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A STUDY ON EMPLOYEES PERCEPTION

ON THE IMPLEMENTATION OF SAP-HR

IN BRAKES INDIA LIMITED, PADI, CHENNAI

A Project Report

Submitted

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BONAFIDE CERTIFICATE

Certified that this project report titled **"A Study on the Employees' Perception on SAP-HR Implementation in Brakes India Limited, Padi, Chennai"** is the bonafide work of **Ms. H. Nikkathun Nisaa, Reg No: 1020400034,** who carried out the project under my supervision. Certified further, that to the best of my knowledge the work reported herein does not form part of any other project report or dissertation on the basis of which a degree or award was conferred on an earlier occasion on this or any other candidate.

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I am grateful to **Mr. Sridharan,** Senior officer, Personnel Department, Brakes India Limited, Chennai for their encouragement and constructive comments during the course of my study and preparation of this project.

CERTIFICATE
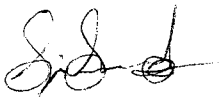
C E R T I F I C A T E

This is to certify that **Ms Nikkathun Nisaa** MBA student of **KCT**

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has undergone Project Work at **'Personnel & HR'** Department from

27.06.2011 to 05.08.2011.

Her Project Work on **'A Study on the Application & Effectiveness of**

SAP – HR implementation in Brakes India Ltd' was completed

successfully.

We wish her success in all her future endeavors.

S Shyam Sundar
General Manager - HRD

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ABSTRACT

The SAP-HR module consists of all master data, system configuration, and transactions to complete the Hire to Retire process. SAP stands for System Application Program. It includes the following information and processes: Personnel Management, Organizational Management, Travel Management, Time Management and Payroll Management.

This study basically focuses on investigating the Employees Perception on the effectiveness of SAP-HR Implementation in Brakes India Limited, Chennai. The various HR aspects like the HR Decision Making, Training, Recruitment, Transparency, Succession Planning, Career Management, Statutory Requirements, HR Planning and HR Budgeting and Improvement in efficiency through SAP-HR is well studied and analyzed.

Descriptive research is used where the insights and familiarity about the effectiveness of SAP-HR module gained. Primary data is collected in the form of Questionnaire. Random Sampling Technique is adopted. Percentage analysis, Correlation, Regression and Average Ranking Method are used to analyze the data where it tries to reveal the effectiveness of overall efficiency of the organization.

CHAPTER I

INTRODUCTION

CHAPTER 1

INTRODUCTION

1.1 Introduction to the study

1.1.1 SAP Human Resources (SAP HR)

The Human Resources module (SAP HR) consists of all master data, system configuration, and transactions to complete the Hire to Retire (or, as some say, Fire) process. It includes the following information and processes. SAP stands for System Application Program.

1.1.2 SAP Human Resources (HR) Components or Sub-Components:

- Personnel Management
    - Personnel Administration
    - Recruitment
    - Organization Structure
    - Compensation Management
    - Personnel Development
- Organizational Management
- Travel Management
- Time Management
- Payroll

1.1.3 Typical Hire to Retire business process associated with the SAP HR module:
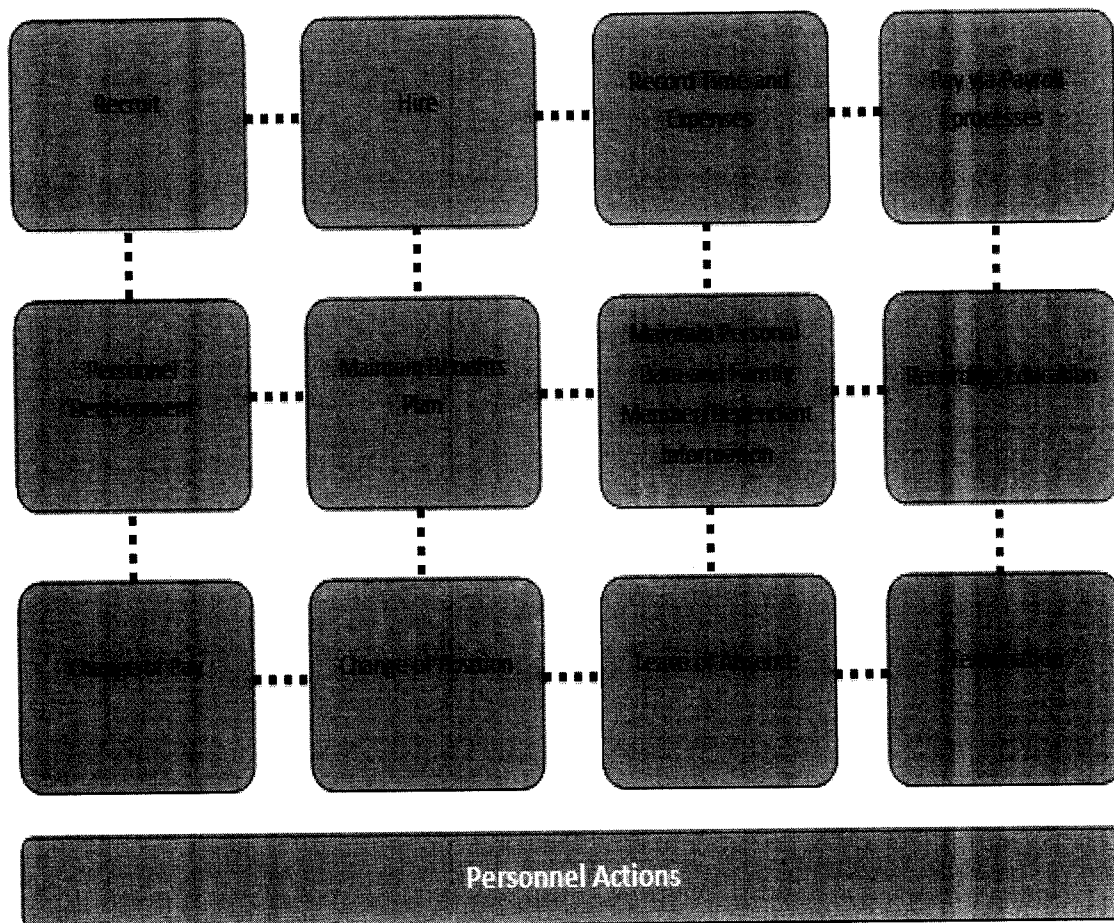
SAP Human Capital Management (SAP HCM) is a comprehensive, integrated human resources management solution that delivers unmatched global capability. SAP HCM gives organizations of all sizes, industries, and regions the tools needed to manage the most important asset: the people. The solution provides the framework to help executives, human resources (HR) professionals, and line-of-business (LOB) leaders to:

- Align objectives to corporate strategy through comprehensive analytics, engage employees and identify, retain, and develop key talent through a robust talent management offering built on a core HCM foundation.

- Increase efficiency while reducing costs through automation of transactional processes, as well as shared services – maintaining a single record of the truth compliant with local and global requirements.

With one competency catalogue leveraged by all talent management processes, one can ensure the right skills are in the right place at the right time. Based on one set of employee master data, one can reduce redundant users and data – keeping only the right, relevant information. By using one organizational structure to drive workflow, security, and position management, one can ensure that the right people can seamlessly access the right information.

One set of consolidated, cross-enterprise analytics enable you to plan, measure, and align objectives, not just within the HR department, but with the overall business strategy – ensuring the right kind of impact to promote growth. With one technology environment, one can reduce maintenance and upgrade efforts – lowering the overall total cost of ownership, while ensuring a compliant environment to meet your organization's needs locally and globally.

1.1.4 Advantages of SAP HR:

- Support global operations, adapt HR to business dynamics and minimise compliance risk.
- Simplify, automate and integrate HR processes – through the full employee life cycle.
- Enable a unified view of employees, budgets and projects; and support all HR needs and activities.
- Find and retain best talent worldwide, profit from market opportunities and ensure compliance.
- Provide high-quality HR services and boost the productivity of all employees.
- Improve the view into employee data, ensure process transparency and integrate HR systems.

1.2 INDUSTRY PROFILE OF BRAKES INDIA LIMTED, PADI

Before the automobile , people travelled by means of bicycles, trains, street cars and horse-drawn carriages, these methods of transportation were slow, limited and not private until 1880's, inventors experimenters were powered mainly by stream, and were not practical . They travelled at a slow speed of about six miles an hour, were very noisy, frightened horses smelled awful and pollute the air .Sometimes the coal would fall off the auto and burn wooden bridges down. Railroads and stage coals lines hated the automobiles because they did not complete. Autos were scare and ridiculed by most of the population. The car begun life as rich man's toy rather than means of transport or as an instrument of social change, the development and acceptance of auto mobile in America took place around the turn of the country, from 1895 to 1918. The most successful steam car was the Stanley steamer, invented newton Massachusetts in 1987 by Francis and freelance Stanley. American car manufactured, henry ford (1863-1947) intended an important assembly line and installed the first convey belt based assembly line his car factory in ford's high land park. Michigan plant around 1913-1914. The assembly line reduced produced costs for cars by reducing assembly time, fords famous model 'T' was assembled in 93 minutes. Ford made his car, called the 'QUADRI CYCLE' in June 1986, moreover success came after he formed in 1903 to produce the cars he designed. He introduces the model 'T' in1908 and it was a success, after installing the morning assembly lines in his factory in 1913, and become the world's biggest car manufacturer by 1927, 15 million model 'T' has been manufactured.

Finally the "horseless carriage" era of automobile manufacturing came to an end in 1906. That year United States took over the world's leadership of the automobile industry. The Indian automobile industry has finally began to emerge on its own.

The major players in the industry are:

Bajaj auto, General motors, Hyundai, Mahindra, TVS, Hero, Honda, Eicher motors and Hero motors.

These are the company that brings to them dream machine. This is where all starts is from the Stanley Merced's the India. The Tata truck and rest. They have begun to take

Class quality system by imbitiy the ISO9000/QS9000 quality system export have been to10% of output in the last decade exports grew from US$296 in 1995-96 in US$311 in 1996-97 the principal exports items include tractor parts, motor cycle, piston rings, feel in jutes, lamp auto bulb etc..

The rating upgrade is driven by Brakes India Ltd's demonstrated ability to sustain its competitive position in the domestic automotive braking industry in the face of pressures from both new entrants and industry downturns. This has enabled the company to sustain its financial profile through the downturn in the Indian automobile market and benefit from the current improvement in market conditions. Crisil expects the improvement in the company's financial profile to continue in the medium term.

In addition, the ratings draw comfort from Brakes India's dominant and diversified presence across all segments of the braking systems market for four-wheel vehicles, its long-standing relationship with all leading domestic four-wheel manufacturers and its strong presence in the export market through its foundry business. These strengths are tempered by Brakes India's continued dependence on automobile manufacturers for a large part of its domestic revenues and the consequent pricing pressures that limit the upside potential of its operating margins. Crisil believes that the recent change in the ownership of Brakes India's collaborator, TRW, will not impact the company's business position, in general, and the foundry business in particular, in the medium term.

Strong product and customer diversity complemented by high business shares with customers: Brakes India has a dominant and diversified presence across all segments of the braking systems market for four-wheel vehicles, which has reduced the volatility and vulnerability of its revenues. Brakes India holds strong business shares with all major four-wheel automobile manufacturers in India, which underscores its superior product and service quality. Due to its presence across all major automobile manufacturers in the domestic market, the impact of pricing pressures from any one customer on its margins is reduced.

1.2.2 Sustained market position despite competition:

Brakes India has demonstrated its business strengths despite difficult industry

Over the years, Brakes India has been successful in sustaining the leadership in domestic market in spite of competition from global players. Brakes India is estimated to have a market share of over 50 per cent in the domestic four-wheel braking industry (sales to domestic automobile manufacturers). Moreover, in 2001-02, when most of Brakes India's end-user markets witnessed a downturn, the company reported a revenue growth of 9 per cent over the previous year. The company's presence across markets and automobile segments enables it to diversify the risk associated with dependence on any one user industry or market.

1.2.3 Strong presence in exports from the foundry business:

Brakes India is the only Indian brake manufacturer to have commercialised its foundry operations. This has enabled it to not only diversify its revenues but also access international markets. Foundry exports accounted for 66 per cent of foundry sales and 11 per cent of Brakes India's total revenues in 2001-02. Brakes India's collaboration with TRW Inc (USA), a global leader in the development and manufacture of braking systems, has aided it in the export market as is evident from the fact that a large portion of its exports are made either directly to TRW or through TRW to global automobile manufacturers. Crisil expects that the recent change in TRW's ownership will not have a material impact on the growth prospects of Brakes India's foundry exports.

1.2.4 Improvement in financial risk profile likely to be maintained:

Brakes India's financial risk profile has improved significantly in 2001-02 over previous levels. Crisil expects the company to sustain this improvement in the medium term. The company used its cash flows in 2001-02 to curtail its debt levels, which improved its debt protection parameters. Gearing levels reduced to 0.67 times as at March 31, 2002, from a comparable level of 0.86 times as at March 31, 2001. Its overall interest coverage and debt service coverage ratios also improved significantly over the previous levels. Crisil expects Brakes India's cash flows to remain strong in the medium term and debt levels to reduce from their 2001-02 levels.

The company's strong performance in the current year bears out this expectation. For the six months ended September 30, 2002, Brakes India reported (unaudited) a profit after

sales of Rs 2.7 billion (Rs 2.2 billion). Over the next three years, Crisil expects Brakes India's financial risk profile to remain in line with its current rating category.

1.2.5 Dependence on revenues from automobile manufacturers:

Brakes India's continuing revenue dependence on domestic automobile manufacturers (which have accounted for over half its overall sales in the last three years) makes the company's profitability vulnerable to pricing pressures from customers that are original equipment manufacturers (OEM). This is especially true as domestic automobile manufacturers target vendors to reduce their material costs so as to maintain their profitability against sluggish demand conditions. Moreover, Brakes India's ability to realise higher prices for its products is also limited due to persistent competitive pressures and surplus capacity available with its competitors.

1.2.6 Business Description

Brakes India manufactures complete hydraulic braking systems, mechanical s-cam brakes, caliper (disc) brakes, rubber seals/hoses, brake fluid and ferrous castings. The company has an installed capacity of 7,50,000 brakes sets per annum and 46,500 tonne per annum (tpa) of ferrous casting spread across five manufacturing locations. These are at Padi in Chennai, Sholingur and Polambakkam (both around 100 kms from Chennai), Nanjangud (near Mysore) and Gurgaon. The main products manufactured at each location are:

1.2.7 Industry Outlook

The domestic braking industry is characterised by a few players that account for a large portion of the market. The industry is largely organised with the unorganised players mainly dominating the lower-end two and three-wheeler drum brakes. Since braking systems are safety critical products and require intensive testing, an automobile manufacturer's selection of a brakes vendor is based on the vendor's technological collaborations.

Hence, all major domestic brake manufacturers have technical collaborations with global players. Leveraging on their technical collaborations, domestic brake manufacturers have recently begun to export complete braking systems. Export opportunities in braking

value-added components from developing nations due to the cost advantage. The company's brakes division is likely to report over 10 per cent growth in revenues in the current year.

Domestic sales are expected to increase in line with the recovery in the automobile sector, especially in commercial vehicles (CV). But the growth in OEM sales is likely to be offset by a lower rate of growth in aftermarket and export revenues. Over the medium term (three years), Brakes India's domestic growth will remain at 5 per cent to 7 per cent since the company's ability to increase its already high business shares with existing customers will be limited. Growth in the replacement market will also be limited as the improving quality of products is resulting in longer product life. Any substantial growth in the brakes division will, therefore, be driven by exports. Realisations are likely to remain under pressure, as the company will be constrained to extend price discounts to existing customers.

