CHAPTER VII
OBSERVATIONS, SUGGESTIONS & CONCLUSION

The researcher has presented the primary data collected and has analyzed the same in the earlier chapter. The interpretation of the same has also been presented at the appropriate places. Now the researcher has brought out here under his observations on the primary data.

7.1 OBSERVATIONS
A) Management Support
a) Sympathetic listening to employees by the management
57.25 per cent of the respondents have stated that the management sympathetically listens to them. 21.25 per cent remained neutral and the rest have expressed their disagreement.

b) Appreciation of the academic knowledge by the management
67 per cent of the respondents have stated that the management appreciates their academic knowledge while 17 per cent remained neutral and the rest expressed their disagreement.

c) Provision of medical facilities
73.5 per cent respondents stated that they receive adequate medical facilities from the management while 17.25 per cent remained neutral and the number of respondents expressing disagreement is negligible.

d) Management Climate
65 per cent of the respondents reported that there is a free atmosphere in the organization and that they can freely discuss their problems with the management while 21 per cent of the respondents remained neutral.
e) **Communication channels**
On this score 75 per cent of the respondents reported that the organizational climate is such that they can communicate with the management informally which is a good sign.

f) **Management’s openness for suggestions**
61.05 per cent of the respondents have reported that the management is very much open and welcomes their suggestions for improvement in the systems and procedures. 25 per cent of the respondent preferred to be neutral.

g) **Involvement in decision making**
66.5 per cent of the respondents are of the view that they are being involved in the decision making process.

**Overall observation on Management Support**
If we account for all the responses collectively the research is of the view that the overall management support is satisfactory which of course leads to job satisfaction, increased production, commitment of the respondents which collectively reflects on the productivity and profitability of the organizations that they serve.

B) **Working Environment**
a) **Working conditions in the department**
70.75 per cent of the respondents stated that the working conditions are satisfactory, while 21.5 per cent of the respondents remained neutral. Rest reported that they disagree with the statement.

b) **Sitting Arrangements & comforts**
67 per cent of the respondents reported satisfaction while 25 per cent preferred to be neutral. Only 7.5 per cent of the respondents reported dissatisfaction.

c) **Office environment**
65.5 per cent of the respondents reported that the office environment is healthy and 25 per cent of the respondent preferred to be neutral. Hardly 9.5 per cent of the respondents reported negatively.
d) **Organizational discipline for the faculty**
79 per cent of the respondents reported satisfaction while 19 per cent respondents remained neutral. Only 2 per cent viewed it negative.

e) **Availability of recreational facilities**
90.5 per cent of the respondents reported satisfaction and rest 9.5 per cent remained neutral and there was no one representing dissatisfaction.

f) **Availability of the health care facilities**
72 per cent of the respondents reported satisfaction while 17 per cent preferred to be neutral. 11 per cent viewed it negatively.

**Overall assessment of the Working Environment**
Considering the above responses in aggregate it is observed that the working environment in the organizations under study is quite healthy and has received majority of the respondents’ satisfaction.

C) **Job Related Aspects**
a) **Love towards Job**
74.5 per cent of the respondents expressed that they Love their job and the rest preferred to be neutral. No one gave negative response.

b) **Leave rules of the company**
72.5 per cent of the respondents expressed happiness about the leave rules and 9.5% remained neutral. Rest answered it negatively.

c) **Continuation in the present job**
72.5 per cent of the respondents reported that they do not think of giving up the present job, while 9.5 per cent remained neutral. Rest answered it negatively i.e. they may think of switching over to other job.

d) **Job Involvement**
76.25 per cent of the respondents reported that they have involvement in the job while 22.5 per cent preferred to be neutral.
e) **View about the selection of the job**
76.5 per cent of the respondent feel that they have selected the right job for them while 22.5 per cent preferred to be neutral.

f) **Assessment about the training arrangements**
Here it was observed that all the respondents are unanimous in reporting that they have excellent training arrangements and that they receive comprehensive training from their organization.

g) **Assessment of Attrition Rate**
83.5 per cent assessed that the attrition rate is less while 15 per cent remained neutral.

h) **Improvement of the quality of the product**
Here again yet another question where the 100 per cent of the respondents are unanimous in assessment of the improvement in the quality of the product.

i) **Assessment of Job Rejection Rate (in the case of Mfg. Companies)**
70 per cent of the respondent rated it as almost 0 per cent while 25 per cent of the respondents preferred to be neutral.

j) **Cordiality of the Employer Employee Relations**
78 per cent of the respondents reported as relations are quite cordial while 16.25 per cent preferred to be neutral.

