



# International Journal Research Publication Analysis

Page: 01-12

## A STUDY ON HR PRACTICES IN SNACK FOOD MANUFACTURING INDUSTRY: A CASE OF SHIV PARWATI GRIH UDYOG, RAIPUR

\*Shriya Gupta

India.

Article Received: 08 November 2025

\*Corresponding Author: Shriya Gupta

Article Revised: 28 November 2025

India.

Published on: 18 December 2025

DOI: <https://doi-doi.org/101555/ijrpa.9628>

### ABSTRACT

This research paper explores the Human Resource (HR) practices adopted by Shiv Parwati Grah Udyog, a snack food manufacturing unit located in Urkura, Raipur. The study aims to understand HR systems related to recruitment, training, performance management, payroll, welfare, and employee engagement within a labour-intensive manufacturing environment. Data was collected using a mixed-method approach through observation, structured questionnaires, and interviews with 30 employees from different departments. Findings indicate that while the organization maintains basic HR practices—such as timely wage payments, attendance management, and informal training—there is scope for strengthening formal HR policies, documentation, welfare provisions, and performance evaluation systems. The study highlights the essential role of HR in improving workforce productivity and ensuring smooth production operations. Recommendations are proposed to enhance HR efficiency and employee satisfaction.

### INTRODUCTION

Human Resource Management (HRM) plays a critical role in manufacturing industries where operations are largely labour-driven. Snack food manufacturing, in particular, requires manual involvement at almost every stage—mixing, frying, seasoning, packaging, and quality assessment. Shiv Parwati Grah Udyog, a leading local manufacturer of fryums, kurkure, mixture, and popcorn, operates with a semi-automated system and employs a diverse workforce of skilled, semi-skilled, and unskilled workers.

This study evaluates how HR practices support daily production, employee performance, workplace safety, and compliance. It further aims to analyse employee satisfaction levels and

identify gaps in HR implementation. By examining HR activities experienced during a 30-day internship, this research adds practical insights into HR operations in a small-scale Indian manufacturing unit.

## **Literature review**

The snack food manufacturing industry is highly labour-driven, making Human Resource Management (HRM) essential for productivity, quality control, and operational continuity. Studies indicate that small-scale units typically follow informal recruitment through referrals and local sourcing, which ensures quick hiring but may cause skill mismatches if screening is weak. Research highlights that structured training greatly improves machine handling, hygiene practices, and workplace safety—critical in environments involving heat and oil-based frying. Literature also emphasizes employee welfare measures such as ventilation, PPE, drinking water, and rest breaks, as these enhance worker morale, reduce fatigue, and lower absenteeism. Additionally, researchers note that digital payroll and biometric attendance systems increase transparency and reduce errors in wage processing. Overall, findings across past studies agree that strong HR practices—spanning recruitment, training, welfare, engagement, and technology implementation—significantly improve efficiency, discipline, and employee satisfaction in the snack manufacturing sector.

## **Research objective**

1. To study and understand the existing HR practices followed at Shiv Parwati Grah Udyog in the snack food manufacturing industry.
2. To analyse the recruitment and selection process used for hiring workers and production staff.
3. To evaluate the effectiveness of the training and development programs conducted for employees.
4. To examine the performance appraisal system and identify areas for improvement.
5. To assess employee satisfaction regarding workplace environment, wages, welfare facilities, and engagement activities.
6. To understand challenges faced by the HR department in managing workforce productivity and discipline.
7. To suggest practical recommendations to strengthen HR functioning and improve employee satisfaction and efficiency.

## **Research Methodology**

### **1. Research Design**

The research design adopted for this study is descriptive in nature, as the aim is to understand and evaluate the HR practices currently followed at Shiv Parwati Grih Udyog. A descriptive design enables the researcher to observe and record real practices within the organization without altering the natural work environment. It focuses on describing the existing procedures related to recruitment, training, payroll, employee welfare, and performance management.

