CHAPTER VII

SUMMARY OF FINDINGS, SUGGESTIONS AND CONCLUSION
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Organisations become dynamic and growth oriented if their people are dynamic and pro-active. Every organisation can do a lot to make their people become dynamic and pro-active through proper selection of such people and nurturing their dynamism and other competencies. Organisations cannot survive beyond a point unless they are continuously alert to the changing environment and continuously prepare their employees to meet the challenges and have an impact on the environment. Thus HRD practice is an essential process for organisations survival and growth.

The recent scenario of economic liberalisation and process of globalisation increased the importance of human resource development by manifold. The approach is to humanise management with the drastic changes in the economic scenario of the nation.

Keeping in mind the importance of human resource in an organisation, an attempt is made in the study to evaluate the Human Resource Development Practices in Private Sector Sugar Mills in Tamilnadu. The study also extends to the attitude of employees about HRD system and workers’ participation in management.
OBJECTIVES OF THE STUDY

The objectives of the study entitled “An Evaluation of Human Resource Development (HRD) Practices in Private Sector Sugar Mills in Tamilnadu”, are as follows:

1. To study the existing personnel policies practiced in sugar mills in the study area.
2. To appraise the level of HRD practices in sugar mills.
3. To assess the satisfaction level of employees about the HRD practices employed in selected sugar mills.
4. To study the level of workers’ participation in management (WPM).
5. To suggest ways and means by which the selected sugar mills can improve their High Performances of Work Practices.

METHODOLOGY IN BRIEF

The Private Sector Sugar Mills in Tamilnadu State is taken as the area of the study. The study covers the personnel policies, HRD practices and the level of workers’ participation in management of selected sugar mills. Information in the form of interview schedule were collected from 400 workers and 100 staff of five Private Sector Sugar Mills out of 19 Private Sector Sugar Mills in Tamilnadu.

Random sampling method was adopted for this study. The sample size was fixed at 20 percent of the total employees strength from each selected mills. About 500 sample respondents out of 2506 total employees were collected for the study.
MAJOR FINDINGS OF THE STUDY

1. The researcher found that 32.8 per cent of the sample workers are belonging to 30 years to 39 years of age category and 34.0 per cent of sample staff are belonging to 40 years to 49 years.

2. The study discovered that out of total sample employees 176 respondents (35.2 %) are having degree level education and out of 100 sample staff 36.0 per cent of them are post graduate degree holders.

3. The study indicates that a good majority of the (201) respondents are having four members in their family.

4. It is learnt from the study that out of total sample employees, 119 of them earning range between Rs.1,50,001 and Rs. 2,00,000 per annum.

5. On the whole sample, 31.6 per cent of them are got other income through their family members and 27.4 percent of the sample workers are earning other income through agriculture.

6. As per the research result, out of total (400) sample workers 29.0 per cent of them have 6 years to 9 years experience in their current job and sample staff 44.0 per cent of them are having 9 years to 12 years experience. But 75.8 per cent of the sample workers are having less than 9 years experience.

7. It is found that out of 400 sample workers, 33.3 per cent sample workers draw the salary between Rs.10,001 and Rs.12,500 per month. But considering staff cadre, most of them (53.0%) draw above Rs.15,000 per month and no staff draw below Rs.7,500 per month.
FINDINGS FROM HRD ANALYSIS

1. The study found that the sample staff whose age group between 50 years and 59 years obtain high HRD score of 77.46 and highest SD (5.75) shown among them when compared to other categories and lowest CV value of 0.61 found among the sample staff whose age less than 30 years.

2. A majority (36.0%) of the sample staff who completed post graduate degree catch moderate HRD mean vale of 79.11. The co-efficient of variation value to be high (7.52) for the sample staff who possess degree level qualification.

3. The study indicates that the sample (20.0%) staff whose salary range between Rs.10,001 and Rs.12,501 obtain a high HRD mean score of 79.30 whereas a good majority (53.0%) of the sample staff obtain a low mean value of 75.53.

4. The research inferred that the high mean (68.89) value shows among the workers whose age group between 40 years and 49 years and the high SD (10.39) shown in the same age group.

