CHAPTER 7

SUMMARY OF FINDINGS, CONCLUSIONS AND POLICY IMPLICATIONS

The present study is divided into three important parts. At the first part, the profile of the textile units, its employees and the level of existence of HRM system at the units are discussed. At the second part, the implementation of HRM practices at the textile units and its consequences are examined. At the third part, there is a discussion on the impact of existence of HRM system and implementation of HRM practices on the various consequences of HRM practices.

The specified objectives of the study are presented below: (i) to reveal the profile of the textile units and its employees; (ii) to measure the level of existence of HRM system at the units; (iii) to study the level of implementation of HRM practices at the units; (iv) to examine the various consequences of HRM practices at the units; (v) to evaluate the impact of existence of HRM system on the consequences of HRM at the unit’s; (vi) to measure the impact of implementation of HRM practices on the various consequences of HRM at the units; and (vii) to evaluate the mediator role of job satisfaction in the implementation of HRM practices and various consequences of HRM practices.

The total textile units in the study area are 153 which consist of 90 spinning mills and 63 textile mills. The number of employees working in these mills is 12674 and 9782 respectively. The sample size from spinning and textile mills are determined by the formula of \( n = \frac{N}{N + e^2} + 1 \). The determined sample size comes to 388 and 384 respectively. The necessary primary data is collected with
the help of structured interview schedule. The schedule consists of three important parts. The first part covers the profile of the units and its employees whereas, the second part includes the existence of HRM systems and implementation of HRM practices at the textile units. The third part of the schedule includes the various consequences of HRM practices. The necessary variables are collected from the review of previous studies. A pilot study is conducted at each of five textile and spinning mills in and around Dindigul Town. In total, 50 employees are included for pre-test. Based on the feed back, certain modifications, additions and deletions are carried out. A final draft of the schedule is prepared to collect the primary data.

The total response rate at the spinning and textile mills after the third round of data collection is 99.22 and 68.75 percent to its total of 385 and 384 respectively. The collected data are processed with the help of appropriate statistical tools. The analysis and interpretations are discussed in the previous chapter. The summary of findings, conclusions, and policy implications are presented in this chapter.

7.1 SUMMARY OF FINDINGS

The findings of the study are summarized below.

7.1.1 Profile of Employees

The textile units in the present study are classified into spinning mills (SMs) and Textile Mills (TMs). The important designation among the employees is workers and supervisors. The dominant age group among the employees is 31 to 0 years. The important locality among the employees is Rural. The most important locals among the employees in SMs and TMs are from rural and urban respectively.

The important marital status of the employees is ‘married’. The dominant social class among the employees is ‘backward’ and ‘most back ward
classes. The dominant level of education among the employees is under graduation, whereas, the important type of family among the employees is Nuclear family. The dominant family size among the employees is 4 to 7 members.

The important years of experience among the employees are 10 to 20 years. The dominant occupational background of the employees is agriculture which is common in SMs and TMs. The dominant monthly income of the employees is Rs. 15,000 to 25,000 and less than Rs. 15,000. The most important monthly income among the employees is SMs and TMs are less than Rs.15,000 and Rs.15,000 to Rs. 20,000 respectively.

The important number of earning members per family among the employees is only one. The dominant level of spouses ‘education among the employees is only ‘school level’. The dominant family income among the employees is below Rs.20,000 and Rs.20,000 to 4,000 per month.

7.1.2 Profile of the Textile Units

The important years of establishment of the textile units are 15.01 to 20 years. The years of establishment of the spinning mills are higher than that in the textile mills. The dominant nature of ownership in textile units is partnership and limited company whereas, the important number of departments per unit among the textile units is above 10. The number of departments (permit) is higher in the SMs than that in TMs. The important number of employees per unit among the textile mills are above 120 which is common is SMs and TMs. Maximum number of textile units have separate HR department at their units.

7.1.3 HRM System at Textile Units

The level of existence of HRM system at the textile units are measured according to the existence of career, work, development, self-renewal,
HRD and control system. The existence of career system at the textile units are measured with the help of 3 variables. The highly existing variable in career system at SMs and TMs is recruitment system, whereas, in the case of work system, they are performance appraisal system and Role system respectively.

Regarding the existence of development system, the highly existing variable in SMs and TMs is learning and training, whereas, in the case of self renewal system, it is organizational development. The highly existing variable in HRD system at SMs and TMs is organizational values, whereas, in the case of control system, this is input control. Regarding the existence of variables in all sub systems in HRM system, the significant difference among the SMs and TMs has been noticed in all variables.