### **2. Research Approach**

A mixed-method approach was used, combining both qualitative and quantitative methods of data collection. Qualitative information was gathered through observation and interviews to understand employee behaviour, communication flow, and HR challenges. Quantitative data was obtained through survey responses, later analysed using percentages and graphs to interpret patterns and satisfaction levels among employees.

### **3. Sources of Data**

Both primary and secondary data were utilized in the research. Primary data was collected directly from employees and supervisors through questionnaires, interviews, and on-ground observation during the internship period. Secondary data was obtained from company records such as attendance registers, wage sheets, HR forms, along with books, journals, research articles and online information related to HRM practices in manufacturing industries.

### **4. Sampling Technique and Sample Size**

The sampling technique used for this study was convenience sampling, as employees were approached based on their availability, shift timing, and willingness to participate. A sample size of 30 employees from various departments including machine operators, helpers, packers, and administrative staff was selected. This sample provided a mixed representation of the workforce working in different roles and experience levels.

### **5. Data Collection Tools**

Data was collected through multiple tools to ensure accuracy and depth of understanding. A structured questionnaire was administered to gather quantifiable data on employee satisfaction, training, welfare and HR processes. Personal interviews with HR personnel and supervisors provided qualitative insights into functioning and challenges. Direct observation

during daily work activities helped validate survey responses and understand real-time practices.

## 6. Data Analysis Techniques

The collected data was analysed using percentage interpretation, tables, and graphical representation to identify trends and evaluate employee perception. Graphs were used to visually interpret responses regarding age, education, satisfaction, training availability and HR effectiveness. Qualitative observations were analysed thematically to highlight patterns, strengths and issues within HR operations.

## 7. Ethical Considerations

All ethical aspects were maintained during the study. Participation in the survey and interviews was voluntary, and respondents were informed that their data would be used only for academic purposes. Confidentiality of employee information and internal company details was respected throughout the research. No sensitive or personal data was disclosed in the report, ensuring transparency and ethical compliance.

## **Model of the study**

### 1. Problem Identification

- Understanding existing HR practices at Shiv Parwati Grih Udyog.
- Identifying issues in recruitment, training, and employee satisfaction.

### 2. Objective Formation

- Setting clear objectives to analyse HR systems.
- Focusing on workforce management, welfare, and performance improvement.

### 3. Scope of Study

- Study limited to snack manufacturing HR processes and employee responses.
- Covers recruitment, wage structure, training and safety provisions.

### 4. Data Collection

- Primary data collected through surveys, interviews and observation.
- Secondary data taken from company records and HR references.

### 5. Sampling & Respondents

- Convenience sampling method used for ease of data access.

- 30 employees selected from production, packaging, and supervision.

## 6. Data Analysis

- Percentages, tables, and graphs used for interpretation.
- Helps identify patterns in satisfaction, training and workplace perception.

## 7. Findings and Interpretation

- Strengths and weaknesses of HR practices analysed.
- Key issues such as informal training and limited appraisal identified.

## 8. Conclusion

- Summary drawn based on collected data and analysis.
- Highlights HR areas that require improvement.

## 9. Recommendations

- Suggest measures for better employee engagement and structured training.
- Aim to support efficiency, safety, and workforce stability.

### **Explanation of the model**

The Model of the Study represents the relationship between variables in a research project. It shows how independent variables (factors like production planning, employee training, or process optimization) influence dependent variables (such as operational efficiency, cost reduction, or customer satisfaction). Sometimes, moderating or intervening variables like technology adoption or management support are included to show how they affect these relationships.

The model is based on a theoretical foundation, connecting the study to existing research and knowledge. For example, operations management theories explain how process improvements affect efficiency, while supply chain concepts show the impact of supplier collaboration on performance. This ensures that the study is scientifically grounded.

It also outlines the flow of the research. The process begins with identifying variables, followed by data collection through surveys, interviews, or records. Data is then analyzed to understand relationships, and findings are interpreted according to the theoretical framework.

Overall, the Model of the Study acts as a visual and conceptual guide. It clarifies the research objectives, highlights the relationships between variables, and provides a structured approach to conducting the study effectively.