5. A significant findings that the highest Standard Deviation (13.20) shown among the respondents who had high school or less about HRD practice followed in their organisation.

6. The researcher found that the sample workers whose family have four members obtain high HRD mean value (68.85) and whose family have two members obtain low (64.88) mean value.
7. The study highlights that out of 400 sample workers, whose salary below Rs.7,500 per month got high HRD mean score (70.90) and whose salary above Rs.15,000 per month got low (66.10) mean score.

FINDINGS FROM WORKERS' PARTICIPATION IN MANAGEMENT

ANALYSIS

1. The research clearly reveals that the respondents whose age is less than 30 years obtain high average mean score of 46.00. The highest Standard Deviation (5.54) shown in the low average mean score respondents and low Standard Deviation (0.58) shown in the highest mean value sample staff.

2. A significant findings that CV values was found to be high (13.19) for the sample staff who posses professional qualification and low (7.66) for the sample staff who posses qualification upto high school level.

3. While considering Standard Deviation with regard to workers' participation in management scheme among the sample staff, highest SD (6.11) show among the five members family category respondents.

4. As per the research result, the sample staff who have less than 3 years experiences in current job are to obtain highest mean value of 44.50.

5. It is learnt from the study that the sample workers whose age less than 30 years obtain high mean score of 34.34 and CV value was found to be high (11.57) for the sample workers whose age above 60 years.

6. It is inferred from the study that who possess other qualification obtain low mean score of 30.14.
7. The study has brought to limelight that the sample workers who have family size above five members had to obtain more workers’ participation in management score of 34.19

8. As per the research result the lowest CV value (7.42) was noticed among the sample workers whose earning range of above Rs. 2,50,000 per annum and highest value (14.29) was noticed for the earning group of Rs. 1,50,001 to Rs. 2,00,000 per annum

9. It is found that the sample workers who possess above 12 years experience in job obtain more mean value of 35.85 and the sample workers who possess below 3 years experience obtain low mean value of 31.38.

10. On the analysis of co-efficient of variation value based on salary of the sample workers, it was found that the value was high at 12.35 per cent for the sample workers who received the salary upto Rs.7,500 and low value (7.45) found in salary range above Rs. 15,000 per month.

FINDINGS FROM LEVEL OF SATISFACTION

1. The study points out that, the sample staff (34.0%) whose age between 40 years and 49 years catch average mean value of 33.50 and highest Standard Deviation (2.38) in the same age group sample staff.

2. The researcher found that sample staff who possess post graduate degree obtain high mean value of 34.61 and a majority (36.0%) of the respondents who possess degree level education got high Standard Deviation of 2.68 among the sample staff.
3. A significant finding is that sample staff who possess 6 years to 9 years of experience in their current job achieve a high satisfaction score (35.87) and whose experience range between 3 years and 6 years catch a low level of satisfaction score (32.64).

4. The study highlights that the level of satisfaction score in current HRD practice is more or less equal to all the sample staff. When deeply considered at that point, the sample staff whose salary range between Rs.7,501 and 10,000 obtain a low satisfaction level of 33.00.

5. The sample workers whose age group between 40 years and 49 years are found to have a mean value of 30.52 and the sample workers whose age is less than 30 years are found to have a low mean value of 28.16.

6. From the analysis of Standard Deviation, the researcher found that the lowest SD value (2.89) is in the sample workers who studied up to high school, and high (5.97) value in other qualification categories.

7. As per the research result, the sample workers who have an annual income below Rs.1,00,000 are to obtain a mean value of 30.24 while the sample workers whose earning range between Rs.2,00,001 and 2,50,000 are to obtain a low mean value of 28.69.

8. A majority (27.77%) of the respondents who have agriculture income as other sources of income, they got a low mean value of 29.32.

9. A significant finding is that CV value was found that the experience range less than 3 years category was to be high (15.94).
10. From the research, the sample workers whose present salary range between Rs.7,501 and Rs.10,000 are found high level of satisfaction mean score of 30.24 while the sample worker whose present salary range above Rs.15,000 are found low mean value of 29.07.

HYPOTHESES AND THEIR RESULTS (ANOVA Test)

$H_0 1$: There is no significant difference between the sample staff in getting HRD score depending on their age.