Brakes India is likely to benefit from the recent trend of global automotive suppliers outsourcing casting requirements from developing nations because of the cost advantage. Consequently, foundry revenues are expected to increase by over 20 per cent in the current year. Nevertheless, foundry exports depend on offtake from TRW. In the wake of Northrop Grumman's decision to hive off TRW's automotive division, the sustainability of these exports will be critical for any long-term growth in Brakes India's foundry revenues.

1.3 COMPANY PROFILE - BRAKES INDIA LIMITED, PADI, CHENNAI

Brakes India limited is a leading manufacturer of braking system in India for the automotive industry. The company was established as a joint venture between TVS and TRW in the year 1962. Brakes India limited has grown steadily to become a leading brake system supplier to global OEMs operating in India. With design, development and manufacturing capability that matches global standards in quality and safety, Brakes India limited is capable of providing Complete braking system technology from concept to completion.

In 1981, Brakes India limited entered into technical collaboration with quall cast (derby foundries) ltd., U.K. For the manufacturing of the permanent mould ferrous casting, a technology newly introduced in India. In the same year, Brakes India limited established a

Brakes India limited has two broad divisions. They are the Brake division and the Foundry division. The Brake division is India's largest manufacturer of complete Brake system for automotive and non-automotive application including Hydraulic brake, clutch actuation, heavy duty brake, foundation brake equipment, clutch fluid. The foundry division is equipped with state-of-the-art technology to manufacture sand-casting both grey and SG iron. It is India's largest manufacturer of permanent mould ferrous die-casting.

1.3.2 The strength of Brakes India limited lies in:

- Its ability to **motivate and harness the capabilities** of its human resource develops and nurtures a strong **vendor base.**
- Its **commitment** to quality, cost, delivery, safety and customer satisfaction.
- Strong in-house Research & Development, coupled with access to **World Class Technology** through collaboration and affiliations worldwide enables Brakes India to provide the **Best Braking Solutions and Castings** to its customers.
- Sales turnover of its Brakes divisions exceeds **Rs. 5 Billion**. Brakes Divisions have grown steadily to become a **Leading Brake System Supplier** to global OEMs operating in India.
- Sales turnover of its Foundry division exceeds **Rs. 2 Billion**, has an installed capacity of **47,000 MTPA** for permanent Mould Grey Iron and high pressure moulded Ductile and Grey iron sand castings.
- An impressive list of **Customers** adds testimony to the capabilities of Brakes India.

Brakes India limited's success lies in management philosophy matched by its commitment to total quality by identifying and meeting customer needs, which would include the expectation on quality, delivery, price, etc.,

1.3.3 Manufacturing locations of Brakes India limited:

- Padi (Chennai)
- Sholinghur (About 110 km from Chennai)
- Polambakkam (About 90 km from Chennai)
- Gurgoan (About 25 km from NewDelhi)
- Waki (Pune)

1.3.4 MILESTONES ACHIEVED BY THE COMPANY:

1962   -   Incorporated as public limited company.

1964   -   Commenced manufacturing of brakes at Padi factory.

1966   -   Introduced 'S'cam brakes for heavy commercial vehicles for first time in

India.

1967   -   Introduced indigenously designed drum brakes for light commercial

vehicles.

1968   -   First export of rubber seals to U.K.

1972 - 1. First export of tractor brakes as original equipment to Yugoslavia.

2. First export of Hydraulic brakes.

1975 - R&D activities recognized by ministry of Science and Technology.

1979   -   Commenced manufacturing operations at Brakes Division, Sholinghur.

1981   - 1. Set up Foundry Division at Sholinghur.

2. Commenced production of Permanent Mould Castings in technical

collaboration with Qual cast Limited, U.K.

1986   -   After successful R&D work, commenced manufacture of heavy duty

brake and clutch fluid.

1987   - 1. Commenced brake assembly operations at Gurgoan for supplies of

Maruthi Suzuki.

2. Commenced manufacture of Hydraulic Brake Hoses with technical

support from Hitachi Cable Company, Japan.

3. Commenced original equipment supplies of tractor brakes U.K.

4. Award received for outstanding contribution in the field of Industrial

    Relation by the All India Association of Employers.
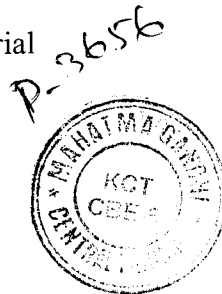
1988 - Introduced cellular manufacture system at Brakes Division, Padi.

1991 - Achieved sales of 1.0 million litres of Heavy Duty Brakes and Clutch

    fluid in a year.

1992 - 1. Commenced manufacture of Ductile Iron Castings at Foundry Division.

    2. Foundry Division got certified by BVQI, for Quality Assurance System

      to ISO 9002 Standards.

1993 - Brake Division, Padi and Gurgoan plants got certified by BVQI, for Quality

    Assurance System to ISO 9002 Standards.

1994 - 1. Brakes Division, Sholinghur got certified by BVQI, for Quality

    Assurance System to ISO 9002 Standards.

    2. Achieved sales of 2.0 million litres of Brake fluid in a year

1995 - Brake Division, Nanjangud got certified by BVQI, for Quality Assurance

    System to ISO 9002 Standards.

1996 - Commenced manufacturing operations at Polambakkam.

1998 - Certified for QS 9000 requirement 3rd edition by BVQI.

2001 - Certified for ISO 14001 Environment management System (Padi).

2003 - 1. TPM Excellence Award, First category by JIPM on 9th December.

    2. "Deming Application Prize" for Foundry Division

2004 - Certified ISO/TS 16949 - 2nd edition by BVQI on 7th May.

1.3.5 Brakes India Limited's key achievements:

- ISO14001 - Environmental Management systems (EMS)
- TPM Consistency Award
- Deming Award
- TS 16949 – QS 2002
- OSHAS

1.3.6 QUALITY POLICY:

Brakes India Limited is committed to total quality. The company shall,

1. Achieve this by identifying and meeting customer requirements on quality, delivery, price and service.
2. Strive to enhance customer satisfaction through continual improvement of the efficiency of the quality management system.
3. Comply with the statutory and regulatory requirements.

1.3.7 QUALITY:

The products manufactured are subjected to strict surveillance at every stage of manufacture to ensure acceptable quality product. The company is committed to quality management and obtained QS9000 obtained TQM Award.

1.3.8 RESEARCH AND DEVELOPMENT:

Brakes India Limited has received R&D recognition from the Department of Science and Technology, Government of India. It has programmers of continual research and development that is abreast with the latest technology, synonymous with modern thinking in the field of safe braking.

1.3.9 MAJOR CUSTOMERS:

(1)   Brake system:

- Ashok Leyland
- Piaggio

- Eicher motors
- Bharat earth movers
- Maruthi
- Fiat India
- Force motors Ltd
- Ford India Ltd
- General Motors (India)
- Premier automobiles
- Defence establishments
- Tata motors
- Mahindra&Mahindra
- Swaraj Mazda

(2)   Foundry Products:

- Ashok Leyland
- Kelvinator
- Voltas
- Mico
- Mahindra & Mahindra
- Godrej & Boyce

1.3.10 PRODUCT PROFILE:

Major products manufactured by Brakes India Limited:

PADI

HCV – Brakes

LCV – Brakes

Parking Brakes

Tandem master cylinder

Wheel cylinder

Servo

SHOLINGUR

Saw Brakes

Cam Brakes

Transmission Brakes

Tandem master

Cylinders

Wheel

FOUNDRY DIVISION	NANJAGUD
Hydraulic cylinder	Seals
Castings	Polymer
Valve plates	**POLAMBAKKAM**
Bearing retainers	Cam Brakes
Rocker Shaft supports	Calipers
Torque plates	Brake shoes
Brake disc	Caliper Pads
Caliper housing & Carriers	

1.4 Statement of the problem

Change alone is permanent in this ever changing market environment: the organisation must update its technology to compete with the competitors. The new development in the field of science facilitates the HRD functions so simple and effective. Hence the organisation moved one step ahead to apply HRIS- Human Resource Information system. In the year 2007, it moved to more comprehensive, integrated human resources management solution that delivers unmatched global capability - **SAP-HR.** The employees felt difficult to adapt to the new technology. This study analyses the employees' perception on the implementation of SAP-HR in the HRD as well as other units of the organisation.

1.5 OBJECTIVE OF THE STUDY

1.5.1 PRIMARY OBJECTIVE:

To study the employees' perception on the application and effectiveness of SAP-HR implementation in Brakes India Limited.

1.5.2 SECONDARY OBJECTIVE:

To study the impact of Training, Succession Planning, Career Management, Recruitment, Transparency, HR Planning and HR Decision Making and Statutory

1.6 SCOPE OF THE STUDY

- The study focuses only on the Employees' Perception on the implementation of SAP-HR.
- The study is confined to Brakes India Ltd, Padi, Chennai.
- The study was conducted after 3 years of implementation of SAP-HR module.

CHAPTER II

REVIEW OF LITERATURE

CHAPTER 2

REVIEW OF LITERATURE

Nase Gospodarstvo (2007)[1] , Implementation of enterprise resource planning solutions (ERP solutions) is a complicated task because of its complexity. Organizations must start implementation deliberately and have to take into consideration the implementation methodology of an ERP vendor. The study of factors (CSF) which influence the success of the implementation of ERP solutions is important because of several unsuccessful implementation attempts. Research conducted in Slovenian organizations has shown that implementation method did not have any influence on the importance of CSF, that there is a connection between CSFs within each vendor implementation method, and that there are differences in importance of CSFs within each vendor methodology.

Poettcker, Betty A. (2009)[2]**,** SAP can he used as an effective tool to assist in the management of cost, schedule, and resources for a single project, as well as, for a portfolio of small projects. Using this method for small projects allows project managers to analyze a group of projects and make timely decisions. This article will explore the use of SAP in each of the three areas of project costs, mile- stone schedules and resources. Each section will describe the setup in SAP, the analysis of the data for management and project controls, and the benefits of using SAP as a tool for project management. A standardized approach for each project in the portfolio provides consistent information that can he analyzed across the entire portfolio of projects. The key to using SAP successfully is to he consistent and to update the information regularly. SAP can be an effective tool for managing and controlling multiple small projects.

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[1] Our Economy (Nase Gospodarstvo); 2007, Vol. 53 Issue 1/2, p37-47, 11p, 6 Charts, 1 Graph

[2] Article : Cost Engineering; Mar2009, Vol. 51 Issue 3, p9-14, 6p, 7 Charts, 1 Graph

Sedmak, Melissa (2010)[3], This paper explores the processes that occur during the **implementation** of an enterprise system (ES). It seeks to identify the most prevalent and/or that which has the most impact on the **implementation**. Data was collected through a case study of a **SAP implementation** on the UK site of an international durables manufacturing company. The research questions focus on the method for capturing and analysing process related data, as well as on what the actual processes are. Communication was found to be the most prevalent of processes highlighted by the interviewees.

Communications of the ACM (Oct2009)[4], The article addresses the question of whether firms which use SAP-HR systems reap significant financial benefits and competitive advantages from them or not. It focuses on issues involving information technology **implementation**, such as firm-specific resources, external forces, and the metrics used in evaluating such investments. Data from before and after the adoption of **SAP**-HR systems was collected from several firms, and compared to similar data on their competitors. It was found that companies using **SAP**-HR significantly improved their efficiency

E.F (2010)[5], The article reports on the move of SAP AG to focus on human resources (HR) software as a service (SaaS). It states that the company provides HR-related applications, including the core HR systems for tracking essential employee information and talent management tools for critical task. The company's vice president of solution management David Ludlow states that the company is examining how the shift to mobile devices and social networking can be harnessed in HR software products.

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[3] Article : Knowledge & Process Management; Jan-Mar2010, Vol. 17 Issue 1, p1-11, 11p, 3 Diagrams, 2 Charts

[4] Article : Communications of the ACM; Oct2009, Vol. 52 Issue 10, p113-117, 5p, 3 Charts, 2 Graphs

[5] Article, Workforce Management; Jun2010, Vol. 89 Issue 6, p30-30, 1/2p, 1 Color Photograph

FOK, Anna(2010)[6], The article reports on the assistance of International Business Machines Corp. (IBM) and SAP Asia Pacific Japan to provide a single human resource (HR) platform for Singapore Health Services Pte Ltd. (SingHealth). It states that SAP software and hardware services will be provided including the standardization of payroll runs and claim processes. Anna Fok, group human resources director at SingHealth, remarks on the company's HR system advancement for growth and service demands in the future.

Gulledge, Thomas Simon, Georg (2005)[7], Purpose - This paper seeks to describe the evolution of SAP implementation methodologies and tools, in particular, Value SAP, with a focus on the Accelerated SAP (ASAP) implementation methodology and its evolution as a part of SAP's new Solution Manager tool. Design/methodology/approach - The general approach is more focused on monitoring and managing an ongoing SAP implementation project using an enterprise solution architecture. Three options are explored. Findings - Finds that one option supports end-to-end business process management - other options can be managed, but with cost and risk. Originality/value - This paper has reviewed the latest developments in SAP implementation methodologies from a management orientation. The issues in this paper are often taken for granted by researchers, so it is hoped that the focus on these issues will elevate interests in pursuing some of the unanswered questions.

Hadfield, Will (2007)[8], The article reports that the firm London Borough of Waltham Forest has announced that it has saved £7 million over five years by standardising its core systems on managed SAP applications. The London council is in a contract that pays systems integrator LogicaCMG PLC just under £1 million a year to run its SAP enterprise applications as managed services. Waltham Forest now plans to move other

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[6] Article : Enterprise Innovation; Apr/May2010, Vol. 6 Issue 2, p36-37, 2p

[7] Article, Industrial Management & Data Systems; 2005, Vol. 105 Issue 6, p714-736, 23p

[8] Computer Weekly; 4/10/2007, p6-6, 1/4p

services on to SAP to realise further efficiency gains. The MySAP Human Capital Management application is being rolled out in a £900,000 project to offer HR self-service functions to staff from July 2007. The council has kept the same number of people in its contact centre since implementing MySAP CRM.

CHAPTER III

RESEARCH METHODOLOGY

CHAPTER 3

RESEARCH METHODOLOGY

3.1 RESEARCH DESIGN:

. The Research design is the conceptual structure within which the research is conducted. **The Descriptive Research design** helps to study and investigate into greater details of the Employees' perception on the application and effectiveness of SAP-HR Implementation in Brakes India Limited, Padi, Chennai. This design aims at securing accuracy by minimizing bias and maximizing reliability of data collected

3.2 DATA AND SOURCES OF DATA:

The primary data was collected through questionnaire in which five point rating scale is used. It collects information on various HR aspects like HR Decision making (2), Training (2), Recruitment (4), Transparency (6), Succession Planning (3), Career Management (4), Statutory Requirements (4), Improvement in efficiency (2), HR Planning and HR Budgeting (3). Thus the total number of items under the following dimensions is 30.

The data collected was coded and for better understanding of subject, it was summarised using **Frequency analysis and Graphs**.

3.3 TIME PERIOD COVERED:

The total time period of the study was 45 days. It took nearly one month to finalize the research design and the data collection was carried out in 15 days.

3.4 POPULATION AND SAMPLE SIZE:

A sample is a part of whole universe being taken for the study. The sample represents the whole universe. The total number of employees having access to SAP are around 1000. Since it was difficult to get responses from the entire population a sample of 80 is taken to represent the population.