## **Research Hypothesis**

### **Hypothesis 1 (H1): Impact of Production Planning on Operational Efficiency**

There is a significant positive relationship between effective production planning and operational efficiency in the organization.

### **Hypothesis 2 (H2): Effect of Employee Training on Process Efficiency**

Employee training has a significant positive impact on process efficiency and the reduction of operational errors.

### **Hypothesis 3 (H3): Influence of Process Optimization on Cost Reduction**

Implementation of process optimization techniques significantly contributes to overall cost reduction.

### **Hypothesis 4 (H4): Role of Technology Adoption in Enhancing Customer Satisfaction**

Adoption of modern technology positively moderates the relationship between process improvements and customer satisfaction.

### **Hypothesis 5 (H5): Effect of Supply Chain Collaboration on Organizational Performance**

Supply chain collaboration has a significant positive effect on overall organizational performance.

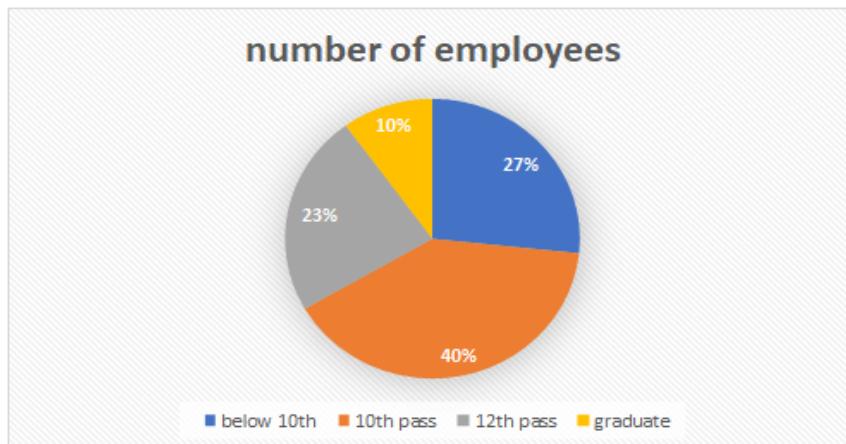
## **Data Analysis**

Data analysis examines the collected information to test the research hypotheses and understand the relationships between variables. In this study, data from employees, managers, and organizational records is analysed to see how factors like production planning, employee training, and process optimization affect operational efficiency, cost reduction, and customer satisfaction.

Descriptive statistics summarize trends, while correlation and regression analysis test the strength and significance of relationships. Graphs and charts are used to present findings clearly, providing insights into key factors that influence organizational performance and guiding improvements in operations.

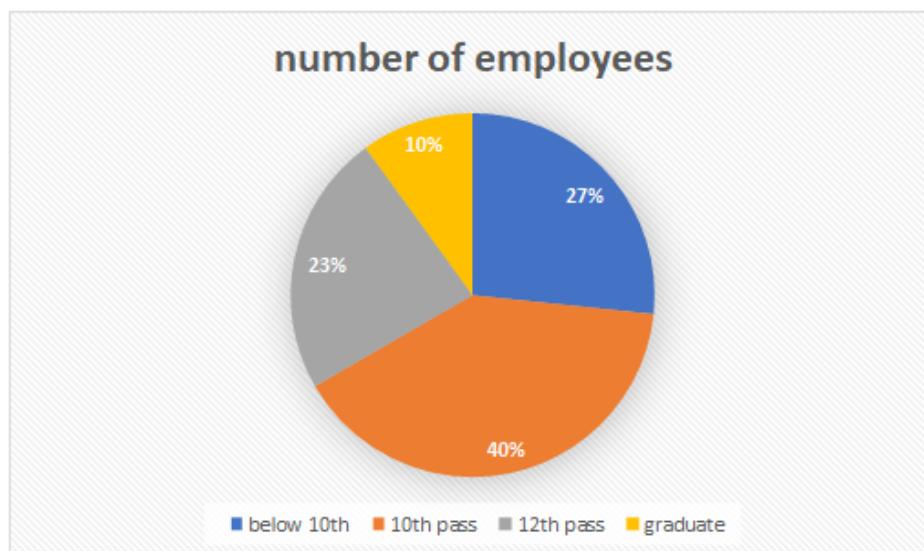
## 1. Age Group of Respondents

The age distribution shows that 30% of employees are aged 20–30, 45% are 31–40, 20% are 41–50, and 5% are above 50 years. This indicates a workforce dominated by mid-aged professionals who seek both stability and career growth, while younger employees focus on learning and development. Understanding this distribution helps design age-specific HR policies, engagement programs, and succession planning strategies.



