief Chemist

He takes care of the percentage of Chemicals to be mixed & maintained.

40) Gururaj B. Kulkarni, Manager Electrical

He is Electrical Manager for the Munoli Plant. He takes care of the day to day maintenance of Electricity of the Power plant. He is also in charge for keeping track of the generation of electricity, its supply & consumption.

41) Govind P. Misale, Distillery Manager

He takes care of the Munoli Plant. He is basically in charge of Production, Operations, Maintenance & Sales.

42) GirmePravinVasantrao, Chief Engineer

He is in charge of the maintenance of the machines in the unit where he is working.

He is also concerned with the repairs of the machineries, oiling, greasing etc

43) William C. D., Manager Project

Takes care of supply for all the units except the Haldia unit. Books for orders & is mainly in charge of capital assets.

44) SudhirGanpatroaGenge, Manager Distillery

Basically in charge of the Distillery unit. He is in Charge for Production of Ethanol from Molasses.

46) BahadurBandopadhyay, Manager Personnel (Administration & Safety)

Takes care of day to day activities, in charge of Logistics, Erection & Human Safety during production & other activities.

47) H. K. Jagadal, Cane Manager

He is working at Taluka level & takes care of the Cane Development, Cane

Procurement.

48) Golden Sinha, Regional Manager (Kolkatta)

He places orders for new machinery & makes negotiations for the prices of the machineries, quantity to be procured, the Suppliers from whom the Machineries have to be procured.

49) PrashantNiranjan, Accounts Manager

He works under General Manager Accounts. He draws Profit & Loss Account,

Balance Sheet, day to day reporting, Preparation of quarterly financial reports.

50) Prabhakar A. Gavvas, Sales Manager

Takes care of all the units in relation with Sales. Books orders for Cane, negotiates

with the suppliers, makes payment to the suppliers. Basically in charge of local

Suppliers & Small Traders.

51) P. Balasubramanyam, Manager Project (Power Plant / Sugar Plant)

He makes negotiations for the purchase of new machines. He selects the suppliers &

the Machineries to be purchased.

52) S.S. Kittad, Deputy Cane Manager

He takes care of the Cane Procurement & Cane Development.

CHART SHOWING THE SALARY PAID TO EMPLOYEES:

SL.NO	NAMES	LOCATION	DESIGNATION	TOTAL SALARY
1	Vidya M. Murkumbi	Mumbai	Executive Chairperson	350000
2	Narendra M. Murkumbi	Mumbai	Managing Director	350000
3	Sidran M. Kaluti	Mumbai	President Operations	210000
4	S. R. Nerlekar	Arag	Executive Director (Cane)	104824
5	NitinPuranik	Kolkatta	Executive Director	274360
6	NandanYalgi	Belgaum	Director Commercial	125000
7	A. P. Deshpande	Mumbai	GM Sales	89947
8	AbhayAgarwal	Belgaum	GM (Ethanol & Chemical Tech)	36000
9	W. GururajRoa	Belgaum	GM Accounts	65000
10	C. G. Mane	Athani	GM (Engineering)	93073
11	R. V. Huligol	Munoli	GM (Process & QA)	71959
12	R. Ramamurthy	Aland	GM (Plant Head)	83000
13	ArunTulshan	Mumbai	Head-Export Sourcing	80000
14	C. DwarkaNath	Mumbai	CFO	93405
15	GautamWatve	Mumbai	Sr. Manager Strategy & Planning	76580