3.5 SAMPLING TECHNIQUE:

The researcher has adopted random sampling design to do the study. The study was done in Brakes India Limited where there are 16 different departments. The researcher distributed each department with six questionnaires. Each department is considered as one unit and provided equal chance irrespective of its strength. Out of 96 questionnaires 80 were found to be complete and usable.

3.6 STATISTICAL TOOL USED:

The statistical tools used in this research are

- Correlation
- Regression
- Average Ranking Method.

3.7 LIMITATIONS OF THE STUDY

- ➤ Since the Executives were busy the whole day in their work finding time to meet them is little difficult.
- ➤ While collecting the review the researcher faced difficulties in tracing out an appropriate source.

- ➤ Finally due to time constraints a sample size of 80 was only taken which was not sufficient to do an in depth analysis and to get high precision in results.

CHAPTER IV

ANALYSIS AND INTERPRETATION

CHAPTER 4

4.1 PERCENTAGE ANALYSIS

4.1.1 RECRUITMENT:

To find the speed and accuracy for short listing of job applicants

TABLE 1.1

Short listing of job applications

S No	Speed and Accuracy Response	Total no of respondents	Percentage of respondents
1	Strongly agree	44	55.0
2	Agree	29	36.2
3	Neither agree nor disagree	4	5.0
4	Disagree	3	3.8
	Total	80	100.0

Inference:

It is inferred that the major portion of respondents in the organisation agree that the short listing of application is faster and accurate by applying SAP-HR module.

Chart 1.1

Speed and Accuracy in Short listing of job applications
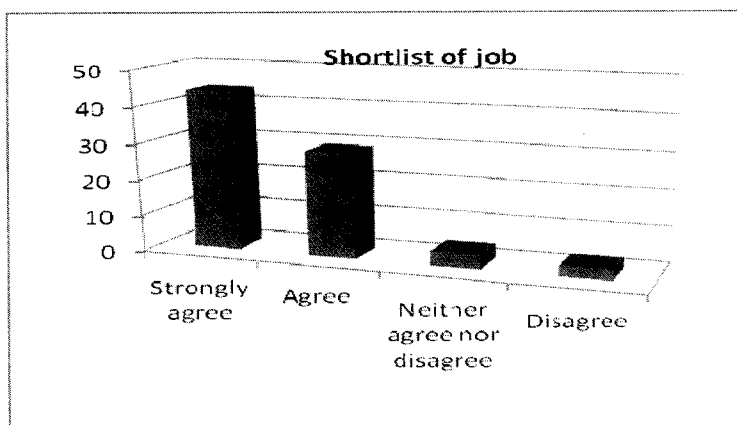
To find the reduction of time consumption and cost involved in the recruitment process by SAP-HR

TABLE 1.2

Time consumption and cost involved

S No	Reduction in time and cost – Response	Total no of respondents	Percentage of respondents
1	Strongly agree	43	53.8
2	Agree	31	38.8
3	Neither agree nor disagree	3	3.8
4	Disagree	3	3.8
	Total	80	100.0

Inference:

It is inferred that in the organisation most of the respondents are satisfied with the reduction of cost in the recruitment process through the application of SAP-HR.

Chart 1.2

Reduction in Time consumption and cost involved
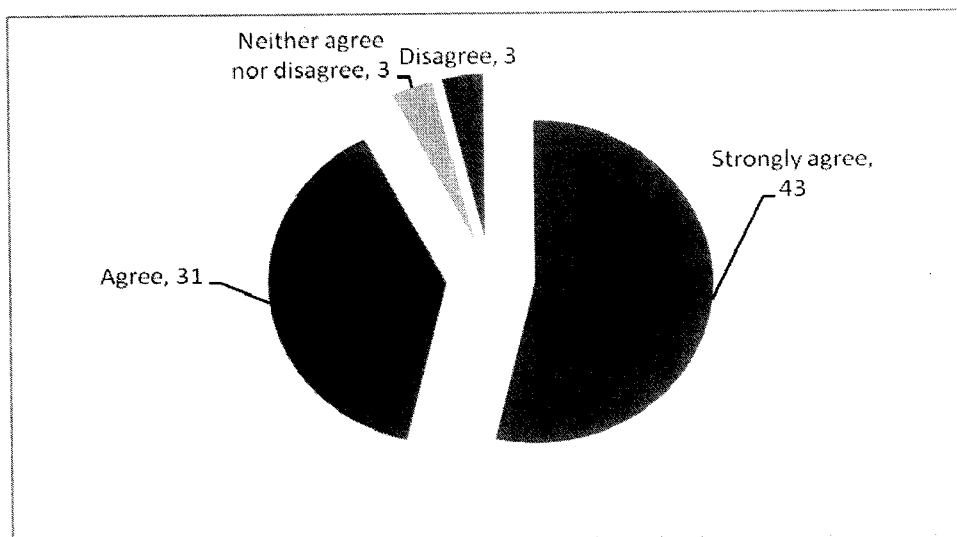
To find whether the high speed of retrieval and processing data accelerates the process of recruitment and identification of position inventory

TABLE 1.3:

Higher speed of retrieval and processing of data

S No	Data processing Response	Total no of respondents	Percentage of respondents
1	Strongly agree	44	55.0
2	Agree	18	22.5
3	Neither agree nor disagree	8	10.0
4	Disagree	6	7.5
5	Strongly Disagree	4	5.0
	Total	80	100.0

Inference:

It is inferred that the majority of the respondents supports that SAP-HR is an effective aid to the organization for the retrieval and processing of data which accelerates the process of recruitment and identification of position inventory in the organisation

Chart 1.3:

Higher speed of retrieval and processing of data

Higher speed of retrieving and processing of data
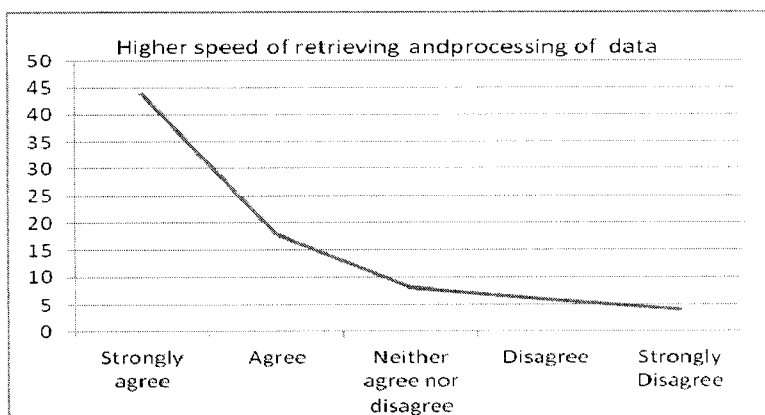
To find whether SAP-HR records details of recruitment process such as the cost and the method of recruitment and the time taken to fill the position

TABLE 1.4

Recording Cost and the method of recruitment

S No	Recruitment-Response	Total no of respondents	Percentage of respondents
1	Strongly agree	43	53.8
2	Agree	17	21.2
3	Neither agree nor disagree	12	15.0
4	Disagree	4	5.0
5	Strongly Disagree	4	5.0
	Total	80	100.0

Inference:

The majority of respondents agreed that SAP-HR is helpful to record and maintain the information about the recruitment process effectively.

Chart 1.4

Recording Cost and the method of recruitment
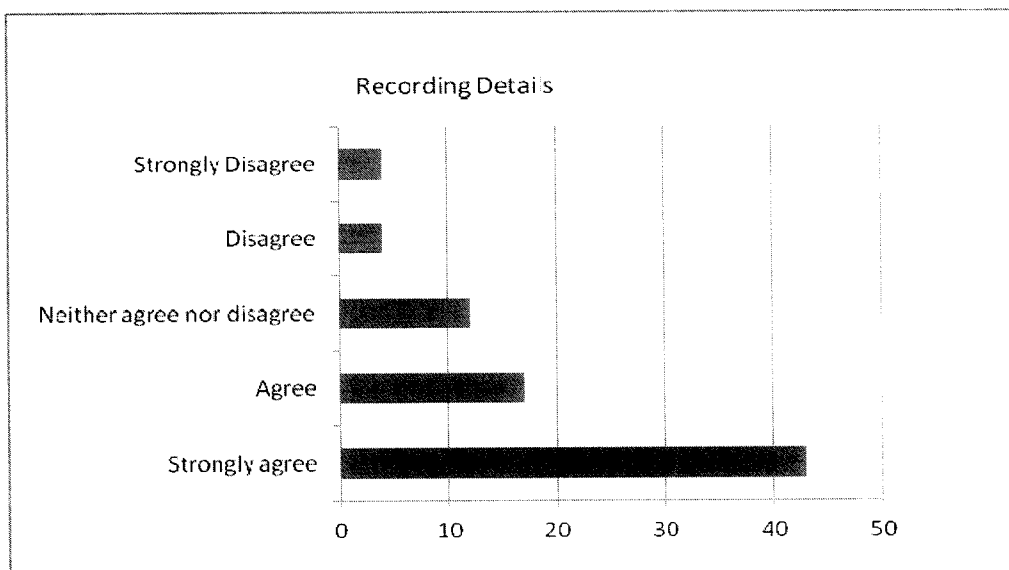
4.1.2 CAREER MANAGEMENT

To find the responses for the data storage of information regarding each employee

TABLE 2.1

Data storage

S No	Data storage -Response	Total no of respondents	Percentage of respondents
1	Strongly agree	32	40.0
2	Agree	36	45.0
3	Neither agree nor disagree	9	11.2
4	Disagree	2	2.5
5	Strongly Disagree	1	1.2
	Total	80	100.0

Inference:

The majority of respondents agreed that SAP-HR is helpful for storing the data of the employee form his date of joining till his retirement.

Chart 2.1

Data storage of information regarding each employee
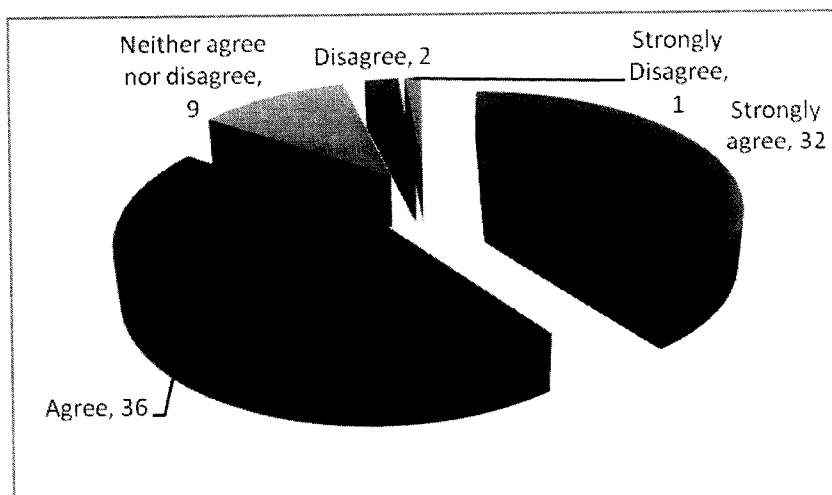
To find how far the improper data updating leads ones career in deep valley

TABLE 2.2:

Impact of Improper data updating

S No	Improper updating-Response	Total no of respondents	Percentage of respondents
1	Strongly agree	27	33.8
2	Agree	47	58.8
3	Neither agree nor disagree	6	7.5
4	Disagree	0	0
5	Strongly Disagree	0	0
	Total	80	100.0

Inference:

Majority of respondents agree with the fact that the improper data updating leads ones career in deep valley

Chart 2.2:

Impact of Improper data updating
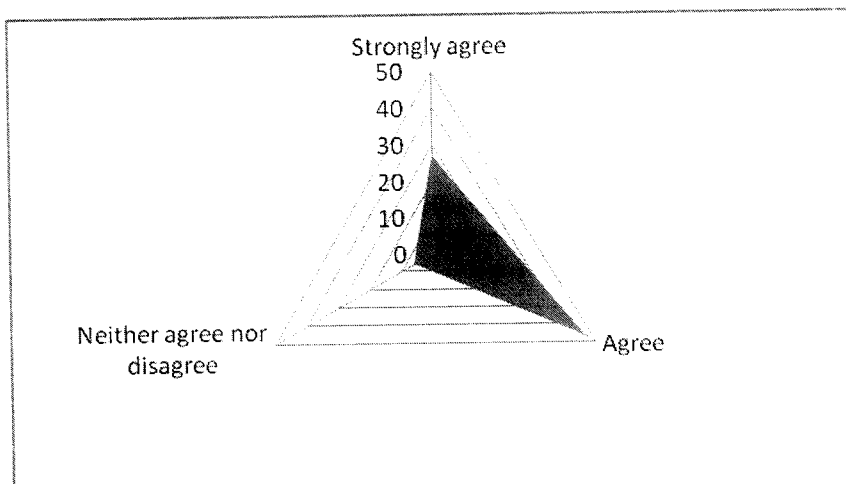
To find the extent of information accessibility by the employees regarding their **Career Developmental Program.**

TABLE 2.3:

Career Developmental Program

S No	CDP -Response	Total no of respondents	Percentage of respondents
1	Strongly agree	28	35.0
2	Agree	23	28.8
3	Neither agree nor disagree	10	12.5
4	Disagree	10	12.5
5	Strongly Disagree	9	11.2
	Total	80	100.0

Inference:

Half of the respondents agree with the fact that SAP-HR provides them easy accessibility of information regarding the Career Developmental Program

Chart 2.3:

Career Developmental Program

Career Development Program
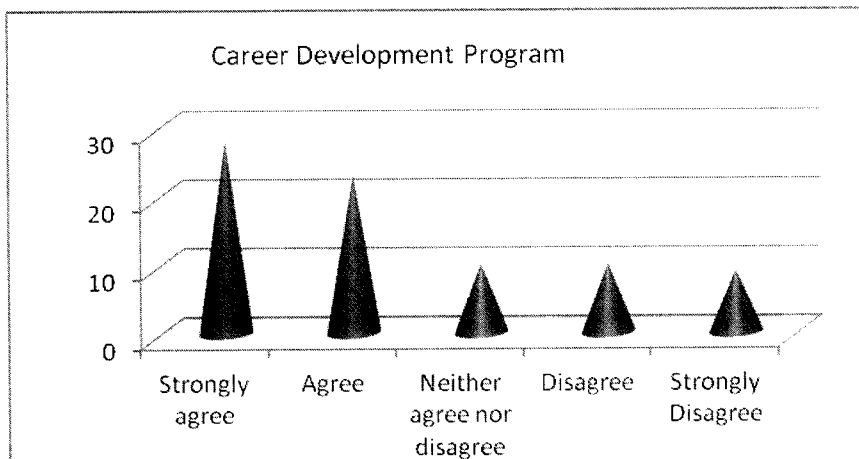
To find whether SAP-HR is capable of carrying out performance appraisal without any human error

TABLE 2.4:

Performance appraisal

S No	Performance Appraisal-Response	Total no of respondents	Percentage of respondents
1	Strongly agree	30	37.5
2	Agree	26	32.5
3	Neither agree nor disagree	11	13.8
4	Disagree	5	6.2
5	Strongly Disagree	8	10.0
	Total	80	100.0

Inference:

Majority of respondents agree with the fact that SAP-HR is capable of carrying out performance appraisal without any human error

Chart 2.4:

Performance appraisal
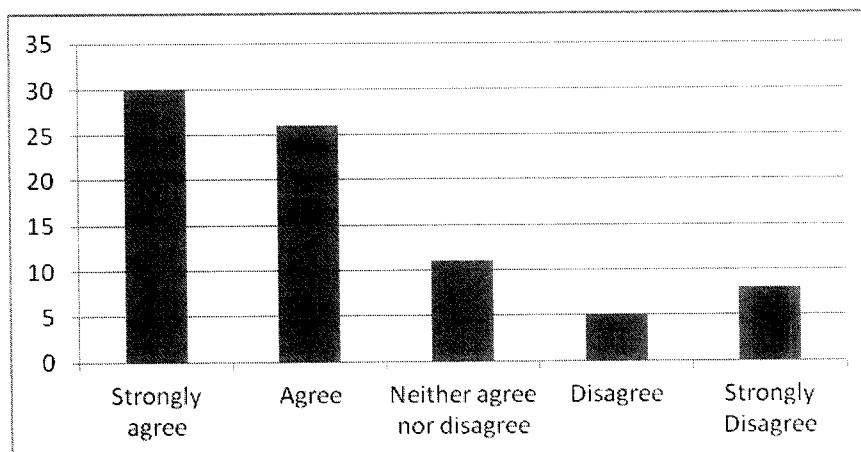
4.1.3 SUCCESSION PLANNING

To find whether SAP is capable of providing succession plan to identify which employee has been earmarked for which position.