All variables in each subsystem in HRM system explain it to a reliable extent. The highly existing sub systems in SMs are HRD and development system, whereas, in TMs, these are HRD and career system. The significant difference among the SMs and TMs has been noticed in the level of existence of five out of six sub system in HRM system.

The important discriminate subsystems in HRM system among the SMs and TMs are career and work which are higher at the TMs than that at the TMs. The significantly associating important profile variables, regarding the view on the level of existence of sub system of the textile units are family income, occupational background, and years of experience. The significantly associating important profiles of the units regarding the level of existence of sub system in HRM system is years of establishment, number of departments per unit and existence of HR department.

7.1.4 Implementation of HRM Practices at the Textile Mills

The implementation of HRM practices at the textile mills are examined with the help of induction, communication, retention, human resource
The highly existing variables in induction practices at SMs are career path and job description, whereas, in the case of TMs, these are orientation and planned introduction to job. Regarding the implementation of variables in induction practices, the significant difference between the SMs and TMs has been noticed in the case of existence of three out of five variables in induction practices. The level of implementation of induction practices is higher in TMs than the level of implementation of induction practices at the SMs.

The highly implemented variables in communication practices at SMs are Grievance redressal system and E-learning programmes whereas at TMs, these are sessions and Σ learning programmes. Regarding the implementation of communication practices, the significant difference among SMs and TMs has been noticed in all seven variables in communication process. The level of implementation of communication practices is higher at TMs than that at SMs.

The highly implemented variables in retention practices at the SMs are practical approach and problem sharing whereas at the TMs, these are flexible working hours and problem sharing. Regarding the implementation of retention practices, the significant difference among the SMs and TMs has been noticed in the case of implementation of six out of seven variables in it. The level of implementation of retention practices is higher at TMs than at the SMs.

The highly implemented variables in Human Resource Planning (HRP) practices at SMs are outstanding practices and plan to internal mobility whereas at TMs, these are plan to internal mobility and out sourcing practices. Regarding the implementation of HRP practices, the significant differences
among the SMs and TMs have been noticed in the case of three out ten variables in it. The level of implementation of HRP practices is higher in TMs than in SMs.

The highly implemented variables in Recruitment and selection practices at the SMs are methods of advertisement and background check, whereas at the TMs, these are selection process and background check. The significant difference among the SMs and TMs has been noticed in the case of implementation of five out of seven recruitment and selection practices. The rate of implementation of recruitment and selection practices is higher at TMs than at SMs.

In the case of SMs, the highly implemented variables in Training and Development practices (TDP) are Government of training, well in advance and sponsorship of employees based on developmental needs, whereas at the TMs, these are sufficient donation of training and good discussion on training objectives. The significant differences among the SMs and TMs have been noticed in the case of implementation of all 10 variables in TDP. The rate of implementation of TDP is higher at TMs than at SMs.

The highly implemented variables in motivational practices at SMs are transportation to the employees and literal medical facilities whereas at the TMs, these are employees’ stock option plan and recognition. The significant difference among the SMs and TMs has been noticed in the case of implementation of two out of nine variables in motivational practices. The rate of implementation of motivational practices is higher at TMs than at SMs.

Regarding the implementation of variables in Career Development Practices (CDP), the highly implemented variables in SMs are permission on on-job studying and no fear of losing job whereas at the TMs, these are growth opportunities in the organization and no fear of losing job. The significant
difference among the SMs and TMs has been noticed in the implementation of all seven variables in CDP. The rate of implementation of CDP is higher at TMs than that at SMs.

The highly implemented variable in Compensation Management Practices (CMP) at SMs is dearness allowance and basic pay fixation, whereas at TMs, these are dearness allowance and medical allowance fixation. The significant differences among the SMs and TMs have been noticed in the case of implementation of eight out of nine variables in CMP. The rate of implementation of CMP is higher at the TMs than at SMs.

Regarding the implementation of Employer-Employee relationship practices (EERP), the highly implemented variables at SEs are collective bargaining and employee discipline, whereas at TMs, these are employee discipline and social security. The significant difference among the SMs and TMs has been noticed in the case of implementation of all six variables in EERP. The rate of implementation of EERP is higher at TMs than at SMs.

The highly implemented variables in performance Appraisal Practices (PAP) at the SMs are self monitoring and efficiency emphasis whereas at the TMs, these are regular appraisal and efficiency emphasis. The significant differences among the SMs and TMs have been noticed in the case of implementation of all six variables in PAP. The rate of implementation of PAP is higher at TMs than at SMs.

The highly implemented variable in Human Resource Development (HRD) practices at SMs are job rotation programmes and quality training transfer climate whereas at the TMs, these are job rotation programmes and environment for employees development. The significant differences among the SMs and TMs have been noticed in the case of implementation of all eleven
variables in HRD. The rate of implementation of HRD practices is higher at TMs than that at SMs.