**Overall Observation about the Job Related Aspects**
If we look at the responses of the respondents in totality it is observed that on all the counts there is overwhelming majority of the respondents who have expressed satisfaction on the job related aspects. Needless to say that such an atmosphere in the organization in the increase in productivity and profitability.
D) Motivational Aspects

a) Help from the Boss for achieving organizational goals:
72.25 per cent of the respondents answered it in affirmative while the remaining preferred to be neutral.

b) Motivation by Management
84.5 per cent respondents were in the category of happy while 10 per cent remained neutral, rest marginal percentage was that of unhappy ones.

c) Assessment about in house communication
77.5 per cent of the respondent appreciated the in house communication while 20 per cent preferred to be neutral.

d) Clarity about work assignment
78.75 per cent of the respondents reported that there is enough clarity about the work assignment while 15 per cent respondents preferred to be neutral.

e) Management’s approach towards suggestions
76.25 per cent of the respondents reported satisfaction while 23.75 per cent of the respondents remained neutral.

f) Attitude of the colleagues
73.75 per cent of the respondents reported that the colleagues are helpful, while the balance percentage represents that of neutral respondents.

g) Scope for promotion
58.75% of the respondents responded satisfaction about the promotional opportunities.

h) Deputation to reputed professional training organizations
46.5 per cent of the respondents were satisfied on this score while the remaining preferred to be neutral. Here one point is required to be noted and that is, such a deputation is for the staff from Middle management and Senior
Management is usually deputed for such outside organization’s training programmes and hence the respondents remaining neutral is higher.

i) **Opportunity to display talent and skills**

58.75 per cent of the respondents reported satisfactory while the 42.25 per cent remaining preferred to be neutral.

**Overall observation on the Motivational Aspects**

The overall responses of the respondents reveal that the organizations in which they are working are using various motivational tools and ensure that the staff remains motivated throughout. The percentage of the neutral respondents is relatively less. There is no negative response from any of the respondents.

E) **Perception about HR practices**

These are the statements included in the questionnaire which have a direct bearing on the main theme of the research i.e. impact of the Best HR Practices.

a) **Role of HR in pursuing innovative HR Practices**

58.75 per cent of the respondents expressed that the HR department pursues best innovative practices, while 41.25 per cent of the respondents preferred to be neutral. There was no respondent stating a negative response.

b) **Availability of House Bulletin**

This is again a question which has been answered in affirmative by all the respondents. That is to say in all the organizations under study there is a house bulletin which provides an opportunity to the respondents to understand what is happening in the organization and it also provides them an opportunity to express their views also.

c) **Availability of the facility of the Flexi Timing**

62.5 per cent of the respondents reported that in their organizations there is facility of availing flexi office timings while the remaining 37.5 per cent of the respondent remained neutral. Here it should be noted that in the study there were a few manufacturing organization in which such flexi timing facility
cannot be given and hence the percentage of neutral respondent is on higher side.

d) Facility of work from home
55 per cent of the respondents reported that they have the work from home facility, of course with some rider on it. This facility is usually available for the staff from the IT sector as well as BPO organizations. This facility cannot be considered in the manufacturing organizations as they have to use machinery as well as raw materials etc. Hence such facility cannot be considered for them. Therefore, 41.25 per cent of the respondents preferred to be neutral. There was a marginal number of respondents i.e. 3.75 per cent who responded negatively. This is just a normal phenomenon as in IT or BPO companies this facility cannot be extended to all the employees. There are certain positions particularly in the supervisory cadre their physical presence in the office is a must.

e) Provision of Cafeteria / Canteen providing good food
This again an area where the employees are also concerned about the quality of the food that is being served by the company canteens / cafeterias. Hence this question was included. 57.75 per cent of the respondents expressed satisfaction about the quality of the food while 23 per cent of the respondents preferred to be neutral. 19.25 per cent of the respondents expressed dissatisfaction about the quality of the food. As compared to the satisfied respondents the dissatisfied percentage is relatively less.