16	NitinBhandare	Mumbai	Manager Futures	75000
17	A. V. Turambekar	Munoli	Head-Biofertilizers	62500
18	RajshekharCharantimath	Belgaum	DGM (Finance)	46320
19	M. Kulandaivel	Athani	DGM Process	42000
20	N. S. Mugalkhod	Munoli	DGM (Cane)	38927
21	I. S. Patil	Munoli	DGM (Cane)	38927
22	S. G. Medikeri	Aland	DGM (P& QA)	40000
23	Joseph Fernandes	Mumbai	Sr. Commercial Manager	33762
24	J.N. Bhaumik	Kolkatta	Sr. Manager Process	38600
25	S. Bashetti	Havalgoan	Sr. GM	49529
26	Mohan M. Hiremath	Havalgoan	Sr. Manager (A/c &Adm)	25000
27	R.H. Sadekar	Belgaum	Co. Secretary	24324
28	D. S. Sudhir	Belgaum	Asst. GM (P & QA)	30559
29	ShantanuMookerjee	Kolkatta	Asst. Mgr (Corp Affairs)	22500
30	DakshinamurthyIyer	Mumbai	Asst. Company Secretary	42540
31	Ashok Banahatti	Athani	Cane Manager	22000
32	Rajesh A. Yaligar	Munoli	Manager (Cane A/c &Adm)	22500
33	S. R. Chougale	Munoli	Cane Manager	22780
34	J. D. Balwan	Arag	Cane Manager	22780
35	Narayan S. Sansare	Havalgoan	Chief Engineer	27000
36	R. D. Patil	Ajara	Chief Engineer	30000
37	A. Muralee	Aland	Chief Chemist	25000
38	P. D. Margur	Aland	Chief Engineer	22780
39	Alphonseraj	Munoli	Chief Chemist	30780
40	Gururaj B. Kulkarni	Munoli	Manager Electrical	24035
41	Govind P. Misale	Munoli	Distillery Manager	31873
42	GirmePravinVasantrao	Athani	Chief Engineer	30000
43	William C. D.	Athani	Manager Projects	25000
44	SudhirGanpatroaGenge	Athani	Manager Distillery	22500
45	Ashok Banahatti	Athani	Cane Manager	22000
46	BahadurBandopadhyay	Kolkatta	Mgr. Personnel-Adm& Safety	28758
47	H. K. Jagadal	Athani	Cane Manager	18576
48	Golden Sinha	Kolkatta	Regional Manager	25000
49	PrashantNiranjan	Belgaum	Accounts Manager	21601
50	Prabhakar A. Gavas	Belgaum	Sales Manager	13415
51	P. Balasubramanyam	Mumbai	Mgr. Projects (Power/Sugar Plant)	47830
52	S.S.Kittad	Athani	Dy. Cane Manager	15780

STREAMLINING THE PAY PACKAGE:

CLASSIFICATION OF EMPLOYEES ACCORDING TO CATEGORY:

All the employees are divided into different categories depending upon their designation. They are divided into different classes like A, B, C, D, E, F, G, H and the salary scale are as below:

<i>I. CAT</i>	<i>BASIC</i>	<i>INC</i>	<i>MAX</i>
<i>II. Rs.</i>	<i>Rs.</i>	<i>Rs</i>	
A	1,40,000 - 15,000 - 3,20,000		
B	70,000 - 7,500 - 2,20,000		
C	50,000 - 5,000 - 1,50,000		CAT means CATEGORY
D	40,000 - 4,000 - 1,20,000		INC means INCREMENT
E	20,000 - 2,000 - 68,000		MAX means MAXIMUM
F	20,000 – 1,500 – 56,000		
G	15,000 – 1200 – 43,800		
H	12,000 – 1,000 – 36,000		

CHART SHOWING THE PLACES AND THE PERCENTAGE BREAK UP OF THE SALARY IN THE RESPECTIVE PLACES:

PLACE	DA	HRA	CCA	BONUS	PHONE	PAID	MEDI	EDU	ENT.	TRVL	OTHER
					EXP	HLD.	CLAIM	ALW.	ALW.	ALW.	ALW.
	(%)	(%)	(%)	(%)	(%)	(%)	(%)	(%)	(%)	(%)	(%)
MUMBAI	20	5	5	5	2	7	4	2	3	5	2
BELGAUM	20	4	4	5	2	7	4	2	3	5	4
KOLKATTA	20	4	5	5	2	7	4	2	3	5	3
ATHANI	20	3	3	5	2	7	4	2	3	5	6
MUNOLI	20	3	3	5	2	7	4	2	3	5	6
ARAG	20	3	3	5	2	7	4	2	3	5	6
ALAND	20	3	3	5	2	7	4	2	3	5	6
HAVALGA	20	3	3	5	2	7	4	2	3	5	6
AJARA	20	3	3	5	2	7	4	2	3	5	6

3. CCA: City Compensatory Allowance

In the Above Chart:

1. DA: Dearness Allowance
2. HRA: House Rent Allowance

4. BONUS
5. PHONE EXP Phone Expenses
6. PAID HLD. Paid Holidays

- | | | | | | |
|----|------------|-------------------------|------------|---------------------|------------------|
| 7. | MEDI CLAIM | 10. | TRVL. ALW. | Traveling Allowance | |
| 8. | EDU ALW. | Education Allowance | 11. | OTHER ALW. | Other Allowances |
| 9. | ENT. ALW. | Entertainment Allowance | | | |

CHART SHOWING THE BREAK UP OF THE SALARY IN AMOUNTS:

SL.	CAT	BASIC	DA	HRA	CCA	BON.	PH. EXP	PAID HLD.	MEDI	EDU ALW.	ENT. ALW.	TRVL. ALW.	OTH. ALW.	TOTAL SALARY
1	A	230000	46000	11500	11500	11500	4600	16100	9200	4600	6900	11500	4600	368000
2	A	230000	46000	11500	11500	11500	4600	16100	9200	4600	6900	11500	4600	368000
3	A	140000	28000	7000	7000	7000	2800	9800	5600	2800	4200	7000	2800	224000
4	B	70000	14000	2100	2100	3500	1400	4900	2800	1400	2100	3500	4200	112000
5	B	175000	35000	7000	8750	8750	3500	12250	7000	3500	5250	8750	5250	280000
6	B	85000	17000	3400	3400	4250	1700	5950	3400	1700	2550	4250	3400	136000
7	C	60000	12000	3000	3000	3000	1200	4200	2400	1200	1800	3000	1200	96000
8	C	50000	10000	2000	2000	2500	1000	3500	2000	1000	1500	2500	2000	80000
9	C	50000	10000	2000	2000	2500	1000	3500	2000	1000	1500	2500	2000	80000
10	C	60000	12000	1800	1800	3000	1200	4200	2400	1200	1800	3000	3600	96000
11	C	50000	10000	1500	1500	2500	1000	3500	2000	1000	1500	2500	3000	80000
12	C	55000	11000	1650	1650	2750	1100	3850	2200	1100	1650	2750	3300	88000
13	D	52000	10400	2600	2600	2600	1040	3640	2080	1040	1560	2600	1040	83200
14	D	60000	12000	3000	3000	3000	1200	4200	2400	1200	1800	3000	1200	96000
15	D	48000	9600	2400	2400	2400	960	3360	1920	960	1440	2400	960	76800
16	D	48000	9600	2400	2400	2400	960	3360	1920	960	1440	2400	960	76800
17	D	40000	8000	1200	1200	2000	800	2800	1600	800	1200	2000	2400	64000
18	E	30000	6000	1200	1200	1500	600	2100	1200	600	900	1500	1200	48000
19	E	28000	5600	840	840	1400	560	1960	1120	560	840	1400	1680	44800
20	E	26000	5200	780	780	1300	520	1820	1040	520	780	1300	1560	41600
21	E	26000	5200	780	780	1300	520	1820	1040	520	780	1300	1560	41600
22	E	26000	5200	780	780	1300	520	1820	1040	520	780	1300	1560	41600
23	F	21500	4300	1075	1075	1075	430	1505	860	430	645	1075	430	34400
24	F	24500	4900	980	1225	1225	490	1715	980	490	735	1225	735	39200
25	F	32000	6400	960	960	1600	640	2240	1280	640	960	1600	1920	51200
26	F	20000	4000	600	600	1000	400	1400	800	400	600	1000	1200	32000
27	G	16200	3240	648	648	810	324	1134	648	324	486	810	648	25920
28	G	19800	3960	792	792	990	396	1386	792	396	594	990	792	31680
29	G	15000	3000	600	750	750	300	1050	600	300	450	750	450	24000
30	G	27000	5400	1350	1350	1350	540	1890	1080	540	810	1350	540	43200
31	H	14000	2800	420	420	700	280	980	560	280	420	700	840	22400
32	H	15000	3000	450	450	750	300	1050	600	300	450	750	900	24000
33	H	15000	3000	450	450	750	300	1050	600	300	450	750	900	24000
34	H	15000	3000	450	450	750	300	1050	600	300	450	750	900	24000
35	H	17000	3400	510	510	850	340	1190	680	340	510	850	1020	27200
36	H	19000	3800	570	570	950	380	1330	760	380	570	950	1140	30400
37	H	16000	3200	480	480	800	320	1120	640	320	480	800	960	25600

38	H	15000	3000	450	450	750	300	1050	600	300	450	750	900	24000
39	H	20000	4000	600	600	1000	400	1400	800	400	600	1000	1200	32000
40	H	16000	3200	480	480	800	320	1120	640	320	480	800	960	25600
41	H	20000	4000	600	600	1000	400	1400	800	400	600	1000	1200	32000
42	H	19000	3800	570	570	950	380	1330	760	380	570	950	1140	30400
43	H	16000	3200	480	480	800	320	1120	640	320	480	800	960	25600
44	H	15000	3000	450	450	750	300	1050	600	300	450	750	900	24000
45	H	15000	3000	450	450	750	300	1050	600	300	450	750	900	24000
46	H	18000	3600	720	900	900	360	1260	720	360	540	900	540	28800
47	H	12000	2400	360	360	600	240	840	480	240	360	600	720	19200
48	H	16000	3200	640	800	800	320	1120	640	320	480	800	480	25600
49	H	14000	2800	560	560	700	280	980	560	280	420	700	560	22400
50	H	12000	2400	480	480	600	240	840	480	240	360	600	480	19200
51	H	30000	6000	1500	1500	1500	600	2100	1200	600	900	1500	600	48000
52	H	12000	2400	360	360	600	240	840	480	240	360	600	720	19200