The highly implemented HRM practices at the SMs are recruitment and selection practices and motivational practices whereas at the TMs, these are career development practices and training and development practices. Regarding the implementation of HRM practices, the significant difference among the SMs and TMs have been noticed in the case of eleven out of thirteen HRM practices.

7.1.5 Consequences of HRM Practices at Textile Units

The consequences of HRM practices in the present study are studied with the help of job satisfaction, job stress, organizational climate, personality, organizational commitment and unit’s performance. The highly viewed variable in job satisfaction at the SMs is scope for promotion and work schedule whereas at the TMs, these are wages and salary and scope for promotion. The significant differences among the SMs and TMs have been noticed in the case of three out of ten variables in job satisfaction. The rate of consequences of HRM practices through job satisfaction is identified as higher in TMs than in SMs.

The highly viewed variable in the reduction of job stress, reduction of the implementation of HRM practices at SMs are frequently absent in job and feeling of exhaustion at the end of the day. At the TMs, these are reduction in frustration in work and exhaustion at the end of the day. The significant difference between the SMs and TMs has been noticed in the reduction of emotional strain in work. The rate of consequences on reduction of job stress is higher at TMs than at SMs.

The highly viewed variables in organizational climate at SMs are clarity in job description and attachment with organization whereas at TMs, these are better communication flow and feedback on work performance. The
significant difference between the SMs and TMs has been noticed in the cases of increase in participatory approach only. The rate of consequences on the organizational climate is higher at TMs than at SMs.

The highly improved personality traits, due to the implementation of HRM practices at SMs are ‘liking the gathering and self enviousness, whereas at TMs, these are self consciousness and liking the gathering. The significant difference between the SMs and TMs has been noticed in the case of improvement in the personality of employees especially 6 out of nine variables in it. The rate of consequences on the important of personality of employees is identified as higher at TMs than at SMs.

At the SMs, the highly improved variable in organizational commitment is moral obligation to remain in the organization and believes in the value of remaining loyal, which is the same at the TMs. But the significant difference among the SMs and TMs has been noticed in the case of improvement in four out of seven variables in organizational commitment. The rate of increase in the organizational commitment among the employees in TMs is higher than that among the employees in SMs.

The highly viewed variables in units performance due to the implementation of HRM practices at the SMs are profitability and innovativeness, whereas at the TMs, these are innovativeness and profitability. The significant difference among the SMs and TMs has been noticed in the enrichment on all five variables in unit’s performance. The rate of enrichment in unit’s performance is higher at TMs than at SMs.

The highly viewed consequences of HRM practices at the SMs are reduction of job stress and increase in job satisfaction which is the same in TMs too. But the significant difference among the SMs and TMs has been noticed in the enrichment of five out of six consequences of HRM practices at the textile.
The important discriminate consequences of HRM practices among the SMs and TMs are important in job satisfaction and unit’s performance.

**7.1.6 Impact of HRM System on the Unit’s Performance**

The impact of existence of HRM system and implementation of HRM practices on the consequences of HRM practices has been measured. The significant positive impact of the existence of HRM system on the job satisfaction among the employees in SMs is made by work and control system, whereas in TMs, it is made by career, work development and HRD system. The rate of impact is higher at TMs than at SMs.

The significant positive impacts of the existence of HRM system at SMs on the job stress are made by the career, work, self renewal and control system whereas, in TMs, these are made by work, development, self renewal, and HRD system. The rate of impact of existence of HRM system on the reduction job stress is higher at TMs than that at SMs.

The significantly and positively influencing HRM system on the organizational climate at SMs are HRD system and control system, whereas at TMs, these are career, work, development self renewal and HRD system. The rate of impact is noticed as higher in TMs than in SMs. In the case of improvement in personality, these HRM systems at SMs are self renewal system whereas at TMs, these are career, development, self renewal, and HRD system. The rate of impact is noticed as higher in TMs than that in SMs.

At the SMs, the significantly and positively influencing HRM system on the organizational commitment are development and HRD system whereas at the TMs, these are career, development, and HRD system. The impact is higher at TMs than at SMs. The impact of HRM systems on the unit’s performance is significantly contributed by the implementation of career, work and control
system at SMs whereas at TMs, it is seen by the implementation of work, development and HRD system. The rate of impact of implementation of HRM systems on the unit’s performance is noticed as higher in TMs than that at SMs.