TABLE 3.1:

Succession planning

S No	Succession planning -Response	Total no of respondents	Percentage of respondents
1	Strongly agree	16	20.0
2	Agree	36	45.0
3	Neither agree nor disagree	14	17.5
4	Disagree	10	12.5
5	Strongly Disagree	4	5.0
	Total	80	100.0

Inference:

Half of the respondents agree with the fact that SAP-HR is capable of providing succession plan to identify which employee has been earmarked for which position.

Chart 3.1

Succession Planning

Strongly Disagree 5%
Disagree 13%
Neither agree nor disagree 17%
Strongly agree 20%
Agree 45%
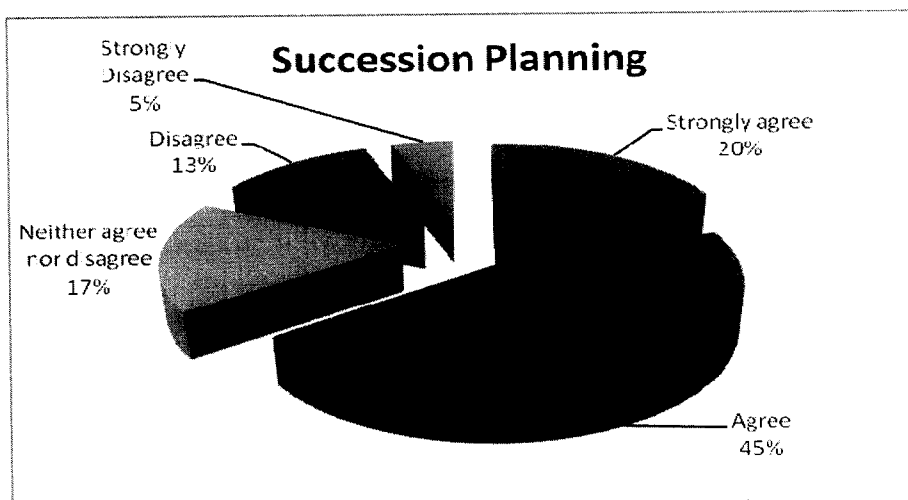
TABLE 3.2

Reward and promote accordance his or her performance

S No	Reward and promote – Response	Total no of respondents	Percentage of respondents
1	Strongly agree	14	17.5
2	Agree	31	38.8
3	Neither agree nor disagree	17	21.2
4	Disagree	13	16.2
5	Strongly Disagree	5	6.2
	Total	80	100.0

Inference

It has been inferred that SAP-HR partly identifies the potential employee to reward and promote accordance his or her performance.

Chart 3.2

Reward and promote accordance his or her performance
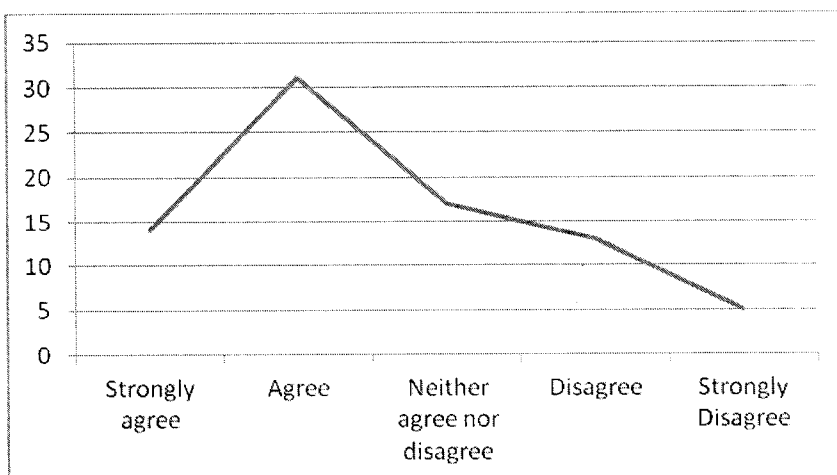
To find whether position inventory and succession planning is effectively done so the productivity of the particular unit remains unchanged

TABLE 3.3

Productivity remains unchanged

S No	Productivity-Response	Total no of respondents	Percentage of respondents
1	Strongly agree	29	36.2
2	Agree	27	33.8
3	Neither agree nor disagree	13	16.2
4	Disagree	11	13.8
5	Strongly Disagree	29	36.2
	Total	80	100.0

Inference:

Majority of the respondents agree that position inventory and succession planning is effectively done so the productivity of the particular unit remains unchanged

Chart 3.3

Productivity remains unchanged
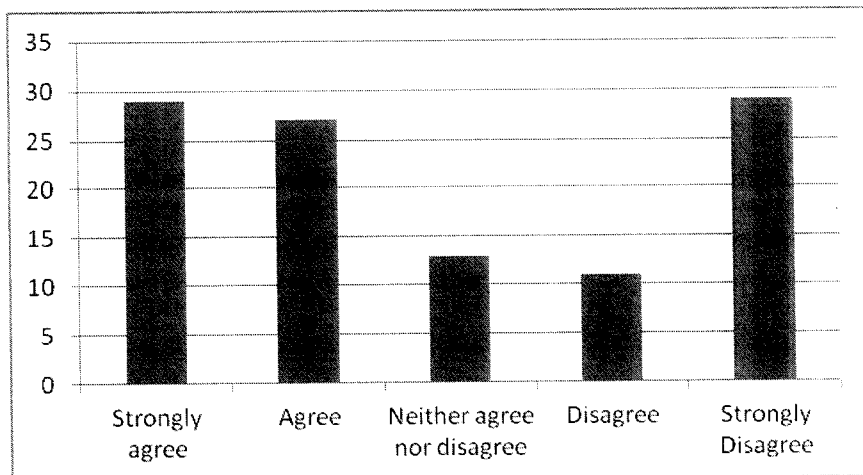
4.1.4 INFORMATION TRANSPARENCY

TABLE 4.1

Time consumption

S No	Time consumption Response	Total no of respondents	Percentage of respondents
1	Strongly agree	35	43.8
2	Agree	34	42.5
3	Neither agree nor disagree	4	5.0
4	Disagree	4	5.0
5	Strongly Disagree	3	3.8
	Total	80	100.0

Inference:

It is inferred that the time consumption of every operation to access information in the organisation is reduced by the implementation of SAP-HR module.

Chart 4.1

Time consumption
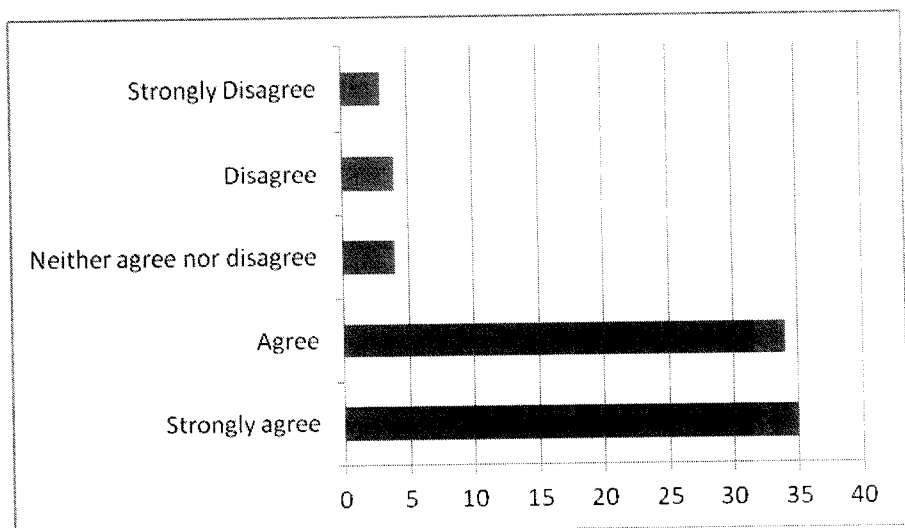
To find whether each department is able to able to access appropriate HRD policy and pass information regarding their requirements

TABLE 4.2

Access of HRD policy and requirements

S No	Access of HRD policy-Response	Total no of respondents	Percentage of respondents
1	Strongly agree	29	36.2
2	Agree	35	43.8
3	Neither agree nor disagree	7	8.8
4	Disagree	5	6.2
5	Strongly Disagree	4	5.0
	Total	80	100.0

Inference:

It is inferred that the major portion of the respondents agree that SAP-HR module helps to access appropriate HRD policy and able to pass information regarding their requirements

Chart 4.2

Access of HRD policy and requirements
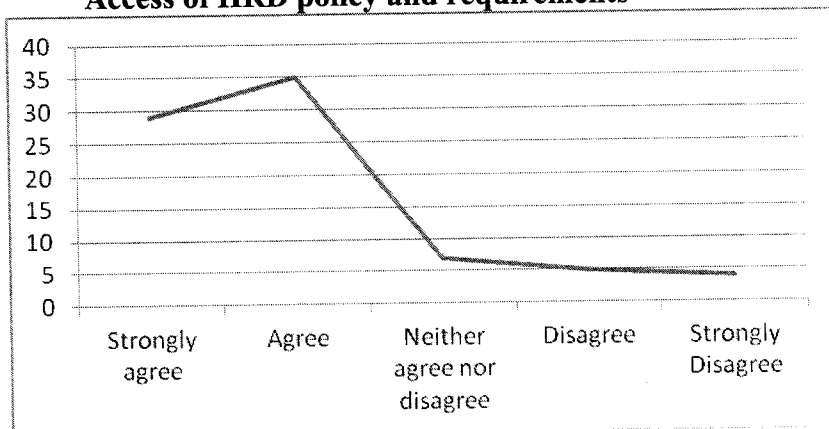
To find whether SAP-HR consists of HR information of each department and forecasted demands

TABLE 4.3

HR Information

S No	HR Information-Response	Total no of respondents	Percentage of respondents
1	Strongly agree	45	56.2
2	Agree	25	31.2
3	Neither agree nor disagree	6	7.5
4	Disagree	4	5.0
5	Strongly Disagree	0	0
	Total	80	100.0

Inference:

Majority of respondents agree with the fact that SAP-HR consists of HR information of each department and forecasted demands

Chart 4.3

HR Information
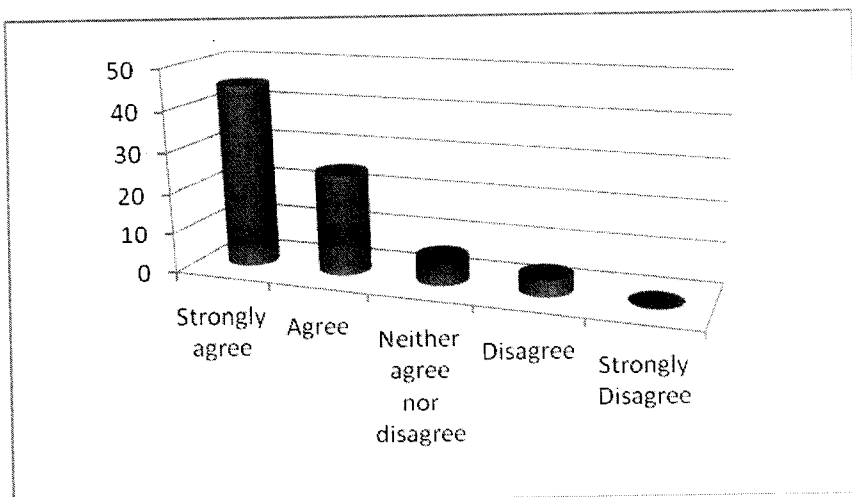
To find whether SAP supports the information transparency to the management and employees

TABLE 4.4

Information transparency

S No	Information transparency -Response	Total no of respondents	Percentage of respondents
1	Strongly agree	12	15.0
2	Agree	46	57.5
3	Neither agree nor disagree	10	12.5
4	Disagree	9	11.2
5	Strongly Disagree	3	3.8
	Total	80	100.0

Inference:

Majority of the respondents agree the fact that SAP-HR provides information transparency to the management and employees

Chart 4.4

Information transparency
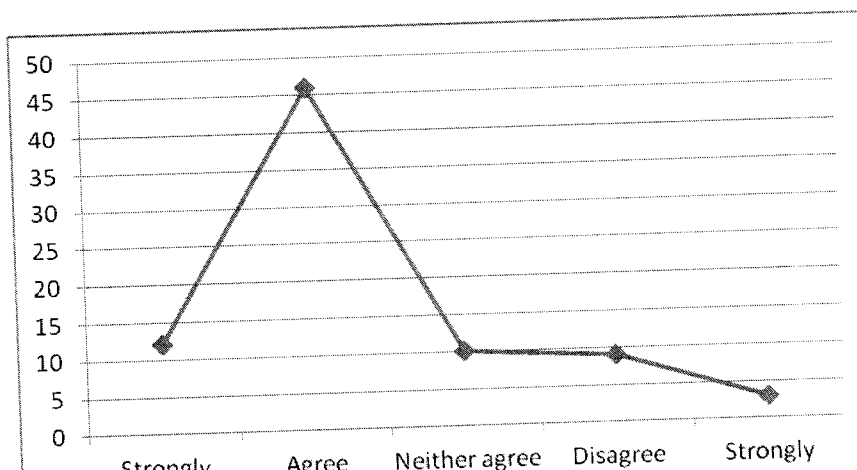
To find whether information transparency sometimes generates mistrust in the mind of both parties

Table 4.5

Information transparency generates mistrust

S No	Mistrust -Response	Total no of respondents	Percentage of respondents
1	Strongly agree	35	43.8
2	Agree	28	35.0
3	Neither agree nor disagree	10	12.5
4	Disagree	4	5.0
5	Strongly Disagree	3	3.8
	Total	80	100.0

Inference:

Majority of the respondents agree the fact that information transparency sometimes generates mistrust in the mind of both parties

Chart 4.5

Information transparency generates mistrust
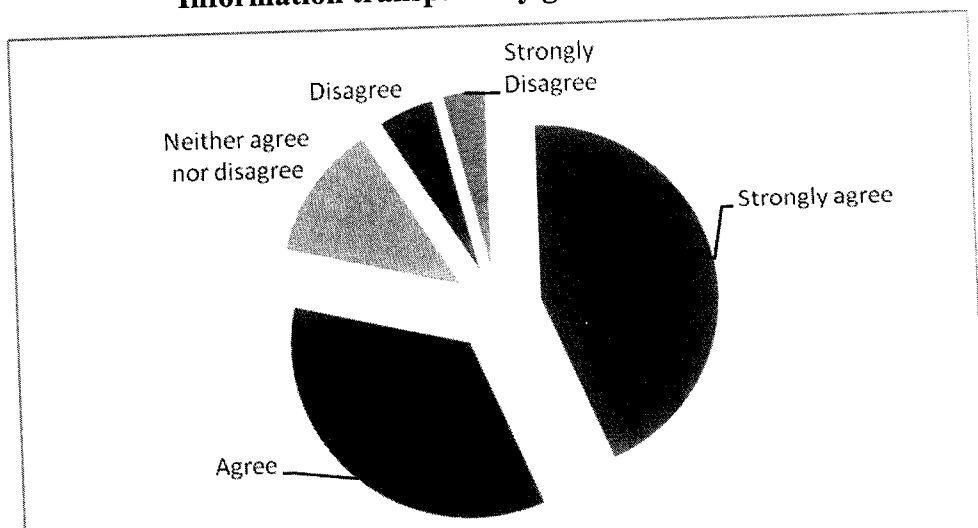
To find whether Payroll and other benefits are well administrated by SAP which helps the different unit of employees to the easy accessibility of information

TABLE 4.6

Easy accessibility of information

S No	Easy accessibility – Response	Total no of respondents	Percentage of respondents
1	Strongly agree	30	37.5
2	Agree	38	47.5
3	Neither agree nor disagree	6	7.5
4	Disagree	6	7.5
5	Strongly Disagree	0	0
	Total	80	100.0

Inference:

Majority of the respondents agree that Payroll and other benefits are well administrated by SAP , which helps the different unit of employees to the easy accessibility of information through SAP.