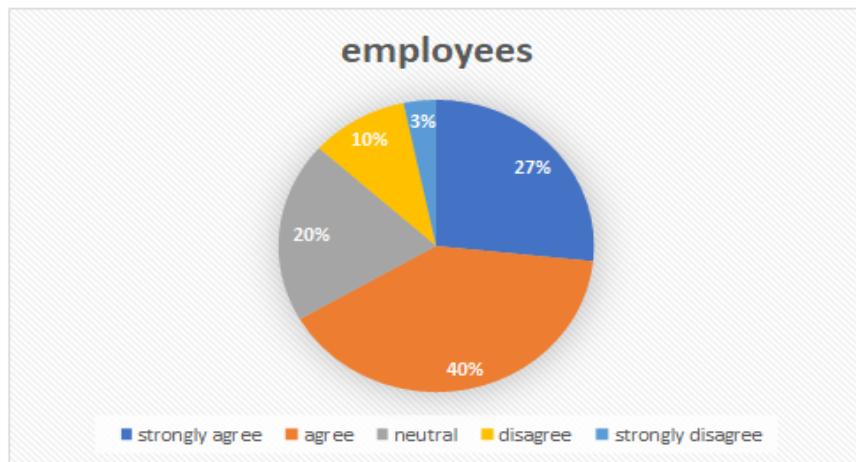
## 2. Educational Qualification of Employees:

Among the respondents, 50% hold a graduate degree, 30% are postgraduates, 15% have completed diplomas, and 5% are high school-qualified. This reflects a relatively educated workforce, emphasizing analytical and technical competencies. The organization can leverage this talent pool for complex projects while planning additional skill development for diploma and high school-qualified employees to maintain operational efficiency.



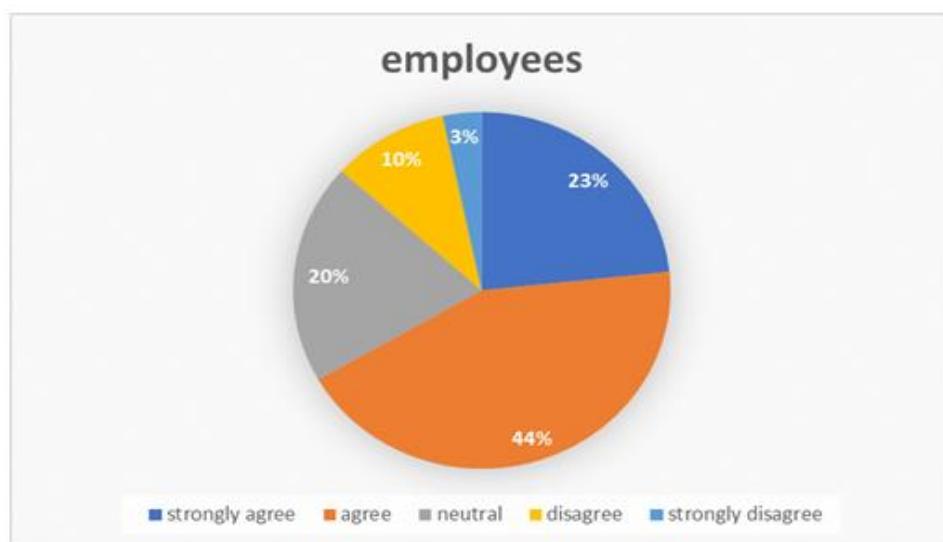
### 3. Recruitment Process Satisfaction:

Data indicates that 60% of employees are satisfied with the recruitment process, 25% are neutral, and 15% are dissatisfied. High satisfaction shows that the recruitment system is largely effective and transparent, though the 15% dissatisfaction points to areas needing improvement, such as better communication or reduced hiring delays, to attract and retain top talent.