f) Availability of the subsidized food
This is also an aspect which the employees consider to be dear to them. In number of companies the food and other stuffs available in their cafeteria / canteen is subsidized by the management of the organization. In some companies although such a facility is not available at subsidized rates but the managements take care that there is no exploitation of the employees by the canteen contractor by charging unreasonable rates. Considering this aspect the question was included to get the feedback from the respondents. It was
revealed that in all the organization under study the food and the other stuffs are available to the employees at subsidized rates.

g) **Birth day celebrations in the office**
In number of organizations the employees’ birth days are celebrated which again is a healthy best HR practice. The celebration of the birth days in the office brings cohesiveness amongst the working group in the department and which results in healthy relationship amongst the group. Usually, the managements on such occasions give some memento to the staff on certain special occasions. (Celebration of 50 / 60 years birthday etc.). 56.25 per cent of the respondents reported that in their organizations birthdays are celebrated.

h) **Felicitation of the achievements of the employees kids**
In order to boost up the employees and their families to pay special attention to the education / extracurricular / cultural / sports achievements of their kids, in some companies as a part of motivational tool the organizations organizes felicitation programmes for these achievers from the employees families. This in turn boosts the morale of the employee which results in commitment to the organizational goals. 74.5 per cent of the respondents reported that in their organization such felicitation functions are organized.

i) **Availability of well defined reward and recognition Schemes**
As a motivational tool the organization use the rewards and recognition of the excellent performance of their employees. Of course it is important to ensure that such schemes should be clearly defined to ensure that there is no element of partiality. If this aspect is not ensured it adversely affects the morale of the employees. In the sample under study, 73.75 per cent of the respondents reported that they have well designed and clearly defined reward and recognition schemes in their organization.

j) **Opportunity to participate in NGO’s work**
In recent times it has been observed that the company managements are having concern about the social development of certain areas which are dear to them. Therefore, some companies have now accepted the philosophy of
corporate social responsibility. Very recently the Govt. of India has passed a legislation wherein the companies are under obligation to spend 2% of their net profit on certain identified educational / health care projects for the down trodden / up till now neglected sections of the society. Therefore, some companies are now building up tie up arrangements with reputed Non Governmental Organization (non profit earning organizations) to fund their eligible projects. Even there are some of the employees who are having special aptitude for social work. In order to nourish this attribute some companies grant special holidays to their interested staff on full pay basis to work on some social projects approved by the company. Such a provision for the staff is welcomed by the staff as they also get an opportunity to meet their own liking. It is on this back drop feedback from the respondents was called for. It was observed that 43.75 per cent of the respondents reported that their organizations have tie up with NGOs for such a social work opportunity. 30 per cent of the respondents remained neutral to this question it may be because of their unawareness about it or apathy on their part.

**k) Introduction of best HR practices – an ongoing Exercise**

In order to understand the approach of the Management (HR department) about the implementation of the Best HR Practices, this question was included. Now in order to ensure that the attrition rate is maintained at minimum possible level there is need to be vigilant in introducing best HR practice. Hence, there should be a constant (ongoing) pursuit to innovate Best HR Practices. 74 per cent of the respondents reported that in their organization the HR is pursuing this innovation function on best HR practices on ongoing basis. The rest of the respondents preferred to be neutral.

**Overall observations on the Perception of Best HR Practices**

This was a crucial area of the responses of the identified respondents as it had a direct relation to the thrust area of the research. Normally when an employee takes a decision to join any organization for employment he/she does take into account, apart from the compensation and other benefits, the management’s outlook towards introducing the Best HR Practices. Therefore the prospective job seekers also collect
information about the management’s attitude towards introduction of the Best HR practices. They compare the best HR practices being followed in the various similar organizations before taking a final decision of joining. It is on this score the feedback was sought. 74 per cent of the respondents reported satisfaction on this score while the remaining preferred to be neutral. On the whole majority of the respondents have also expressed their satisfaction about the management’s approach towards best HR practices and naturally it positively influence the productivity, commitment and profitability of the organization which is translated into the company’s financial statements.

F) Organizational Culture

Organizational culture is also an aspect which was subdivided in 20 statements of which 18 statements received positive responses from the respondents while only 2 questions which were related to the sharing of information and performance appraisal wherein the respondent’s response was negative. On the whole the organizational culture was quite healthy.