Chart 4.6

Easy accessibility of information
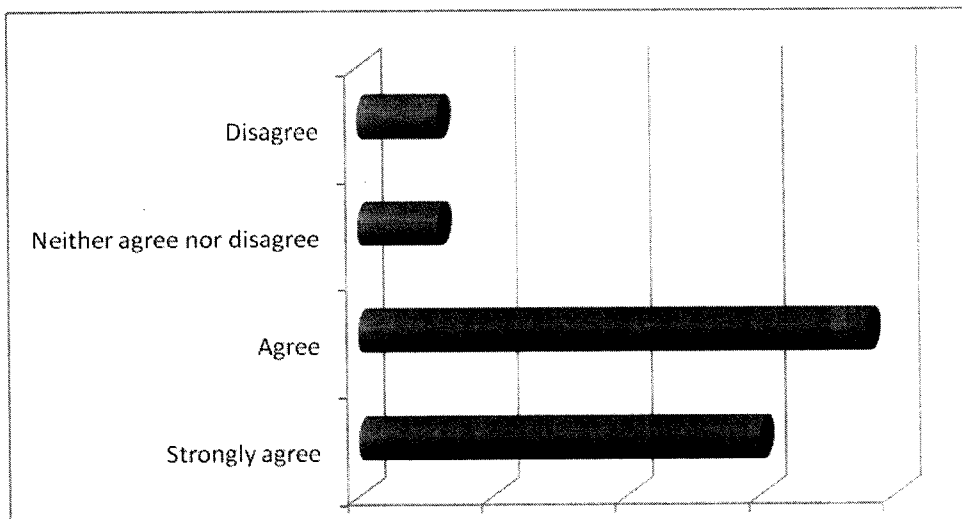
4.1.5 STATUTORY REQUIREMENTS

To find whether SAP enables the HRD to pay the employees benefits without delay and confusion on time

TABLE 5.1

SAP enables the HRD to pay the employees benefits

S No	Employee Benefits-Response	Total no of respondents	Percentage of respondents
1	Strongly agree	34	42.5
2	Agree	32	40.0
3	Neither agree nor disagree	7	8.8
4	Disagree	6	7.5
5	Strongly Disagree	1	1.2
	Total	80	100.0

Inference:

Majority of the respondents agree that SAP-HR enables the HRD to pay the employees benefits without delay and confusion on time

Chart 5.1

SAP enables the HRD to pay the employees benefits
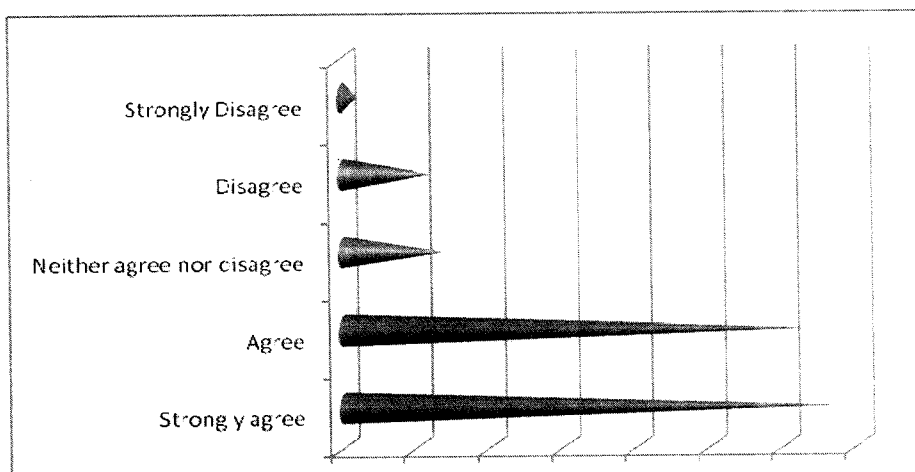
To find whether Payroll is maintained by SAP it is periodically checked by the responsible government to ensure all the statutory provision is met while fixing up the wages

TABLE 5.2

Payroll maintenance

S No	Payroll maintenance -Response	Total no of respondents	Percentage of respondents
1	Strongly agree	10	12.5
2	Agree	43	53.8
3	Neither agree nor disagree	16	20.0
4	Disagree	8	10.0
5	Strongly Disagree	3	3.8
	Total	80	100.0

Inference:

Half of the respondents agree that SAP-HR Payroll is maintained by SAP it is periodically checked by the responsible government to ensure all the statutory provision is met while fixing up the wage

Chart 5.2

Payroll maintenance
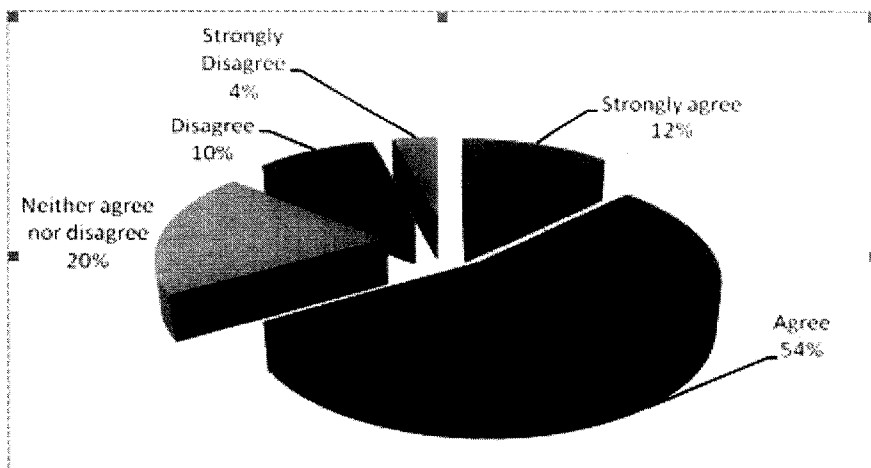
To find whether SAP-HR provides the accurate detail about the payment of ESI, PF shares of both parties

TABLE 5.3

Accuracy in payment details

S No	Accuracy-Response	Total no of respondents	Percentage of respondents
1	Strongly agree	38	47.5
2	Agree	30	37.5
3	Neither agree nor disagree	7	8.8
4	Disagree	4	5.0
5	Strongly Disagree	1	1.2
	Total	80	100.0

Inference:

Majority of the respondents agree that SAP-HR provides the accurate detail about the payment of ESI, PF shares of both parties

Chart 5.3

Accuracy in payment details
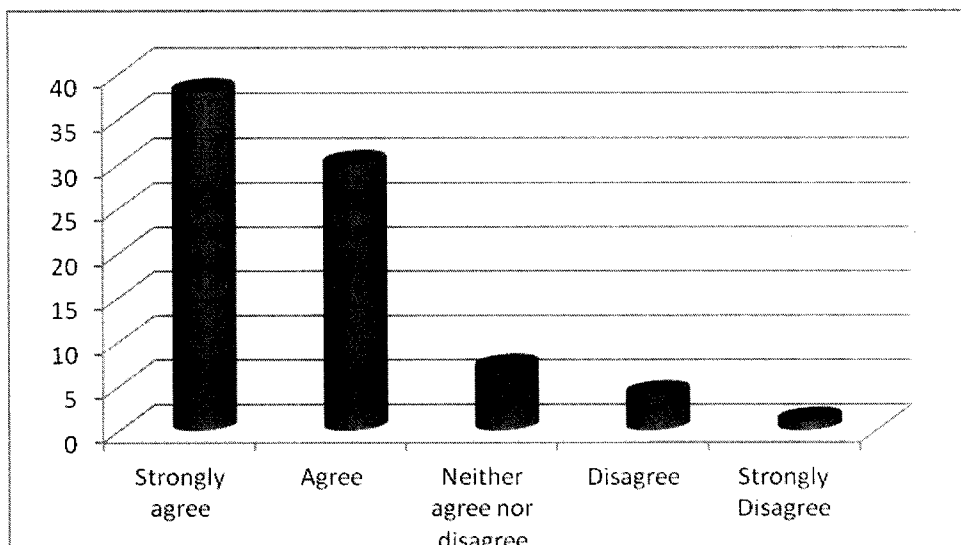
To find whether information regarding compensation and other benefits regarding employee welfare and safety is recorded and stored for external inspection

TABLE 5.4

Compensation and other benefits regarding employee welfare and safety

S No	Employee Welfare and safety-Response	Total no of respondents	Percentage of respondents
1	Strongly agree	40	50.0
2	Agree	32	40.0
3	Neither agree nor disagree	5	6.2
4	Disagree	3	3.8
5	Strongly Disagree	0	0
	Total	80	100.0

Inference:

Majority of the respondents agree that SAP-HR information regarding compensation and other benefits regarding employee welfare and safety is recorded and stored for external inspection

Chart 5.4

Compensation and other benefits regarding employee welfare and safety
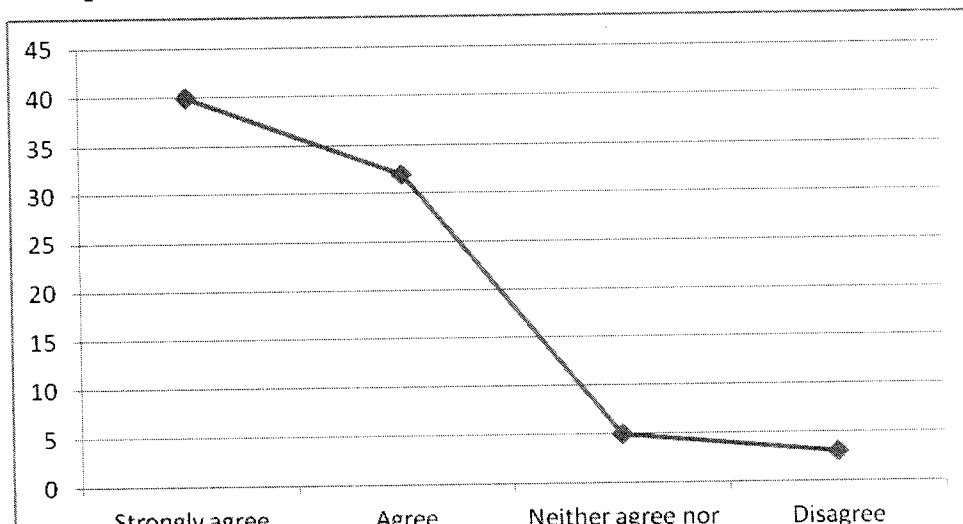
4.1.6 IMPROVE IN EFFICIENCY

To find whether SAP-HR provides information about various HRM practices adapted by different national and international organizations

TABLE 6.1

Information about various HRM practices

S No	Information Access-Response	Total no of respondents	Percentage of respondents
1	Strongly agree	26	32.5
2	Agree	21	26.2
3	Neither agree nor disagree	20	25.0
4	Disagree	9	11.2
5	Strongly Disagree	4	5.0
	Total	80	100.0

Inference:

Half of the respondents agree that SAP-HR provides information about various HRM practices adapted by different national and international organizations whereas the other half did not agreed the concept.

Chart 6.1

Information about various HRM practices
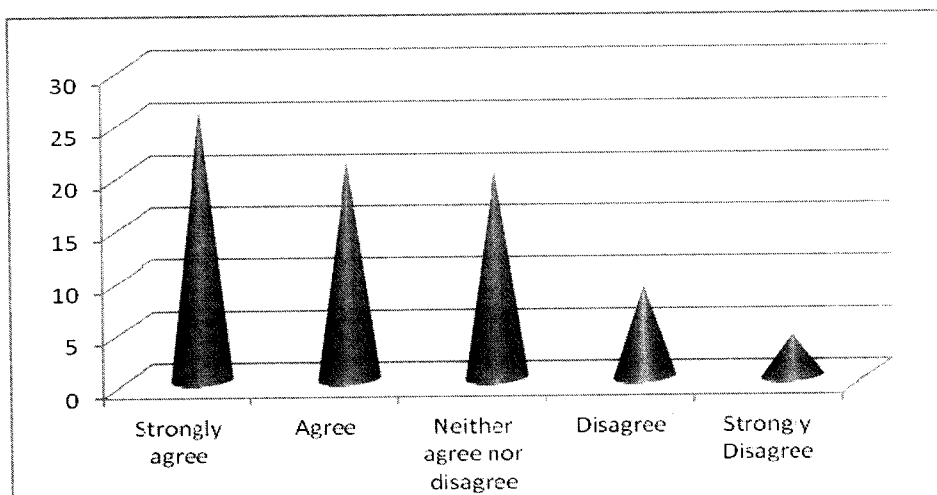
Table 6.2

SAP s/w is costlier

S No	Expensive-Response	Total no of respondents	Percentage of respondents
1	Strongly agree	29	36.2
2	Agree	26	32.5
3	Neither agree nor disagree	12	15.0
4	Disagree	10	12.5
5	Strongly Disagree	3	3.8
	Total	80	100.0

Inference:

Majority of the respondents agree the fact that even though the SAP-HR module is expensive, it justifies in the course of time of its operation.