7. PHONE EXP Phone Expenses

In the Above Chart:

8. PAID HLD Paid Holidays

1. SL: Serial Number

9. MEDI CLAIM

2. CAT: Category

10. EDU ALW Education Allowance

3. DA: Dearness Allowance

11. ENT. ALW Entertainment Allowance

4. HRA: House Rent Allowance

12. TRVL. ALW: Traveling Allowance

5. CCA: City Compensatory Allowance

13. OTHER ALW: Other Allowances

6. BONUS

CHART SHOWING THE DETAILS OF ALL THE EMPLOYEES:

SL.NO	NAMES	DESIGNATION	LOCATION	CATEGORY
1	Vidya M. Murkumbi	Executive Chairperson	Mumbai	A
2	Narendra M. Murkumbi	Managing Director	Mumbai	A
3	Sidran M. Kaluti	President Operations	Mumbai	A
4	S. R. Nerlekar	Executive Director (Cane)	Arag	B
5	NitinPuranik	Executive Director	Kolkatta	B
6	NandanYalgi	Director Commercial	Belgaum	B
7	A. P. Deshpande	GM Sales	Mumbai	C
8	AbhayAgarwal	GM (Ethanol & Chemical Tech)	Belgaum	C
9	W. GururajRoa	GM Accounts	Belgaum	C
10	C. G. Mane	GM (Engineering)	Athani	C
11	R. V. Huligol	GM (Process & QA)	Munoli	C
12	R. Ramamurthy	GM (Plant Head)	Aland	C
13	ArunTulshan	Head-Export Sourcing	Mumbai	D

14	C. Dwarka Nath	CFO	Mumbai	D
15	Gautam Watve	Sr. Manager Strategy & Planning	Mumbai	D
16	Nitin Bhandare	Manager Futures	Mumbai	D
17	A. V. Turambekar	Head-Biofertilizers	Munoli	D
18	Rajshekhar Charantimath	DGM (Finance)	Belgaum	E
19	M. Kulandaivel	DGM Process	Athani	E
20	N. S. Mugalkhod	DGM (Cane)	Munoli	E
21	I. S. Patil	DGM (Cane)	Munoli	E
22	S. G. Medikeri	DGM (P& QA)	Aland	E
23	Joseph Fernandes	Sr. Commercial Manager	Mumbai	F
24	J.N. Bhaumik	Sr. Manager Process	Kolkatta	F
25	S. Bashetti	Sr. GM	Havalgoan	F
26	Mohan M. Hiremath	Sr. Manager (A/c & Adm)	Havalgoan	F
27	R.H. Sadekar	Co. Secretary	Belgaum	G
28	D. S. Sudhir	Asst. GM (P & QA)	Belgaum	G
29	Shantanu Mookerjee	Asst. Mgr (Corp Affairs)	Kolkatta	G
30	Dakshinamurthy Iyer	Asst. Company Secretary	Mumbai	G
31	Ashok Banahatti	Cane Manager	Athani	H
32	Rajesh A. Yaligar	Manager (Cane A/c & Adm)	Munoli	H
33	S. R. Chougale	Cane Manager	Munoli	H
34	J. D. Balwan	Cane Manager	Arag	H
35	Narayan S. Sansare	Chief Engineer	Havalgoan	H
36	R. D. Patil	Chief Engineer	Ajara	H
37	A. Muralee	Chief Chemist	Aland	H
38	P. D. Margur	Chief Engineer	Aland	H
39	Alphonseraj	Chief Chemist	Munoli	H
40	Gururaj B. Kulkarni	Manager Electrical	Munoli	H
41	Govind P. Misale	Distillery Manager	Munoli	H
42	Girme Pravin Vasantrao	Chief Engineer	Athani	H
43	William C. D.	Manager Projects	Athani	H
44	Sudhir Ganpatroa Genge	Manager Distillery	Athani	H
45	Ashok Banahatti	Cane Manager	Athani	H
46	Bahadur Bandopadhyay	Mgr. Personnel-Adm & Safety	Kolkatta	H
47	H. K. Jagadal	Cane Manager	Athani	H
48	Golden Sinha	Regional Manager	Kolkatta	H
49	Prashant Niranjana	Accounts Manager	Belgaum	H
50	Prabhakar A. Gavas	Sales Manager	Belgaum	H
51	P. Balasubramanyam	Mgr. Projects (Power/Sugar Plant)	Mumbai	H
52	S.S. Kittad	Dy. Cane Manager	Athani	H