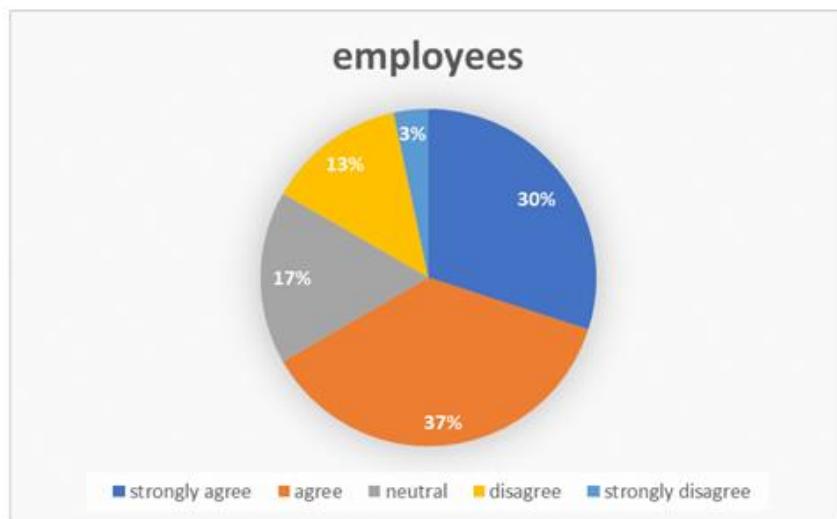
### 4. Training and Skill Development Availability:

Around 55% of employees feel that training programs are adequately available, 30% are neutral, and 15% feel they lack sufficient opportunities. This suggests that while the organization invests in employee development, some gaps remain. Strengthening training initiatives can enhance skills, boost engagement, and improve overall performance.



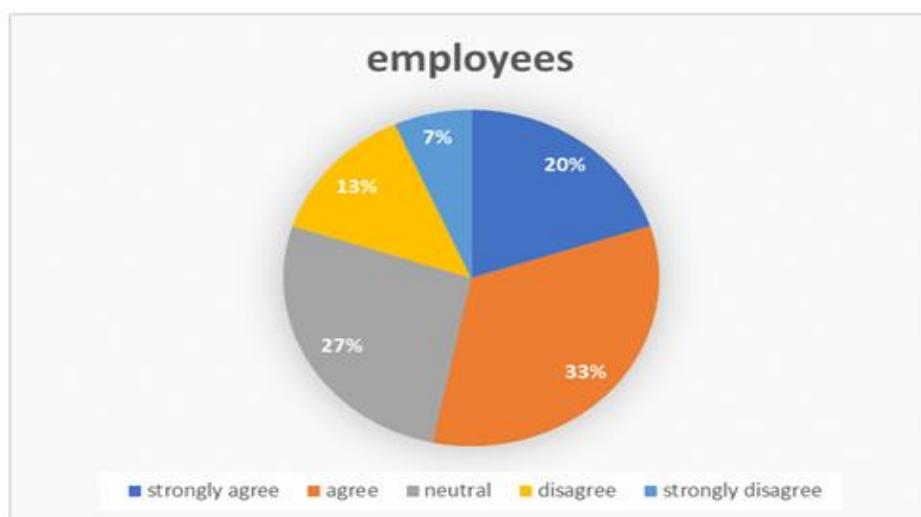
## 5. Workplace Environment and Welfare:

Approximately 65% of employees report satisfaction with the workplace environment and welfare measures, 25% are neutral, and 10% are dissatisfied. Positive workplace conditions, including safety, facilities, and welfare benefits, contribute to motivation and retention, while dissatisfaction signals areas for improvement, such as ergonomic enhancements or better welfare programs.