Chart 6.2

SAP s/w is costlier
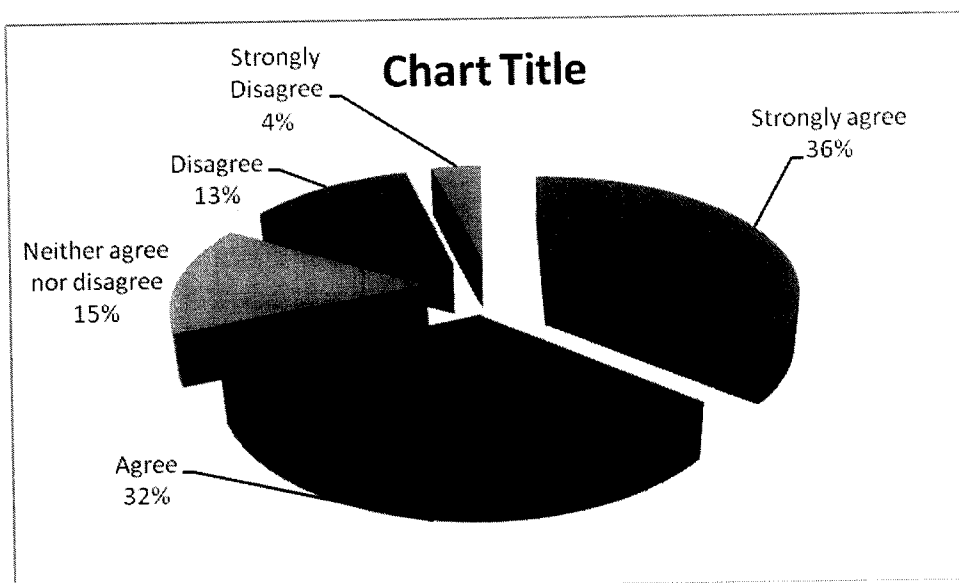
4.1.7 HR DECISION MAKING

To find whether fast tracking of information regarding available human resource is possible for decision making

TABLE 7.1

Decision making

S No	Decision making -Response	Total no of respondents	Percentage of respondents
1	Strongly agree	21	26.2
2	Agree	19	23.8
3	Neither agree nor disagree	23	28.8
4	Disagree	14	17.5
5	Strongly Disagree	3	3.8
	Total	80	100.0

Inference:

A half of the respondent agree that fast tracking of information regarding available human resource is possible for decision making through SAP-HR whereas the rest disagree with it.

Chart 7.1:

Decision making
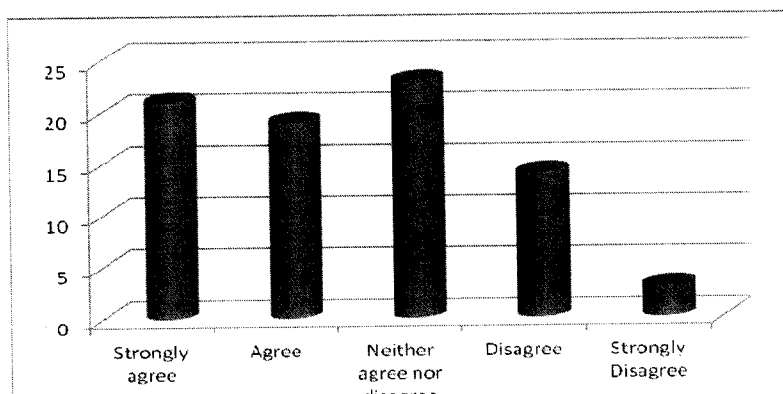
To find whether SAP-HR offers required manpower information for each departmental decision making and planning

TABLE 7.2

Manpower information

S No	Manpower Information-Response	Total no of respondents	Percentage of respondents
1	Strongly agree	34	42.5
2	Agree	27	33.8
3	Neither agree nor disagree	12	15.0
4	Disagree	5	6.2
5	Strongly Disagree	2	2.5
	Total	80	100.0

Inference:

Majority of the respondents agree that SAP-HR offers required manpower information for each departmental decision making and planning

Chart 7.2

Manpower information
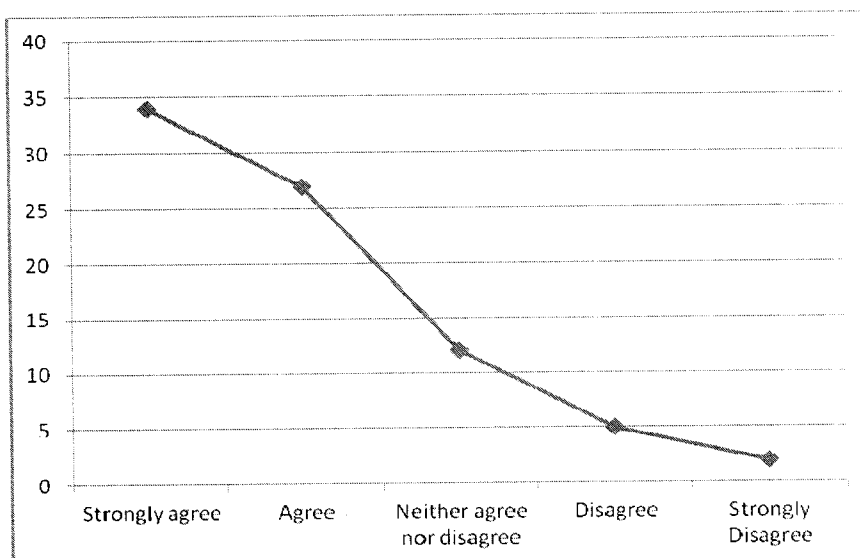
4.1.8 TRAINING

TABLE 8.1

Adaptation to SAP-HR is expensive and time consuming

S No	Adaptation Response	Total no of respondents	Percentage of respondents
1	Strongly agree	43	53.8
2	Agree	28	35.0
3	Neither agree nor disagree	8	10.0
4	Disagree	1	1.2
	Total	80	100

Inference:

The majority of respondents (53.8%) strongly agreed that Training the executives and employees to adapt the SAP is expensive and time consuming whereas 35% have agreed and 10% of respondents neither agree nor disagree and the rest 1.2% of respondents disagreed with this concept. It is inferred that training the executives to adapt to SAP-HR is expensive and time consuming.

Chart 8.1

Adaptation to SAP-HR is expensive and time consuming
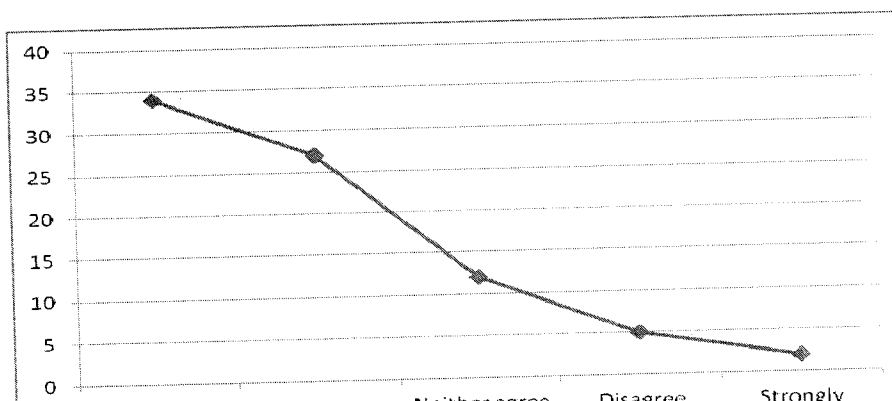
TABLE 8.2

Identification of the performance gap

S No	Performance gap -Response	Total no of respondents	Percentage of respondents
1	Strongly agree	2	2.5
2	Agree	22	27.5
3	Neither agree nor disagree	27	33.8
4	Disagree	18	22.5
5	Strongly Disagree	11	13.8
	Total	80	100.0

Inference:

It has been inferred that SAP is partly enabled to cement the performance gap in tasks and skills required to identify suitable training program for the employees

Chart 8.2

Identification of the performance gap
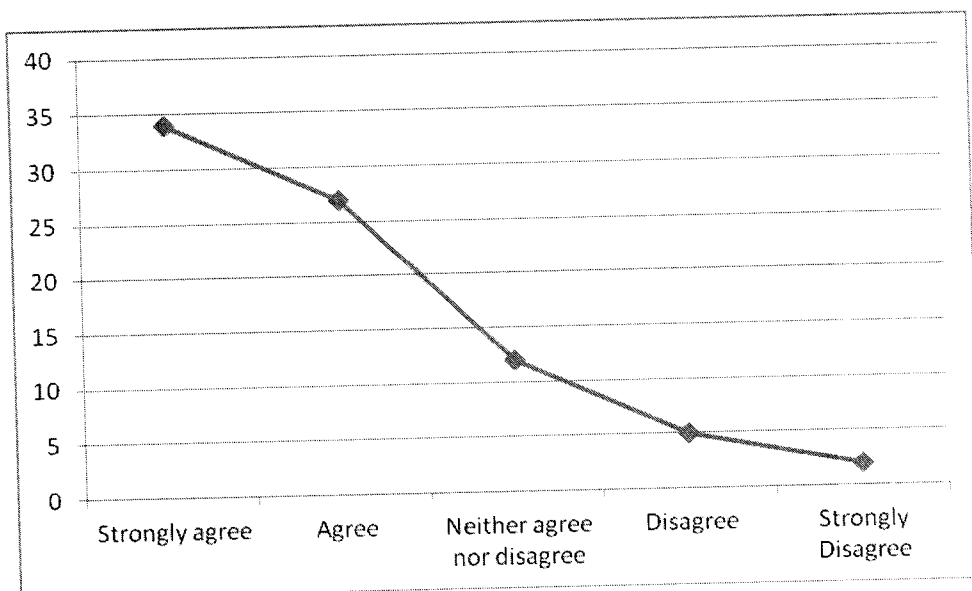
4.1.9 HR PLANNING & HR BUDGETTING

To find whether SAP-HR supports Human Resource Planning and Human Resource Budgeting, which speed up the HRD for the Organizational Prosperity.

TABLE 9.1

Organizational prosperity

S No	Organizational prosperity Response	Total no of respondents	Percentage of respondents
1	Strongly agree	25	31.2
2	Agree	37	46.2
3	Neither agree nor disagree	10	12.5
4	Disagree	4	5.0
5	Strongly Disagree	4	5.0
	Total	80	100.0

Inference:

The majority of respondents are satisfied with the Human Resource Planning and Human Resource Budgeting through SAP-HR.

TABLE 9.1

Organizational prosperity
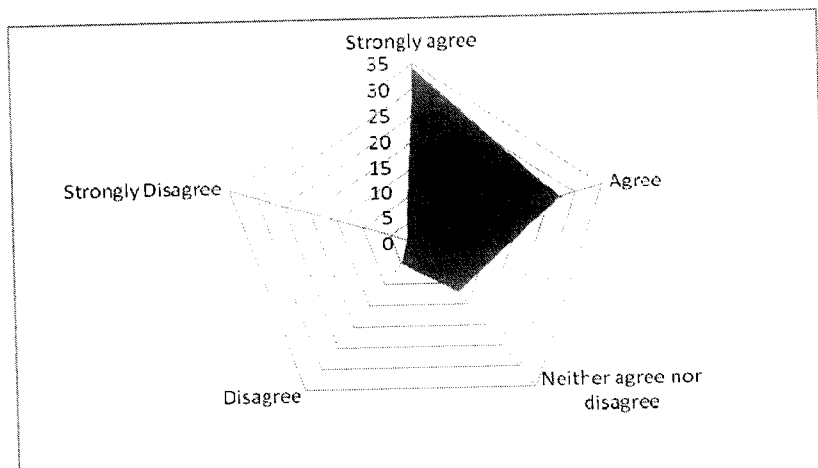
To find whether manpower budgeting by SAP-HR meets out future manpower demands

Table 9.2

Manpower budgeting

S No	Manpower budgeting -Response	Total no of respondents	Percentage of respondents
1	Strongly agree	36	45.0
2	Agree	20	25.0
3	Neither agree nor disagree	14	17.5
4	Disagree	8	10.0
5	Strongly Disagree	2	2.5
	Total	80	100.0

Inference:

Majority of respondents agree with the fact that SAP-HR has done to all departments manpower budgeting which meets out future manpower demands

Chart 9.2

Manpower budgeting
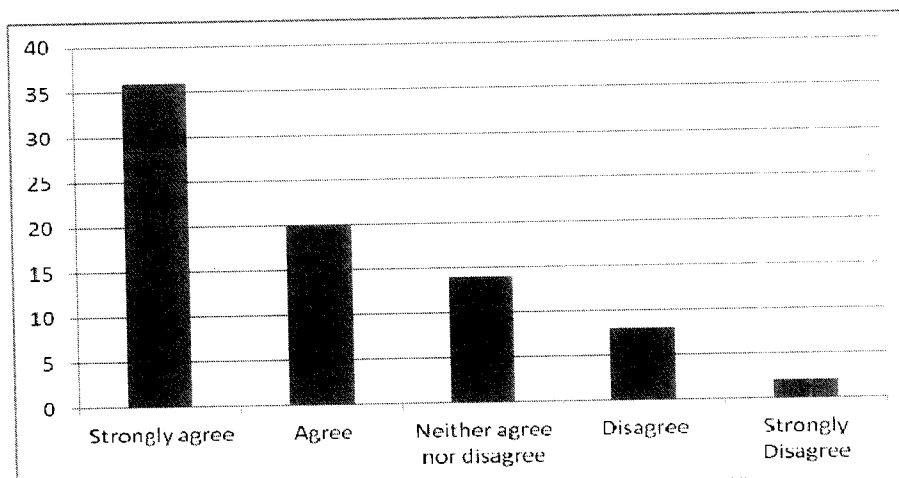
TABLE 9.3:

SAP support the top level management

S No	top level management –Response	Total no of respondents	Percentage of respondents
1	Strongly agree	33	41.2
2	Agree	27	33.8
3	Neither agree nor disagree	12	15.0
4	Disagree	3	3.8
5	Strongly Disagree	5	6.2
	Total	80	100.0

Inference:

Majority of the respondents agree that SAP-HR supports MIS that helps the top level management easily goes for setting up the goal and expansion of their business houses

Chart 9.3

SAP support the top level management

Chart Title

Strongly Disagree 6%
Disagree 4%
Neither agree nor disagree 15%
Strongly agree 41%
Agree 34%
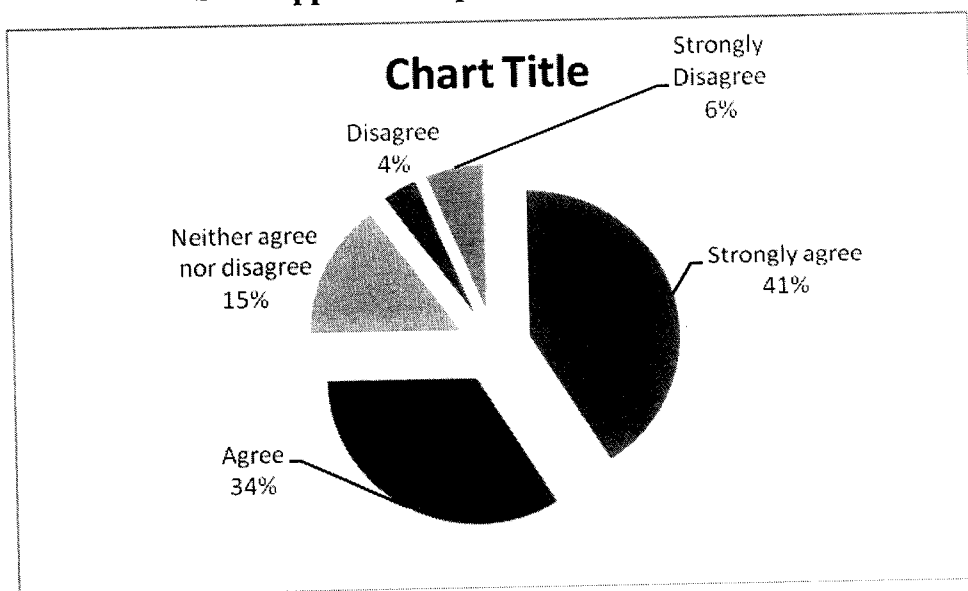
.2 CORRELATION - Test of association of HR aspects with each other.