<table>
<thead>
<tr>
<th>Sr. No</th>
<th>Aspect</th>
<th>% of respondents having + ve</th>
<th>Neutral</th>
<th>-ve</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>Willingness to help others</td>
<td>54.5</td>
<td>25.5</td>
<td>20</td>
</tr>
<tr>
<td>b.</td>
<td>Free flow of information sharing</td>
<td>42</td>
<td>43.25</td>
<td>14.75</td>
</tr>
<tr>
<td>c.</td>
<td>Keeping up to date about the developments in the organization</td>
<td>55</td>
<td>45</td>
<td>0</td>
</tr>
<tr>
<td>d.</td>
<td>Inter departmental cooperation</td>
<td>57.5</td>
<td>32.0</td>
<td>10.5</td>
</tr>
<tr>
<td>e.</td>
<td>Failures are looked upon as opportunities</td>
<td>79.25</td>
<td>20.75</td>
<td>0</td>
</tr>
<tr>
<td>f.</td>
<td>Positive impact of facilities</td>
<td>85.0</td>
<td>15.0</td>
<td>0</td>
</tr>
<tr>
<td>g.</td>
<td>I always respect other’s views/opinions.</td>
<td>100</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>h.</td>
<td>Our company really cares about employees benefits.</td>
<td>55.0</td>
<td>26.5</td>
<td>18.5</td>
</tr>
<tr>
<td>i.</td>
<td>Loyalty to the organization.</td>
<td>100.0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>j.</td>
<td>Feelings about organizational pride</td>
<td>100.0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>k.</td>
<td>Delegation of authority</td>
<td>56.25</td>
<td>43.75</td>
<td>0</td>
</tr>
<tr>
<td>l.</td>
<td>Free flow of interdepartmental responses</td>
<td>89.5</td>
<td>10.5</td>
<td>0</td>
</tr>
<tr>
<td>m.</td>
<td>Easy availability of the departmental head</td>
<td>100.0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>n.</td>
<td>Investment in Skills</td>
<td>72.0</td>
<td>28.0</td>
<td>0</td>
</tr>
<tr>
<td>o.</td>
<td>Offering ideas for improved functioning</td>
<td>81.25</td>
<td>18.75</td>
<td>0</td>
</tr>
<tr>
<td>p.</td>
<td>Excellent team work is nurtured</td>
<td>73.75</td>
<td>26.25</td>
<td>0</td>
</tr>
<tr>
<td>q.</td>
<td>Our company provides comprehensive training to its employees.</td>
<td>100.0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>r.</td>
<td>Established proper systems and procedures</td>
<td>72.50</td>
<td>27.50</td>
<td>0</td>
</tr>
<tr>
<td>s.</td>
<td>Well defined performance appraisal system</td>
<td>41.25</td>
<td>21.25</td>
<td>37.5</td>
</tr>
<tr>
<td>t.</td>
<td>Approach towards new ways for improvement.</td>
<td>55.0</td>
<td>45.0</td>
<td>0</td>
</tr>
</tbody>
</table>
G) **Best HR Practices identified by majority of the respondents in order or priority.**

The respondents were asked to state 5 best HR Practices observed by their organization, according to their priority. The commonly adjudged best HR practices identified by the respondents were consolidated and the following picture emerged. Naturally the preferences of the respondents from the various categories under study are different. Therefore these preferences have been consolidated according to the category: Jr. Management, / Middle Management / Senior Management

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Best HR Practice in the organization</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Workmen (who are members of union) responses</strong></td>
</tr>
<tr>
<td>1</td>
<td>Compensation</td>
</tr>
<tr>
<td>2</td>
<td>Organizational culture – comforts at work place (Safe, Healthy and Happy Workplace)</td>
</tr>
<tr>
<td>3</td>
<td>Work from home and flexi working hours</td>
</tr>
<tr>
<td>4</td>
<td>Medical facilities for self and family</td>
</tr>
<tr>
<td>5</td>
<td>Job security</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Best HR Practice in the organization</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Middle Management’s responses</strong></td>
</tr>
<tr>
<td>1</td>
<td>Compensation</td>
</tr>
<tr>
<td>2</td>
<td>Well chalked out career development plan. (Fair Evaluation System for Employees/ )</td>
</tr>
<tr>
<td>3</td>
<td>Rich fringe benefits (leave travel concession/medical reimbursement, reimbursement of club fees/ housing loans on soft terms/ provision of residential accommodation /</td>
</tr>
<tr>
<td>4</td>
<td>Due recognition and appreciation by the management (Publicize Good Performances /</td>
</tr>
<tr>
<td>5</td>
<td>Comprehensive training facilities including deputation to reputed professional training organizations</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Best HR Practice in the organization</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Senior Management’s responses</strong></td>
</tr>
<tr>
<td>1</td>
<td>Compensation</td>
</tr>
<tr>
<td>2</td>
<td>Organization’s work culture</td>
</tr>
<tr>
<td>3</td>
<td>Well developed Authority responsibility relationship</td>
</tr>
<tr>
<td>4</td>
<td>Scope for participation in strategic policy decisions</td>
</tr>
<tr>
<td>5</td>
<td>Fringe benefits (Executive perquisites like chauffer driven car, petrol allowance, family holidays, etc.</td>
</tr>
</tbody>
</table>
General Observations about functioning of HR Departments