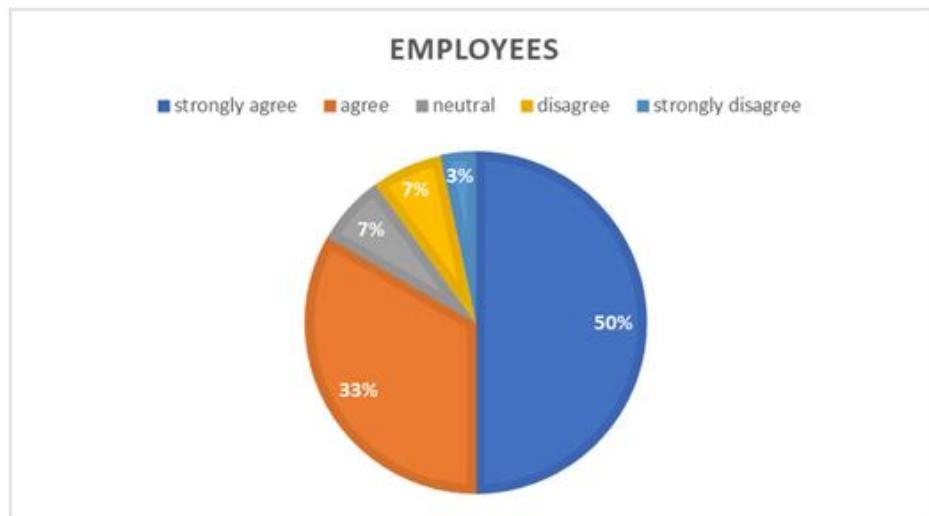
## 6. Performance Appraisal System:

Survey results show that 60% of employees are satisfied with the appraisal system, 20% are neutral, and 20% are dissatisfied. A fair and transparent appraisal process is critical for motivation and career growth. Addressing dissatisfaction by improving feedback mechanisms and appraisal criteria can enhance engagement and performance alignment.



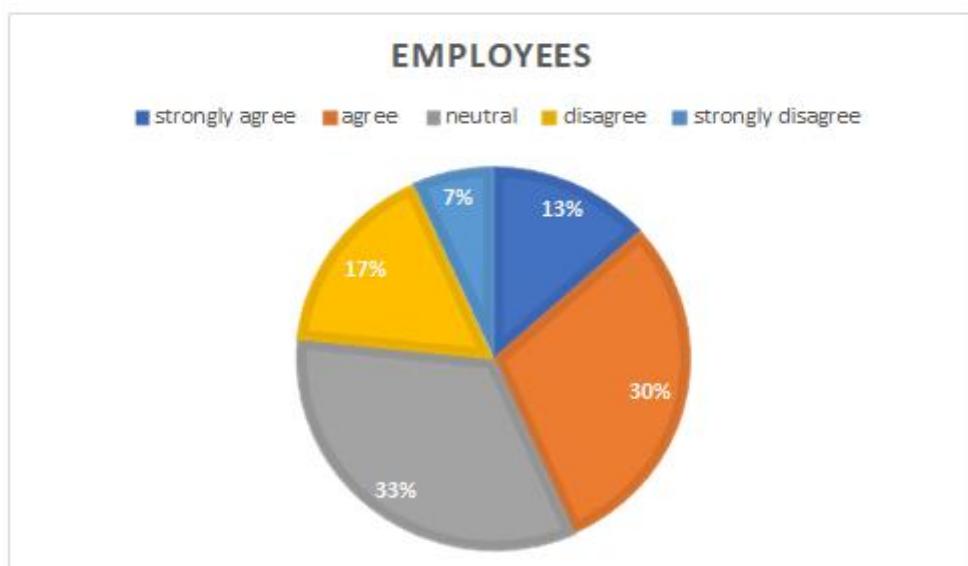
## 7. Payroll and Wage Timeliness:

About 70% of employees are satisfied with the timeliness of payroll, 20% are neutral, and 10% are dissatisfied. Timely and accurate salary payments strengthen trust and morale, while delays or errors can reduce employee satisfaction and retention. Maintaining consistent payroll practices is essential for workforce stability.