The extent to which changes in a HR aspect of the organisation are associated with changes in other HR aspects

Table 10.1

Test of correlation of HR aspects with each other

	Decision Making	ImpEfficiency	Training	SuccPlan	Careermgmt	Recruitment	Infoaccess	HRPHRD	StatReq
DecisionMaking	1								
ImpEfficiency	.874"	1							
	.000								
Training	.729"	.662"	1						
	.000	.000							
SuccPlan	.918"	.891"	.755"	1					
	.000	.000	.000						
Careermgmt	.814"	.804"	.711"	.876"	1				
	.000	.000	.000	.000					
Recruitment	.794"	.813"	.594"	.837"	.748"	1			
	.000	.000	.000	.000	.000				
Infoaccess	.881"	.858"	.709"	.925"	.861"	.903"	1		
	.000	.000	.000	.000	.000	.000			
HRPHRD	.867"	.885"	.717"	.913"	.849"	.844"	.908"	1	
	.000	.000	.000	.000	.000	.000	.000		
StatReq	.861"	.836"	.707"	.881"	.822"	.891"	.922"	.888"	1
	.000	.000	.000	.000	.000	.000	.000	.000	

INFERENCE:

There is a high degree of correlation between various HR Aspects like HR Decision Making, Training, Recruitment, Transparency, Succession Planning, Career Management, Statutory Requirements, HR Planning and HR Budgeting and Improvement in efficiency.

The significance is less than 0.05 for all the variables that denotes its high level of association with each other.

4.3 REGRESSION- Analysing the Efficiency as a determinant of HR Variables.

Regression Analysis was used to assess the extent to which the HR aspects of SAP have an effect on the HR efficiency. The following table gives the results of the same.

Table 10.2

Results of Regression Analysis of HR aspects of SAP on overall Efficiency

S No	PARTCULARS	β Coefficients	Significance
1	Decision Making	-.022	.577
2	Improvement in Efficiency	.041	.206
3	Training	.212	.000
4	Succession Planning	-.181	.000
5	Career management	-.007	.847
6	Recruitment	.505	.000
7	Information Transparency	.539	.000
8	HRP and HRD	-.025	.528
9	Statutory Requirements	-.095	.074

1	Model R^2	0.975
2	Model adjusted R^2	0.972
3	Model Significance	0.000

R^2 is the coefficient of determination.

Inference:

The regression results indicate that the R^2 is 0.975 and the model is highly significant at 0.01 levels. It is inferred that the HR aspects like Training, Succession planning, Recruitment and Information Transparency through SAP-HR highly influences the overall efficiency of the organisation. SAP aspects in Recruitment and information Transparency seemed to have had the greatest impact on efficiency.

4.4 Average score Analysis

Table 10.3

The Avg. Score of HR aspects that influence overall efficiency.

S No	Attribute	Avg. Score	Influencing Order
1	Decision Making	2.20	6
2	Improvement in Efficiency	2.23	7
3	Training	2.38	9
4	Succession Planning	2.33	8
5	Career management	2.04	5
6	Recruitment	1.70	1
7	Information Transparency	1.91	3
8	HRP and HRD	2.03	4
9	Statutory Requirements	1.90	2

Inference:

It is clear from the above table that average score analysis was performed for factors that influence the overall efficiency of the organisation. The average score indicates the weighted average score of respective factors.

It is concluded that majority of the respondents insisted that factors are Recruitment, Statutory Requirements, Information Transparency, HRP and HRD among the list of factors considered for this study.

Chart 10.1

HR aspects infleuncing the HR efficiency
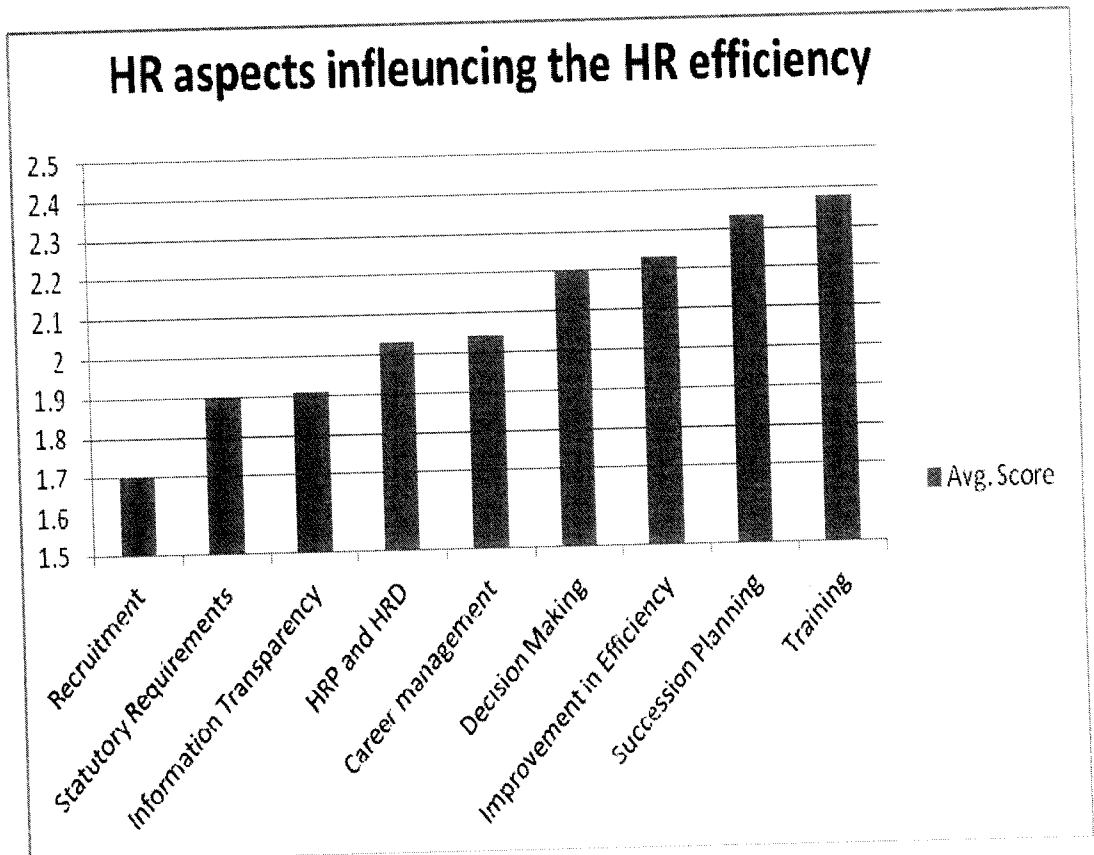
The effectiveness of SAP-HR Implementation can also be measured based on the following dimensions HR Efficiency, HR practices, HR Decision Making, Statutory Requirements.

TABLE 10.4

The Average Score of HR efficiency

S No	Attribute	Avg. Score	Influencing Order
1	Short listing is faster and accurate	1.58	1
2	Time consumed and cost involved in the recruitment process is reduced	1.58	1
3	Higher speed of retrieval and processing data	1.85	3
4	Training the executives and employees to adapt the SAP is expensive	1.59	2
5	Time consumption for every operation is reduced	2	4
6	Accessing appropriate SAP policy	2	4

Inference:

The majority of respondents insist that the short listing of job applications is faster and accurate and the time consumed and cost involved in the recruitment process is reduced through the implementation of SAP-HR.

CHART 10.2

HR Efficiency
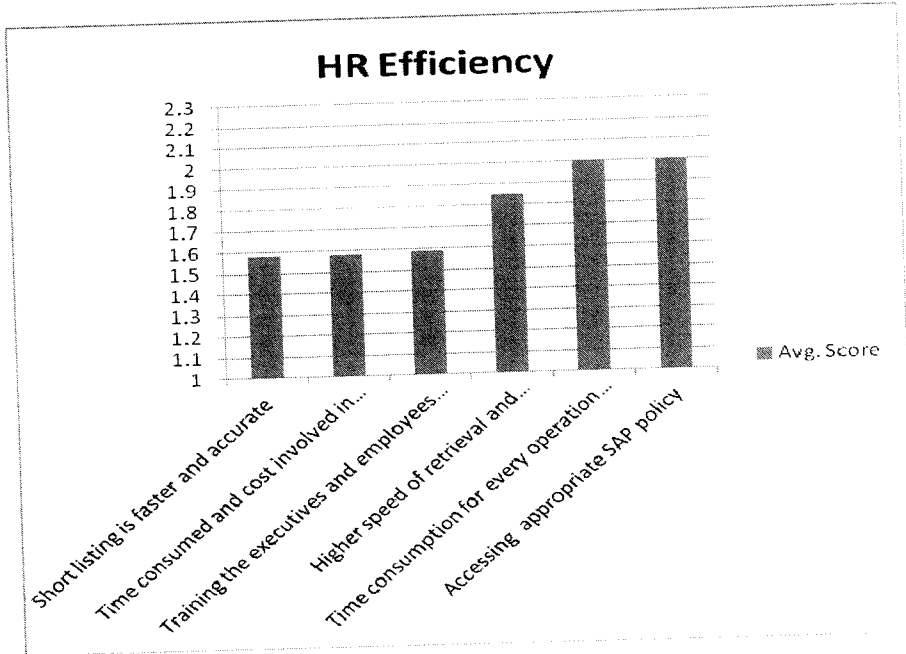
TABLE 10.5

The Average Score of HR Practices

S No	Attribute	Avg. Score	Influencing Order
1	HRP and HRD	2.06	6
2	Recording details of recruitment process	1.82	3
3	Database stores information regarding each employee	1.90	4
4	HRM practices	2.30	8
5	Improper data updating	1.74	2
6	Forecasted demands	1.61	1
7	Manpower Budgeting	2	5
8	CDP	2.36	9
9	Performance Application	2.19	7

Inference:

The majority of respondents insist that the SAP-HR consists of HR information of each department and forecasted demands and improper data updating may lead to ones career in deep valley

Chart 10.3

HR Practices

TABLE 10.6

The Average Score of HR Decision Making

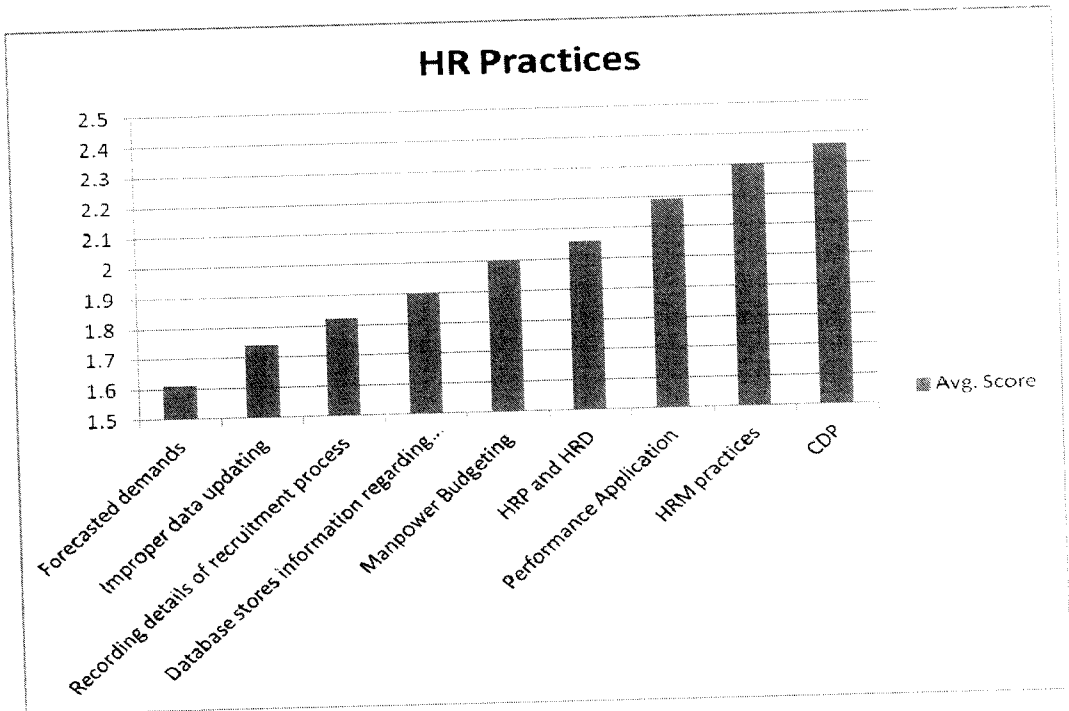| S No	Attribute	Avg. Score	Influencing Order
1	Succession Planning	2.38	7
2	Suitable Training Program	3.18	10
3	Reward and Promotion	2.55	9
4	Supports top level management	2	3
5	SAP software is costlier	2.15	5
6	Available HR information	2.49	8
7	Information Transparency	2.31	6
8	Mistrust due to information Transparency	1.90	1
9	Position Inventory	2.08	4
10	Manpower Information	1.92	2

Inference:

The majority of respondents insist that the Information transparency and sometimes generates mistrust in minds of people through the implementation of SAP-HR and it offers required manpower information for each departmental decision making and planning

Chart 10.3

HR Decision Making
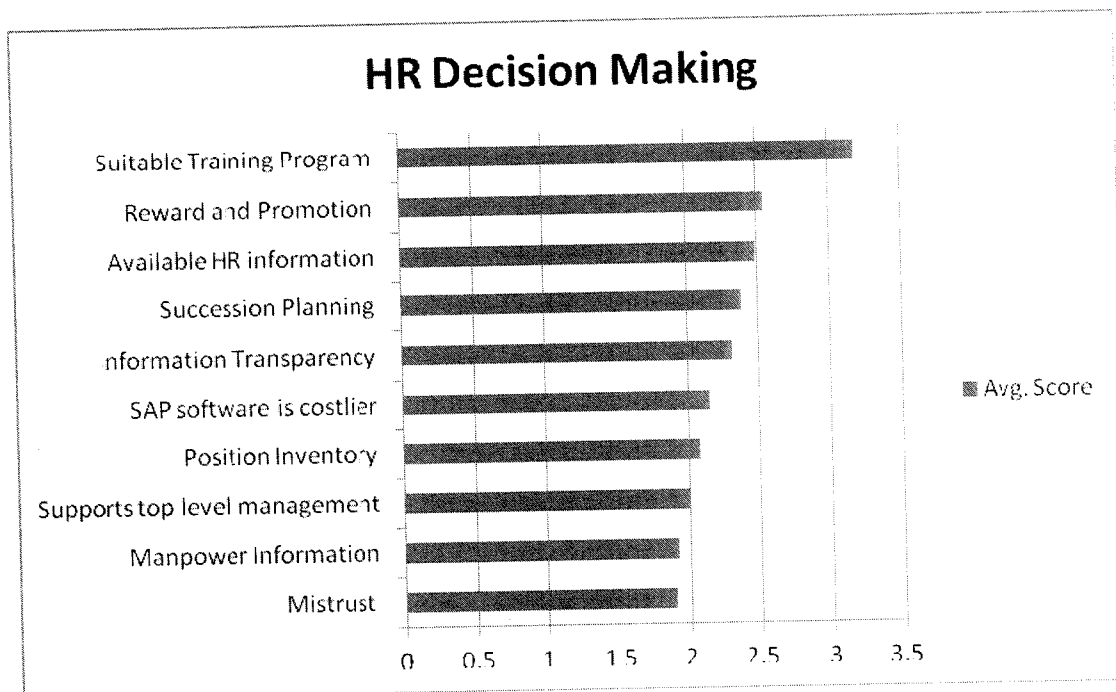
TABLE 10.6

The Average Score of HR Statutory Requirements

S No	Attribute	Avg. Score	Influencing Order
1	Employee Benefits	2.06	4
2	Payroll checked by the government	1.82	2
3	Accurate detail about ESI, PF etc	1.90	3
4	Employee Compensation	2.30	5
5	Employee Payroll	1.74	1

Inference:

The majority of respondents insist that Payroll and other benefits are well administrated by SAP, which helps the different unit of employees to easily access the information

Chart 10.5

HR Statutory Requirements
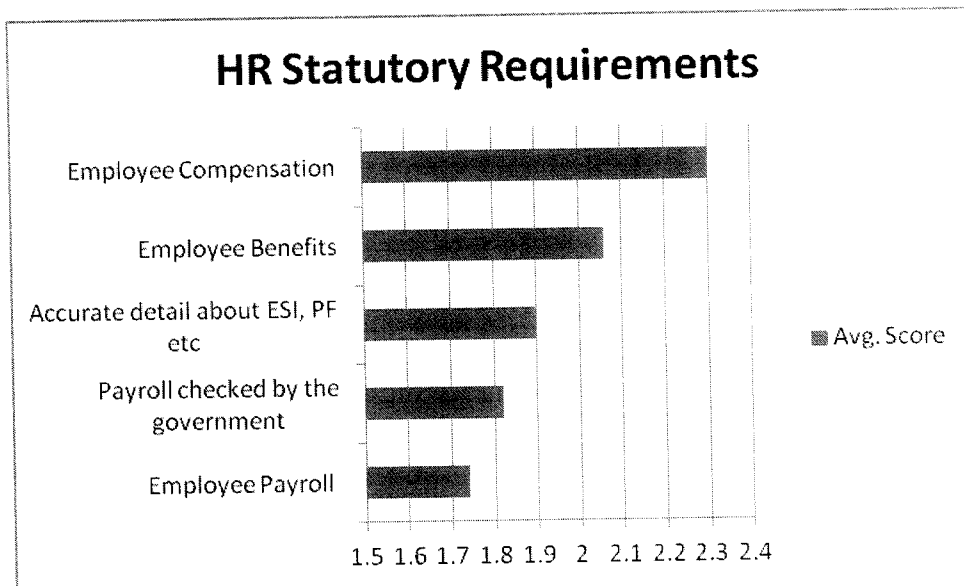
CHAPTER V

FINDINGS, SUGGESTION AND CONCLUSION

CHAPTER 5

FINDINGS, SUGGESTIONS AND CONCLUSION.

