SUMMARY OF THE THESIS

BACKGROUND OF THE STUDY

India is a very big country with the people of different and diverse backgrounds. The value system of the people of India is rapidly changing due to rapid changes in the education system, technologies and marketing conditions. There is an inability of the country to effectively manage its human resources into useful, viable and valuable resources. India does not suffer from resource or technology gap but the real gap is of human resource management and development. At this juncture the importance of HRD is India’s greatest challenge. Through HRD, organizations acquire and utilize the right potentialities to the optimum to increase the productivity and improve the efficiency of the organization. There are many types of sub-systems or mechanism or practices of HRD in industries, through which the HRD can be utilized for the organizational betterment. Keeping all these above aspects in view, a study has been made in this direction that it would be appropriate at this juncture. The present study is on the “Human Resource Development Practices among the Workers in Dalmia Cements of Tiruchirappalli District, Tamil Nadu”. The three sub-systems, mechanisms or practices used in the present study are HRD Climate, HRD training effectiveness and HRD performance appraisal.

OBJECTIVES OF THE STUDY

The objectives of the study are to study the various human resource development practices through which various human resource development activities are being performed in Dalmia Cements Ltd, Tiruchirappalli and to find out the effectiveness of the HRD practices such as HRD climate, HRD training and HRD performance appraisal of the organization in the study area.
HYPOTHESES OF THE STUDY

The hypotheses of the study are that there will be no significant variation among the personal variables like age, caste, educational background, nature of the labour, seniority and monthly income and HRD climate, HRD training and HRD performance appraisal of the selected respondents in the study area. There will be no significant difference between personal variables like rural/ urban background and type of family and the HRD climate, the HRD training and the HRD performance appraisal of the selected respondents in the study area. There will be no significant relationship between personal variables like age, educational background, nature of the labour, seniority and monthly income and HRD climate, HRD training and HRD performance appraisal of the selected respondents in the study area. There will be no significant association between personal variables like rural/ urban background and type of family and the HRD climate, the HRD training and the HRD performance appraisal of the respondents in the study area and There will be no significant relationship between the HRD practices like HRD climate, HRD training and HRD performance appraisal scores of the selected respondents in the study area.

METHODOLOGY

The location of the study area is Tiruchirappalli district, which is one of the oldest districts of Tamil Nadu state. From the Tiruchirappalli district of Tamil Nadu, Dalmia Cements Pvt. Ltd., Dalmiapuram from the Pulambadi Panchayat Union and Kallakudi Village is chosen by the researcher for the present study. Since this is a descriptive research, one of the industries i.e., Dalmia Cements of Tiruchirappalli district is selected purposively for the present study. There are totally 15 departments with 60 subdivisions in the Dalmia Cements of Tiruchirappalli district, out of which, there are 469 Workers, 193 Supervisors and 152 Executives are working in the study area. As the researcher study is limited to workers alone, the researcher randomly selected 235 respondents excluding 30 workers, who were selected for the pilot study which are 53.5% of the total number of workers working in the study area for the
present study. The present research is based on Survey Method. The primary data collected from the selected respondents in the study area through an interview method by using standardized interview schedule in the regional language (Tamil) which is specially designed for the purpose of this study with the help of simple random sampling technique. The independent variables are based on the age, sex, marital status, religion, caste, educational background, and nature of the labour, seniority, rural / urban background, monthly income/wages, type of family and family size. The dependent variables are based on the HRD practices among workers in the Dalmia Cement Factory of Tiruchirappalli district and practices such as HRD training, HRD performance appraisal and HRD climate amongst the workers. The pilot study was conducted among 30 workers of the sample universe which is excluded from the sample universe. Standardized tool which was developed by Rao, T. V., and Abrahim, E., (1991) is used as a tool for the data collection and the standard scores mentioned by them has been used for all the three practices for the analysis. The reliability and validity tests are performed and it was found that, all the items of the interview schedule are reliable for measuring corresponding items of the interview schedule i.e., HRD practices, (HRD climate, HRD training and HRD performance appraisal). The collected data was compiled, processed, analyzed, and has been converted into standard scores, tabulated with the help of statistical tools such as frequency distribution, ‘t’ test, ANOVA, Factor Analysis and Chi-Square Test with the help of statistical package (SPSS), for finding out the relationship, association, variation and the various factors influencing HRD practices in the study area were also undertaken.