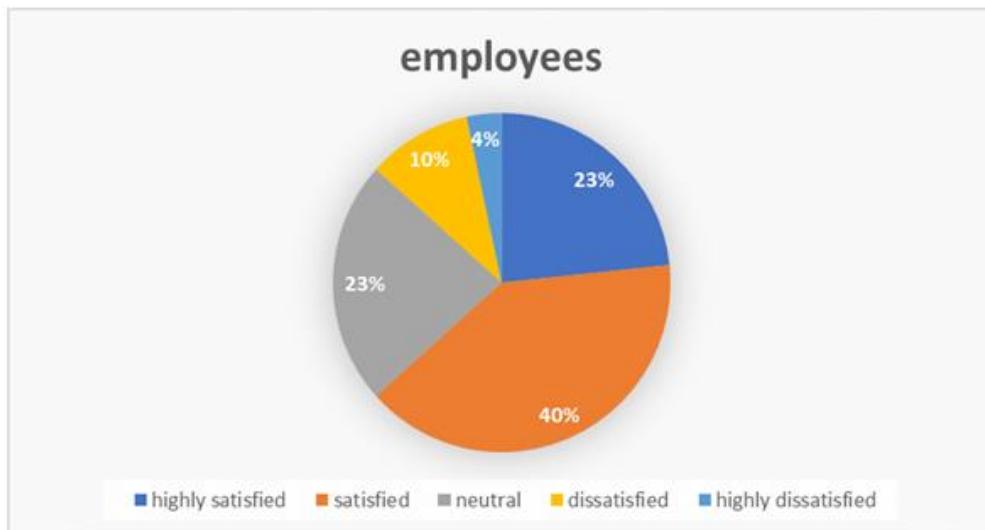
## 8. Employee Engagement Activities:

Employee engagement activities receive 55% satisfaction, 30% neutral, and 15% dissatisfaction. Regular workshops, team-building events, and social initiatives boost morale and organizational culture. Increasing participation and tailoring activities to employee interests can further enhance engagement.



## 9. Overall Job Satisfaction:

Overall, 60% of employees express job satisfaction, 25% are neutral, and 15% are dissatisfied. This indicates a generally content workforce, although areas like training, appraisal, and engagement could be improved. High job satisfaction correlates with higher productivity, lower turnover, and stronger organizational loyalty.



## CONCLUSION

The study shows that the organization has a largely satisfied and skilled workforce, with most employees content with recruitment, workplace environment, payroll, and engagement activities. Some gaps were noted in training opportunities, appraisal transparency, and participation in engagement programs. Overall, job satisfaction is high across different age and education groups, indicating consistent HR practices. Improving training, appraisal systems, and engagement initiatives can further enhance employee satisfaction, retention, and organizational productivity. The findings provide actionable insights for management to strengthen HR policies and create a more supportive, motivating workplace. Implementing these measures will contribute to long-term organizational growth and a positive employee experience.

## REFERENCES

1. Gupta, R., & Sharma, A. (2019). Performance appraisal practices in small manufacturing units. *International Journal of Management Studies*, 6(2), 45–52.
2. Khan, S. (2018). HR challenges in labour-intensive industries: A study of manufacturing units. *Journal of Business & Industrial Research*, 4(1), 22–30.

3. Kumar, V., & Mathur, S. (2020). Workforce retention issues in Indian semi-skilled labour markets. *Indian Journal of Industrial Relations*, 55(4), 675–689.
4. Armstrong, M. (2009). *Armstrong's Handbook of Human Resource Management Practice*. Kogan Page.

## BOOKS

1. Cascio, W. F. (2006). *Managing Human Resources: Productivity, Quality of Work Life, Profits*. McGraw-Hill.
2. Flippo, E. B. (1984). *Personnel Management*. McGraw-Hill.
3. Goldstein, I. L. (1991). *Training in Organizations: Needs Assessment, Development, and Evaluation*. Brooks/Cole.
4. Website
5. <https://timesofindia.indiatimes.com/>
6. <https://www.thearticle.com/>