As the ANOVA value of the above hypothesis is less than the table value, the null hypothesis is accepted.

$H_0 2$: There is no significant difference between the sample staff in getting HRD score depending on their educational qualification.

As the ANOVA value of the above hypothesis is more than the table value, the null hypothesis is rejected.

$H_0 3$: There is no significant difference between the sample staff in getting HRD score depending on their family size.

As the ANOVA value of the above hypothesis is more than the table value, the null hypothesis is rejected.

$H_0 4$: There is no significant difference between the sample staff in getting HRD score depending on their other sources of income.

As the ANOVA value of the above hypothesis is less than the table value, the null hypothesis is accepted.
\( H_0 \ 5 : \) There is no significant difference between the sample staff in getting HRD score and their present salary.

As the ANOVA value of the above hypothesis is more than the table value, the null hypothesis is rejected.

\( H_0 \ 6 : \) There is no significant difference between the sample workers in getting HRD score depending on their age.

As the ANOVA value of the above hypothesis is more than the table value, the null hypothesis is rejected.

\( H_0 \ 7 : \) There is no significant difference between the sample workers in getting HRD score depending on their educational qualification.

As the ANOVA value of the above hypothesis is more than the table value, the null hypothesis is rejected.

\( H_0 \ 8 : \) There is no significant difference between the respondents depending on their family size and their opinion on HRD practice.

As the ANOVA value of the above hypothesis is more than the table value, the null hypothesis is rejected.

\( H_0 \ 9 : \) There is no significant difference between the respondents depending on other sources of income and their opinion on HRD practice.

As the ANOVA value of the above hypothesis is more than the table value, the null hypothesis is rejected.
*H₀ 10*: There is no significant difference between the sample workers opinion on HRD practice and their present salary.

As the ANOVA value of the above hypothesis is more than the table value, the null hypothesis is rejected.

*H₀ 11*: There is no significant difference between the workers' participation in management score and their age.

As the ANOVA value of the above hypothesis is more than the table value, the null hypothesis is rejected.

*H₀ 12*: There is no significant difference between workers' participation in management score and their educational qualification.

As the ANOVA value of the above hypothesis is more than the table value, the null hypothesis is rejected.

*H₀ 13*: There is no significant difference among the respondents based on number of members in a family and their opinion on workers' participation in management scheme.

As the ANOVA value of the above hypothesis is more than the table value, the null hypothesis is rejected.

*H₀ 14*: There is no significant difference between opinion on workers' participation in management scheme and their annual income.

As the ANOVA value of the above hypothesis is more than the table value, the null hypothesis is rejected.
\( H_0 \ 15 \) : There is no significant difference between opinion on workers' participation in management scheme and their sources of other income.

As the ANOVA value of the above hypothesis is less than the table value, the null hypothesis is accepted.

\( H_0 \ 16 \) : There is no significant difference between opinion on workers' participation in management scheme and their length of services in the current job.

As the ANOVA value of the above hypothesis is more than the table value, the null hypothesis is rejected.

\( H_0 \ 17 \) : There is no significant difference between opinion on workers' participation in management and present salary of the sample staff.

As the ANOVA value of the above hypothesis is less than the table value, the null hypothesis is accepted.

\( H_0 \ 18 \) : There is no significant difference between the age of the sample staff and their level of satisfaction.

As the ANOVA value of the above hypothesis is less than the table value, the null hypothesis is accepted.

\( H_0 \ 19 \) : There is no significant difference between the educational qualification of the sample staff and their level of satisfaction.

As the ANOVA value of the above hypothesis is more than the table value, the null hypothesis is rejected.
$H_0\ 20$: There is no significant difference between the annual income of the sample staff and their level of satisfaction.

As the ANOVA value of the above hypothesis is more than the table value, the null hypothesis is rejected.

$H_0\ 21$: There is no significant difference between the other sources of income and their level of satisfaction.

As the ANOVA value of the above hypothesis is more than the table value, the null hypothesis is rejected.

$H_0\ 22$: There is no significant difference between the level of satisfaction in HRD practice and their experiences in current job.