GENERAL FINDINGS

Most of the respondents (60%) belong to the age group of 36 – 45 years of age. All the respondents (100%) are male and married (100%). Most of the respondents (61%) belong to the BC community. Most of the respondents (58.7%) are having their educational qualification at secondary level i.e., studied upto X std., Majority of the respondents (59.6%) are semi-skilled. Most of the respondents (57%) are middle level (11-20 yrs) employees, Almost equal amount of respondents are residing in rural (56.2%) and urban (43.8) areas. About 81% of the respondents are getting their income
between the range of Rs. 7001/- to Rs. 9000/-, Majority of the respondents (62%) belong to nuclear family, Majority of the respondents (71.1%) are having a family size of 4 - 6 members.

By taking the weighted average of all the statements of the HRD practices, ranks are given to all the items. For HRD climate, the statement 35 - “Team spirit is of high order in this organization” is ranked as 1st and most preferred and the statement 21 - “Weaknesses of employees are communicated to them in a non-threatening way” as 28th rank is the least preferred by the respondents. For the HRD training, the statement 14 – “Those who are sponsored for the training programmes take the training seriously” is ranked as 1st and most preferred and the statement 15 - “Employees in this organization participate in determining the training they need” is ranked 22nd and least preferred statement. For the HRD performance appraisal, the statement 1 – “The executive appraisal system in this organization provides an opportunity for each appraisee to have a clear understanding of what is expected from him by his reporting officer during the performance year” is ranked as 1st and most preferred and the statement 18 – “Line managers generally spend time and discuss with their subordinates about their performance” is ranked 21st and least preferred statement by the respondents.

Keeping the scores of HRD practices, it is seen that, majority of the respondents (53.6%) said that the HRD climate level is excellent in the Dalmia cements, majority of the respondents (51.1%) said that the HRD training effectiveness level is good in the Dalmia cements and majority of the respondents (43.4%) said that the HRD performance appraisal effectiveness level is good in the Dalmia cements.

HYPOTHESES RELATED FINDINGS

- There is no significant variation among the personal variables like age, caste, educational background, nature of the labour, seniority and monthly income and HRD climate, HRD training and HRD performance appraisal of the selected respondents in the study area. There is no significant difference between personal variables like rural/urban background and type of family and the HRD climate, HRD training and HRD performance appraisal of the selected respondents in the study area.
• There is no significant relationship between personal variables like age, caste, educational background, nature of the labour, seniority and monthly income and HRD climate and HRD training of the selected respondents in the study area whereas there is a significant relationship between personal variables like rural/urban background and type of family and the HRD performance appraisal of the selected respondents in the study area.

• There is no significant association between personal variables like rural/urban background and type of family and the HRD climate and HRD training of the respondents in the study area whereas there is a significant association between personal variables like rural/urban background and type of family and the HRD performance appraisal of the selected respondents in the study area.

• There is a significant relationship between the HRD practices like HRD climate, HRD training and HRD performance appraisal scores of the selected respondents in the study area.

CONCLUSION

It is found from the findings of the study that HRD climate is excellent in the study area and HRD training and performance appraisal is good among the selected respondents in the study area. The personal variables like age, caste, educational background, nature of the labour, seniority and monthly income does not have much influence on HRD climate, HRD training and HRD performance appraisal but there is a significant association and relationship between the personal variables like rural/urban background and type of family and the HRD performance appraisal of the selected respondents in the study area that is all these factors influence the HRD performance appraisal. It is recommended that the Government of India should focus on the development of human resources through various schemes like workers education through non-formal or informal education, quality of life improvement programmes for workers and linking adult education with workers education etc., for the development of India. There is a need for researches in HRD along with the increased adoption of HRD practices in organizations, as very few Indian studies have been done in this area.