5.1 FINDINGS:

- The major portion of the respondents in the organisation agrees that the short listing of application is faster and accurate by applying SAP-HR module.

- In the organisation most of the respondents are satisfied with the reduction of cost in the recruitment process through the application of SAP-HR.

- The majority of the respondents supports that SAP-HR is an effective aid to the organization for the retrieval and processing of data which accelerates the process of recruitment and identification of position inventory in the organisation

- The majority of respondents agreed that SAP-HR is helpful to record and maintain the information about the recruitment process effectively.

- The majority of respondents agreed that SAP-HR is helpful for storing the data of the employee form his date of joining till his retirement.

- Majority of respondents agree with the fact that the improper data updating leads ones career in deep valley

- Half of the respondents agree with the fact that SAP-HR provides them easy accessibility of information regarding the Career Developmental Program

- Majority of respondents agree with the fact that SAP-HR is capable of carrying out performance appraisal without any human error

- Half of the respondents agree with the fact that SAP-HR is capable of providing succession plan to identify which employee has been earmarked for which position.

- It has been inferred that SAP-HR partly identifies the potential employee to reward and promote accordance his or her performance.

- Majority of the respondents agree that position inventory and succession planning is effectively done so the productivity of the particular unit remains unchanged

- It is inferred that the time consumption of every operation to access information in the organisation is reduced by the implementation of SAP-HR module.

- It is inferred that the major portion of the respondents agree that SAP-HR module helps to access appropriate HRD policy and able to pass information regarding their

- Majority of respondents agree with the fact that SAP-HR consists of HR information of each department and forecasted demands
- Majority of the respondents agree the fact that SAP-HR provides information transparency to the management and employees
- Majority of the respondents agree the fact that information transparency sometimes generates mistrust in the mind of both parties
- Majority of the respondents agree that Payroll and other benefits are well administrated by SAP , which helps the different unit of employees to the easy accessibility of information through SAP.
- Majority of the respondents agree that SAP-HR enables the HRD to pay the employees benefits without delay and confusion on time
- Half of the respondents agree that SAP-HR Payroll is maintained by SAP it is periodically checked by the responsible government to ensure all the statutory provision is met while fixing up the wage
- Majority of the respondents agree that SAP-HR provides the accurate detail about the payment of ESI,PF shares of both parties
- Majority of the respondents agree that SAP-HR information regarding compensation and other benefits regarding employee welfare and safety is recorded and stored for external inspection
- Half of the respondents agree that SAP-HR provides information about various HRM practices adapted by different national and international organizations whereas the other half did not agreed the concept.
- Majority of the respondents agree the fact that even though the SAP-HR module is expensive, it justifies in the course of time of its operation
- A half of the respondent agree that fast tracking of information regarding available human resource is possible for decision making through SAP-HR whereas the rest disagree with it.
- Majority of the respondents agree that SAP-HR offers required manpower information for each departmental decision making and planning
- Training the executives to adapt to SAP-HR is expensive and time consuming.
- SAP is partly enabled to cement the performance gap in tasks and skills required to identify suitable training program for the employees

- The majority of respondents are satisfied with the Human Resource Planning and Human Resource Budgeting through SAP-HR.

- Majority of respondents agree with the fact that SAP-HR has done to all departments manpower budgeting which meets out future manpower demands

- Majority of the respondents agree that SAP-HR supports MIS that helps the top level management easily goes for setting up the goal and expansion of their business houses

- There is a high degree of correlation between various HR Aspects like HR Decision Making, Training, Recruitment, Transparency, Succession Planning, Career Management, Statutory Requirements, HR Planning and HR Budgeting and Improvement in efficiency through SAP-HR.

- It is inferred that the HR aspects like Training, Succession planning, Recruitment and Information Transparency through SAP-HR highly influences the overall efficiency of the organisation through Regression Analysis

- The majority of respondents insist that the short listing of job applications is faster and accurate and the time consumed and cost involved in the recruitment process is reduced through the implementation of SAP-HR.

- The majority of respondents insist that the SAP-HR consists of HR information of each department and forecasted demands and improper data updating may lead to ones career in deep valley

- The majority of respondents insist that the Information transparency and sometimes generates mistrust in minds of people through the implementation of SAP-HR and it offers required manpower information for each departmental decision making and planning

- The majority of respondents insist that Payroll and other benefits are well administrated by SAP, which helps the different unit of employees to easily access the information

5.2 SUGGESTIONS:

The implementation of SAP-HR is not an easy assignment in any large manufacturing unit like Brakes India Limited: hence the organisation needs to address the difficulties of implementing SAP-HR as mentioned in the findings to optimise the utilisation of this

To acquaint the employees with SAP-HR, more Training is suggested. As the study mentioned in the findings, the training can make it more effective.

The Succession Planning through SAP-HR ensures that employees are recruited and developed to fill each key role within the company that in turn increases the overall efficiency of the organisation

In the recruitment process the speed and accuracy is increased and the cost involved is reduced through SAP-HR implementation.

Information Transparency becomes another area of concern in SAP-HR operation in the organisation. It sometimes generates mistrust in the minds of people. In order to ensure confidentiality the organisation needs to take action such as using passwords etc.

Though the SAP-HR holds the entire organisational Human Resource information, it needs to extend its operation to another dimension such as strategic operation to offer an advantage over other organisations in the market.

5.3 CONCLUSION:

HR Department are responsible for many facets to Human Resource Management, including recruitment, selection, placement, training, performance appraisal, compensation management, Succession planning, Career Management, occupational health and safe employee services, complain with legal constraints helping managers with HR problems and providing management with information for strategic planning. The responsibility of HRD grow larger in the age of globalise economy in order to meet the expectations and professional ethics, SAP-HR is an effective mean. The implementation of this software is essential in today's context. Though a little difficulty is felt in this process the organisation should mend it in advance to prosper in the manufacturing arena.

It is concluded that Training, Succession planning, Recruitment and Information Transparency through SAP-HR are the most influencing factor on the overall efficiency of the organisation among the list of factors considered for this study.

5.4 SCOPE FOR FURTHER STUDY:

The future scopes are

- ✓ Increasing the geographical boundary of the study, this study is confined only to Brakes India Limited so in future we can extend this study to other organisations that has implemented SAP-HR.
- ✓ The respondents are only higher level and middle level executives, hence in future it can be extended to next level of employees who have access over the software.
- ✓ The sample size is small because of the time constraint but in future we can increase the sample size which will be favourable for doing in depth analysis.

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APPENDIX

QUESTIONNAIRE

A STUDY ON THE EMPLOYEES' PERCEPTION ON EFFECTIVENESS OF SAP-HR IMPLEMENTATION IN BRAKES INDIA LIMITED PADI- CHENNAI

Dear respondent, this is a study carried out to understand the various factors which influence the overall efficiency of the organisation. Hence, I request your honest assessment for questions below which is extremely valuable for my study.

RECRUITMENT:

1. Shortlist of job applications is faster and accurate out of N numbers of applicants through SAP
   - A. Strongly Agree
   - B. Agree
   - C. Neither Agree Nor Disagree
   - D. Disagree
   - E. Strongly Disagree

2. Time consumed and cost involved in the recruitment process is considerably reduced by SAP
   - A. Strongly Agree
   - B. Agree
   - C. Neither Agree Nor Disagree
   - D. Disagree
   - E. Strongly Disagree

3. Higher speed of retrieval and processing data accelerates the process of recruitment and identification of position inventory
   - A. Strongly Agree
   - B. Agree
   - C. Neither Agree Nor Disagree
   - D. Disagree
   - E. Strongly Disagree

4. Recording details of recruitment process such as the cost and the method of recruitment and the time taken to fill the position can be had from SAP
   - A. Strongly Agree
   - B. Agree
   - C. Neither Agree Nor Disagree
   - D. Disagree
   - E. Strongly Disagree

CAREER MANAGEMENT

5. SAP is mainly a database which stores information regarding each employee from his or her joining date to the retirement
   - A. Strongly Agree
   - B. Agree
   - C. Neither Agree Nor Disagree
   - D. Disagree
   - E. Strongly Disagree

6. Improper data updating leads to ones career in deep valley
   - A. Strongly Agree
   - B. Agree
   - C. Neither Agree Nor Disagree

7. Each employees accesses information about career developmental program

    A. Strongly Agree   B. Agree   C. Neither Agree Nor Disagree

    D. Disagree   E. Strongly Disagree

8. SAP is capable of carrying out performance appraisal without any human error

    A. Strongly Agree   B. Agree   C. Neither Agree Nor Disagree

    D. Disagree   E. Strongly Disagree

SUCCESSION PLANNING

9. SAP is capable of providing succession plan to identify which employee has been earmarked for which position.

    A. Strongly Agree   B. Agree   C. Neither Agree Nor Disagree

    D. Disagree   E. Strongly Disagree

10. Identification of potential employee to reward and promote accordance his or her performance is possible without any human hand

    A. Strongly Agree   B. Agree   C. Neither Agree Nor Disagree

    D. Disagree   E. Strongly Disagree

11. Position inventory and succession planning is effectively done so the productivity of the particular unit remains unchanged

    A. Strongly Agree   B. Agree   C. Neither Agree Nor Disagree

    D. Disagree   E. Strongly Disagree

INFORMATION TRANSPARENCY

12. Time consumption of every operation to access information is reduced

    A. Strongly Agree   B. Agree   C. Neither Agree Nor Disagree

    D. Disagree   E. Strongly Disagree

13. Through SAP each department is able to access appropriate SAP policy and able to pass information regarding their requirements

    A. Strongly Agree   B. Agree   C. Neither Agree Nor Disagree

    D. Disagree   E. Strongly Disagree

14. SAP consists of HR information of each department and forecasted demands

   A. Strongly Agree   B. Agree   C. Neither Agree Nor Disagree

   D. Disagree   E. Strongly Disagree

15. SAP supports the information transparency to the management and employees

   A. Strongly Agree   B. Agree   C. Neither Agree Nor Disagree

   D. Disagree   E. Strongly Disagree

16. Information transparency sometimes generates mistrust in the mind of both parties

   A. Strongly Agree   B. Agree   C. Neither Agree Nor Disagree

   D. Disagree   E. Strongly Disagree

17. Payroll and other benefits are well administrated by SAP ,which helps the different

   unit of employees to the easy accessibility of information

   A. Strongly Agree   B. Agree   C. Neither Agree Nor Disagree

   D. Disagree   E. Strongly Disagree

STATUTORY REQUIREMENTS

18. SAP enables the HRD to pay the employees benefits without delay and confusion on

   time

   A. Strongly Agree   B. Agree   C. Neither Agree Nor Disagree

   D. Disagree   E. Strongly Disagree

19. Payroll is maintained by SAP it is periodically checked by the responsible government

   to ensure all the statutory provision is met while fixing up the wages

   A. Strongly Agree   B. Agree   C. Neither Agree Nor Disagree

   D. Disagree   E. Strongly Disagree

20. SAP provides the accurate detail about the payment of ESI,PF shares of both parties

   A. Strongly Agree   B. Agree   C. Neither Agree Nor Disagree

   D. Disagree   E. Strongly Disagree

21. Information regarding compensation and other benefits regarding employee welfare

   and safety is recorded and stored for external inspection

   A. Strongly Agree   B. Agree   C. Neither Agree Nor Disagree

   D. Disagree   E. Strongly Disagree

IMPROVE IN EFFICIENCY

22. SAP provides information about various HRM practices adapted by different national and international organizations
    A. Strongly Agree   B. Agree   C. Neither Agree Nor Disagree
    D. Disagree   E. Strongly Disagree

23. Installing the SAP s/w is costlier ,which is justifying in the course of time of its operation
    A. Strongly Agree   B. Agree   C. Neither Agree Nor Disagree
    D. Disagree   E. Strongly Disagree

HR DECISION MAKING

24. Fast tracking of information regarding available human resource is possible for decision making
    A. Strongly Agree   B. Agree   C. Neither Agree Nor Disagree
    D. Disagree   E. Strongly Disagree

25. SAP offers required manpower information for each departmental decision making and planning
    A. Strongly Agree   B. Agree   C. Neither Agree Nor Disagree
    D. Disagree   E. Strongly Disagree

TRAINING

26. Training the executives and employees to adapt the SAP is expensive and time consuming
    A. Strongly Agree   B. Agree   C. Neither Agree Nor Disagree
    D. Disagree   E. Strongly Disagree

27. SAP enables to cement the gaps in performing the task and the skill requires helps to formulate suitable training program
    A. Strongly Agree   B. Agree   C. Neither Agree Nor Disagree
    D. Disagree   E. Strongly Disagree

HR PLANNING & HR BUDGETTING

28. SAP supports Human Resource Planning and Human Resource Budgeting, which speed up the HRD for the Organizational prosperity

    A. Strongly Agree   B. Agree   C. Neither Agree Nor Disagree

    D. Disagree   E. Strongly Disagree

29. SAP has done to all departments manpower budgeting which meets out future manpower demands

    A. Strongly Agree   B. Agree   C. Neither Agree Nor Disagree

    D. Disagree   E. Strongly Disagree

30. SAP support the MIS; hence the top level management easily goes for setting up the goal and expansion of their business houses

    A. Strongly Agree   B. Agree   C. Neither Agree Nor Disagree

    D. Disagree   E. Strongly Disagree

Thank you for your time and consideration