As the ANOVA value of the above hypothesis is more than the table value, the null hypothesis is rejected.

$H_0\ 23$: There is no significant difference between the present salary and their level of satisfaction.

As the ANOVA value of the above hypothesis is less than the table value, the null hypothesis is accepted.

$H_0\ 24$: There is no significant difference between age of the sample workers and their opinion on workers' participation in management scheme.

As the ANOVA value of the above hypothesis is more than the table value, the null hypothesis is rejected.
$H_0$ 25 : There is no significant difference between the opinion on workers' participation in management scheme and their educational qualifications.

As the ANOVA value of the above hypothesis is more than the table value, the null hypothesis is rejected.

$H_0$ 26 : There is no significant difference between the opinion on workers' participation in management scheme and their family size.

As the ANOVA value of the above hypothesis is more than the table value, the null hypothesis is rejected.

$H_0$ 27 : There is no significant difference between opinion on workers' participation in management score and their annual income.

As the ANOVA value of the above hypothesis is more than the table value, the null hypothesis is rejected.

$H_0$ 28 : There is no significant difference between opinion on workers' participation in management scheme and their sources of other income.

As the ANOVA value of the above hypothesis is more than the table value, the null hypothesis is rejected.

$H_0$ 29 : There is no significant difference between experience and their opinion on workers' participation in management scheme.

As the ANOVA value of the above hypothesis is more than the table value, the null hypothesis is rejected.
$H_0 \, 30$ : There is no significant difference between the present salary and their opinion on workers’ participation in management scheme.

As the ANOVA value of the above hypothesis is more than the table value, the null hypothesis is rejected.

$H_0 \, 31$ : There is no significant difference between age of the sample workers and their level of satisfaction.

As the ANOVA value of the above hypothesis is more than the table value, the null hypothesis is rejected.

$H_0 \, 32$ : There is no significant difference between educational qualification and their level of satisfaction of the sample workers.

As the ANOVA value of the above hypothesis is more than the table value, the null hypothesis is rejected.

$H_0 \, 33$ : There is no significant difference between annual income of the sample workers and their level of satisfaction.

As the ANOVA value of the above hypothesis is more than the table value, the null hypothesis is rejected.

$H_0 \, 34$ : There is no significant difference between level of satisfaction and their other sources of income.

As the ANOVA value of the above hypothesis is more than the table value, the null hypothesis is rejected.
**$H_0$ 35 :** There is no significant difference between experience of sample workers and their level of satisfaction.

As the ANOVA value of the above hypothesis is more than the table value, the null hypothesis is rejected.

**$H_0$ 36 :** There is no significant difference between the present salary of the sample workers and their level of satisfaction.

As the ANOVA value of the above hypothesis is less than the table value, the null hypothesis is accepted.

### RESULTS OF HENRY GARRETT RANKING TECHNIQUES AND DISCRIMINANT FUNCTION ANALYSIS

The researcher found that through the analysis of Henry Garrett ranking techniques on the part of problems faced by the employees in their organisation, over workload in their job was ranked first by the sample respondents with a total score of 5063 and mean score value of 10.126 Garrett points. Favouritism in promotion was ranked second with the total score of 4842 and mean score value of 9.684. Less leave facilities ranked third with a total score of 4624 and mean score value of 9.248.

From the discriminant analysis the researcher found that 97.3 per cent of the cases correctly in the workers group and 81.0 percent of the cases in the staff group, and on the whole classified 94 per cent of the cases correctly.
SUGGESTIONS

On the basis of the analysis and discussion in the preceding chapters with regard to HRD practices and workers’ participation in management, the researcher has given the following suggestions to the study mills for corrective activities.

As per the findings, majority of the workers and staff members are belonging to middle age group and above middle age group respectively. Therefore, it is suggested that the study mills may appoint workers and staff members at all age groups based on their work load and convenience.

Employees can easily understand their work plans, when they are having sound education. Moreover, training is the act of increasing the knowledge and skill of an employee for doing a particular job. It is concerned with imparting specific job-related skills to employees. On the other hand, education is concerned with improving knowledge and understanding of the employee’s total job-related environment. The study indicates that one-fourth of the employees are having less than high school level of education. Therefore, the study mills may appoint educated people to utilise optimum level of their knowledge, skill and competence.