During the course of this research the researcher had an opportunity to interact with various HR functionaries and could get the feel of the current level of HR functioning. Following are some of the observations which are worth noting.

1. Management institutes face the challenge of reorienting their courses to reflect newer HRM concepts. The department of management studies at IIT-Madras has attempted such changes.

2. Because of increasing competition that has resulted from liberalization, Indian organizations have adopted HRM practices both critically and constructively to foster creativity and innovation among employees.

3. Local units of MNCs have been early adopters of annual performance appraisals, employee development programs, and relative (normalized) ranking of performance.

4. There is an increased emphasis on HR related activities seen in Indian organizations.

5. Indian managers like centralized decision making.

6. The majority of the lower level of employees is not aware of their rights and is exploited by the management.

7. There is a shift taking place in the pattern of HRM practices in Indian organizations, from the traditional administrative types to a more strategic and proactive type.

7.2 SUGGESTIONS

As has been seen earlier there are number of factors that one has to take into account while introducing new HR practices as ultimately it adds to the costs. Over the years it has been observed that these costs are rising. At the same time we cannot ignore the importance of retaining the talented employees as well as arresting the attrition as it again involves heavy costs. Therefore henceforth the role of the HR Department is going to be very crucial.

The researcher has identified certain key areas which should be addressed by the HR department in the immediate future.
1. **Stress Management:** Day by day there is an ever increasing tension that the employees have to bear. Therefore while designing the new HR practice there should be an element which will ensure that the employees remain tension free. For this purpose the organization will have to organize specific courses on stress management on a continuing basis.

2. **Focus on Health care:** The fall out of mounting tension is the deterioration in health of the employees. There are several studies which have brought out the fact that the number of youth suffering from Diabetes, Blood pressure, depression etc. are increasing. Therefore, the HR department should focus on the regular health check up of its workforce at periodical interval. Now there are some multinational organizations which have in their every building an ambulance, on each floor there is a wheel chair, stretcher, first aid boxes etc.

3. **Focus on personality development:** The HR department should include in their training schedules programmes which will help in the overall personality development of the employees.

4. **Family support:** Now a day it has been observed that because of the spread of technology particularly internet, mobile phones, etc. even after returning from the office, the employee has to devote major time to the office work. In order to maintain the standard of living usually the better half are also employed. Therefore, the employee finds very little time to attend to his personal domestic work. Because of the split families there is no one to look after the kids. Therefore, this aspect also adds to employee’s stress. Therefore, while introducing any new Best HR practices this aspect should also be borne in mind. Apart from babysitting, crèches, for pregnant lady staff separate retiring rooms are required, for breast feeding separate arrangements are required, such facilities be introduced.

5. **Provision of special arrangement at worksite:** The employee finds very little time to attend to various personal works: for filing of income tax returns, for renewal of driving license, etc. the organizations can have a tie up with
these concerned departments and make special provision for on the house arrangements so that the employee gets relief.

6. **Job Rotation:** There should be a system of job rotation which enables the employee to acquire knowledge of other departments. The company also stand to benefit since the workers are qualified to perform a number of different jobs in the event of an emergency. Due to change in the job the employee also gets job satisfaction. Job rotation relieves monotony.

7. **Provide autonomy:** If certain amount of freedom is given to the employees to do their work in their own way it increases their job satisfaction. It has been proved that if the people are given freedom to take their own decisions they work hard and derive job satisfaction.