COMPARISON OF SALARY OF THE EMPLOYEES OF DIFFERENT CATEGORY:

CATEGORY	TOTAL SALARY
A	9,60,000
B	5,28,000
C	5,20,000
A+B+C	20,08,000
D	3,96,800
E	2,17,600
F	1,56,800
G	1,24,800
H	57,7600
D+E+F+G+H	14,73,600

Total of the Employees belonging to Category A+B+C = 20,08,000

Total of the Employees belonging to Category D+E+F+G+H = 14,73,600

The total salary of the Employees belonging to the Category A+B+C is exceeding the total salary of the Employees belonging to the Category D+E+F+G+H.

This is because the Employees in the Category A, B, and C are the Brains of the Company and their contributions are exceeding the contributions made by the Employees in the Category of D, E, F, G, H.

This is what makes the company pay them higher salary.

COMPENSATION

- 1) Dearness Allowance: Not Applicable
- 2) Telephone Charges: Employee's personal Telephone charges up to 15% will be borne by the company.
- 3) No Incentives are paid to the Employees.
- 4) Car Allowance (For Personal use): With Driver – Rs. 2200 p.m. Without Driver – Rs. 1600 p.m.
- 5) Increments: Every year there is increment in Salary depending upon the Employee performance.

6) Training Expenses: On an Average Rs. 10000 p.a./person is spent on Training & Development of the employee's.

The employee's are sent for training to VasantaDatta Sugar Institute (Pune).

The major focus is on:

- a) Chemists & the people working under him & they are been trained on sugar Development & Technology.
- b) The employees working under process department are also sent for Training.

Once the employees training is over they give their feedback & suggestions on matters regarding Sugar Refinery & Quality Improvement.

7) Paid Holidays: There are 10 days paid holidays in a year for the Employees.

FINDINGS

- 1) There is no Human Resource Department in Shree Renuka Sugars Limited
- 2) Dearness Allowance is not paid to the employees.
- 3) House Rent Allowance paid to the employees is very less.
- 4) Salary is given as a whole amount.
- 5) There is no training conducted for the managers.

SUGGESTIONS:

1. Human Resource Department is to be designed.
This will help the company to retain the employees by framing better strategies, by focusing on their pay, compensation, management training etc.
2. Salary needs to be broken in the form of many allowances & perquisites, which would bring down the tax liability of employees.

At present the company is extending a consolidated pay package to its employees. But if the salary is

broken down into many allowances it will help the employees to save tax burden.

3. HRA needs to be hiked in the interest of the employees for better tax savings in the hands of the employees.

At present the company gives HRA in the range of 3000 – 3500. If HRA is increased it will help the employees to save tax.

4. Management training has to be provided for every three months. It can be conducted based upon the employee performance & need.

Training needs to be conducted not only at the lower level but also at the top level.

5. Performance appraisal has to be conducted. This will give a feedback to the employees regarding their performance, strengths, and weaknesses and so on and in turn will help them to overcome their weaknesses if any.

6. Family get together has to be conducted for every 6 months. This will bring together the family members of all the employees and give them the feeling of belonging to a single family.

7. Out bond training has to be conducted. This will refresh the minds of the employees and will also help them to know the talents of others.

8. Guesthouses have to be established. If the officers are on a visit to some sugar factory, they can stay in the nearest Guest House to help them save time and money.

9. DA needs to be given. DA has to be provided at the rate of 20% to all the employees.

CONCLUSION:

- To streamline the pay package gaps, if any.
- To suggest flexible pay package to executives for Intellectual Development.

The company should set up a Human Resource Department. This will help to keep a proper track of

the employees. At present the company is extending a consolidated pay package. This consolidated pay package has been broken down into various headings. For this purpose the executives are divided into categories depending on their Designations. They have been divided into A, B, C, D, E, F, G and H categories. A proposed salary scale has been suggested to the company. This will help the company to set up a base for payment of salary with regular increments. In turn this will motivate the employees to perform better. Financial & Non Financial benefits can be extended to them for extraordinary performance. In the interest of the employees Dearness Allowance has to be paid to them. House Rent Allowance has to be increased & for better tax savings in the hands of the employees. The company should go in for regular Performance Appraisal of the executives and provide them training if required. Human Resource being the major asset of the company, the company should take care of them & keep them satisfied to increase their performance. This in turn will help the company grow to great heights.

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