Experience only can make an employee perfect in their job. They are a precious property for an organisation. When an organisation wants to possess more experienced hands, labour turnover must be minimised. To minimise the employees turnover, they need to satisfy the workers’ essential needs. The
findings indicate that more than three-fourth (75.8%) of the employees are less than nine years experience. Hence, the study mills may concentrate to reduce their labour turnover ratio and provide necessary welfare facilities to satisfy the workers.

Good compensation plans, which are well administered, have a salutary effect on the entire organisation. Employees will be happier in their work, their co-operation and loyalty are higher, amount of output is up and the quality is better. In the absence of such plans, compensation is determined subjectively on the basis of haphazard and arbitrary decisions. This creates several inequities which are among the most dangerous sources of friction and low morale in an enterprise. The findings clearly indicate that one-third of sample workers draw a salary between the range of Rs.10,001 and Rs.12,500 per month. Therefore, the research results suggest that the mills may not only concentrate on non-monetary benefits, but also on monetary aspects.

It can be observed from the findings that the sample staff whose age group is between 50 years and 59 years obtain a high HRD score of 77.46 and highest SD (5.75) is shown among them when compared to other categories. It indicates that there are imbalances of opinion among them. Therefore the study mills may give right training to them.

Workers’ participation may be taken to cover all terms of association of workers and their representatives with the decision-making process, ranging from exchanges of information, consultations, decisions and negotiations. The absence
of adequate knowledge on their part about various aspects of the workers' participation in management scheme, they are unable to participate in decision making forums actively and effectively. As per the findings, the sample staff who have less than three years experience in current job have obtained a highest mean value of 44.50 with regard to workers' participation in management scheme. Hence, the study mills may evaluate their participative forums to include members with sound education, experience and ability.

Employees have generally rendered their services for monetary benefits. It indicates that the employees exchange the work for compensation. Wages and salaries have their impending bearing on employee performance and in turn, organisational performance. From the research, the sample workers whose present salary range is between Rs.7,501 and Rs.10,000 are found to have high level of satisfaction mean score of 30.24. Therefore, it is suggested that the study mills may give more importance to motivate the employees by the way of more compensation, promotion, words of praise, self-respect and better incentives. Moreover, services rendered by the workers to organisation have to be adequately paid to satisfy all categories of employees.

The researcher found that, over workload and favouritism in promotion are the problems of the employees. It creates bad impression in employees' minds on their organisation. Therefore, the mills may concentrate on job evaluation and weightage may be given to education, skill and seniority for promotion.
CONCLUSION

The study aims at evaluating the HRD Practices in Private Sector Sugar Mills in Tamilnadu. For this purpose, the major components selected for measuring HRD are workers’ participation in management scheme and level of satisfaction by employing Likert’s scaling technique with several statements. The problems faced by the employees are measured through ranking techniques.

The results showed that suitable HRD Practices are followed in the selected mills which in turn have remitted in higher motivation, encouragement, organizational commitment and level of satisfaction of the employees.

Among various findings and suggestions, it is emphasis that the employees and management should develop positive approach and favourable attitude to the participative management. Conducting training and orientation programmes for the parties concerned can help to create a conducive environment for successful application of workers’ participation in management scheme. Till date the progress of the workers’ participation in management scheme in the study mills has been satisfactory because of reasons like strong trade union, literate employees and positive spirit among the employees.

The major findings of the study reveals that there is a direct link between the level of satisfaction of the employees and their motivation. Good satisfaction promote better action in their performance. Therefore, the study mills should think
of preparing human resource accounting report giving various details of its human resource competences, utilisations, needs, deficiencies, moral, motivations, team works and stress levels. These reports may be presented to the boards and it should be discussed and decisions may be taken by the board to improve their motivation level by the way of pay benefits and balancing their workloads.

The research concludes that, the present HRD practices and workers’ participation in management scheme are quite satisfactory in the study sugar mills. The employees’ satisfaction level is also considerably good. Even though, such HRD practices of the study mills are to be continually monitored, strengthened and renewed.