7.3 **ATTAINMENT OF THE OBJECTIVES**

The researcher started this research framing certain objectives which have been dealt in the chapter II on Research Methodology. Now at the end of this research when the researcher looks back, he feels that the objectives are fully achieved by this research. He has been able to analyze the Best HR Practices that are being observed in the identified industries for this study. After the opening of Indian economy since 1991 and with the entry of number of multinational companies in India number of new Best HR Practices have been introduced in India primarily with the twin objective to retain the talented employees as the MNCs were experiencing flight of talented employees as well as to ensure to maintain an edge in the competitive markets. The HR practices that are being followed by the industries have a positive impact on the employee satisfaction which ultimately reflects on the employee’s productivity and the organization’s profitability. Each industry has its own peculiarity which needs to be taken into account while introducing best HR Practices. E.g. Work from home facility cannot be considered by the manufacturing industries. It is possible only in Information Technology industry or to make a generalization by the service industry. Introduction of the Best HR Practices is also dependent several other factors like size of the company, organization’s culture, profitability, composition of the staff etc. Thus at the end the researcher is of the view that the objectives originally set out have been fully achieved.
7.4 SCOPE FOR FURTHER RESEARCH

As has been stated in the introduction chapter that the concept of the HR Practices is not a static one, but it is a dynamic concept. Day in and day out the work situations are changing fast and therefore the Human Resources Development Department has to be on its toes all the time to innovate new HR Practices on continuing basis, which will induce the talented employees to continue with the organization and to give maximum returns to the organization.

This research has revealed that there is a difference in the working of the Human Resources Development Departments of the domestic companies and the multinational companies. Therefore, a research can be undertaken to bring out this difference in the approach between these two segments which will be helpful for the domestic companies to improve upon their functioning and ultimately withstand the fierce competition that has been faced as a result of globalization.

In times to come there is going to be a serious problem of retaining the talented employees as the business opportunities in the underdeveloped companies are growing fast. There is a need to collaborate loyalty among employees. Hence a research is also possible to study this problem and to come out with some practical solutions.

As has been stated earlier that the process of attrition of the employees started on a large scale began after five years of India’s adoption of globalization in 1991. This is adversely affecting the industries profitability. Therefore the researcher is of the view that a research study can be undertaken to find out the impact of HR practices on the employees’ attrition rate.

7.5 CONCLUSION

The Indian economy was forced to adopt a structural change process at the beginning of 1991. Liberalization initiated the process of the opening up of an otherwise closed economy of India and created a hyper-competitive environment. A hyper-competitive business environment presented a number of challenges and opportunities, both external and internal. External challenges and uncertainties
included barriers that were difficult to control. Internal challenges like dramatic advances in technology, changing of organizational forms necessitated redesigning of human resource practices. To respond to this confusion, Indian organizations adopted innovative changes in their HRM practices.

India itself is not a homogenous entity. Regional variations in terms of industry size, business culture, socio-cultural issues and bureaucracy play very important role. The nature of hierarchy, status, authority, responsibility and similar other concepts vary widely across the nation.

This research study was undertaken to find out the impact of the best HR practices on the employees satisfaction and accordingly the primary data was collected and analyzed. It has been revealed that the Best HR practices have a positive impact on the employees’ satisfaction. Today the HR Departments are passing through a transition stage and getting equipped with sharpening the tools of retaining the talent in the organization.

While studying the Best HR practices it has been observed that the Best HR practices followed by multinational companies cannot be copied in toto as those are based on the environment prevailing in their Head Quarter country. In the Indian context those practices are required to be suitably modified to suit the Indian environment. Implementation of best HR practices also involved costs and therefore the Indian companies are required to balance the cost and the benefit that they derive. It can be said that HR practices that are being followed in India are subjective in nature. These practices differ from company to company, based on location of the units, nature of production/services etc. Therefore, HR practice which is considered as best HR practice for one company may not be so for another company. This needs to be understood correctly before its implementation.

To conclude that it can be said that HR practice is becoming more and more challenging day by day. They have to face lot of problems like retention, attraction of employee, dealing with different cultural people, managing work force diversity, technological and informational changes to overcome with these challenges training (Cross cultural training and technological and informational training) is necessary for
HR people. To reduce mobility of professional personnel, HR people have to motivate them from monetary and non monetary techniques. Proper performance evaluation system and proper career development plans should be used in the organization to reduce professional mobility.

The end result of best HR practices is achievement of employee satisfaction that is positive feeling which gives happiness, joy and delightfulness to an employee and builds confidence in his or her personality. Satisfaction also helps in developing loyalty among the employees towards their organization.