7.1.7 Impact of HRM Practices on the Units Performance

The significant positive impact of HRM practices on the job satisfaction among the employees in SMs is made by the induction, human resource planning, supervisor support and employer-employee relationship practices whereas at the TMs, these are seen in the case of implementation of induction, retention, communication, human resource planning, recruitment and selection, motivational, supervisor-support, employer-employee relationship and human resource development practices. The impact of above said practices are identified as higher in TMs than that in SMs.

The job stress is considerable decreased due to the implementation of induction, human resource planning, supervisor support and employer-employee relationship practices at SMs whereas at TMs, these are made by the implementation of induction, retention, communication human resource planning, recruitment and selection, motivational, supervisory support and employer-employee relationship practices. The rate of impact of HRM practices on reduction of job stress is slightly higher in TMs than that in SMs.

At the SMs, the significantly and positively influencing HRM practices on organizational climate are compensation, management, supervisor support practices and human resource development practices, whereas in TMs, these are induction, human resource planning, recruitment and selection, supervisor support and human resource development practices. The higher impact of HRM practices on the organizational climate has been noticed in the case of TMs than that in the case of SMs.
The significantly and positively influencing HRM practices on the personality of the employees at SMs are induction, career development, supervisor support and human resource development practices, whereas at the TMs, these practices are induction, retention, communication, human resource planning, recruitment and selection, Labor welfare, supervisory support, employer-employee relationship and human resource development practices. The rate of impact is identified as higher in TMs than in SMs.

At the SMs, the significantly and positively influencing HRM practices on the organizational commitment among the employees are the induction, recruitment and selection, supervisor support and employer-employee practices, whereas at the TMs, these practices are induction, retention, communication, human resource planning, recruitment and selection, motivation, Labor Welfare, supervisor support, employer-employee practices and performance appraisal practices. The higher rate of impact is noticed in the case of TMs than in the case of SMs.

The significantly and positively influencing HRM practices on the unit’s performance at SMs are retention, Training and developments, motivational, and compensation management practices whereas at the TMs, these practices are retention, communication, training and development, motivation, compensation management, Labor welfare and human resource development practices. The rate of impact is noticed as higher in TMs than in SMs.

7.1.8 Mediator Role of Job Satisfaction in between HRM Practices and Units Performance

HRM Practices are varying from each organisation based on the management vision and mission. In the present study job satisfaction variable was used as a mediator variable and its role as significant. The significant
indirect impact of HRM practices on the unit’s performance is higher than its direct impact on unit’s performance. Only five HRM practices have a significant positive impact on unit’s performance whereas ten HRM practices are having significant impact on the unit’s performance. The higher of impact on unit performance is made by compensation management and motivational practices. The analysis reveals the effective mediator role of job satisfaction in between the implementation of HRM practices and the unit’s performance of the textile units.

7.2 CONCLUDING REMARKS

The study concludes asserting that the rate of implementation of HRM practices at the textile mills are higher than in the spinning mills. The various consequences of the implementation of HRM practices are also higher in textile mills than in spinning mills. The level of existence of the HRM system and its components are also higher in textile mills than that in spinning mills. The significantly influencing important HRM system on the various consequences of HRM practices at the textile units are career, work development and HRD system. Similarly, the significantly influencing important HRM practices on the various consequences of HRM practices are human resource planning, supervisor support, employer-employee relationship and human resource development practices. The rate of impact is higher at textile mills than at spinning mills. The result of direct effect of HRM practices on unit performance at the textile units is lesser than its indirect effect especially through job satisfaction. Hence, the textile units are advised to design their HRM practices in order to enrich their job satisfaction among their employees and then their organizational performance.

7.3 POLICY IMPLICATIONS OF THE STUDY

Based on the findings of the study, the following suggestions are drawn
7.3.1 Establishment of Human Resource Management System (HRMS)

Since the level of existence of HRM system at the textile units has a significant impact on various performance and productivity of the employees and the units, the management of the textile units is advised to establish a system for HRM. The establishment of the HRM department is not enough to enrich the performance of the units. It should be systemized with the help of strong HRMs.

7.3.2 Concentration on Broader Organizational Issues

Since the requirement of HR strategies is different in different times and also it is based on the current business situation, the management is requested to focus on actual business needs, which will support corporate strategies. It must address workforce capabilities of the future such as work force planning, succession planning, training needs assessments etc.

7.3.3 Consideration of HR Issues

Increase the ability of the organization to integrate HRM issue into its corporate strategies. High behavioral commitment is required to pursue the agreed goals and it should be reflected in a strong identification with the industries. HR issues should be considered in making corporate decisions.

7.3.4 Optional Mix of HRM Practices

The HRM practices are too many. The management of the textile units are advised to choose appropriate HRM practices as per their need and create an optional mix of HRM practices in order satisfy their employees and enrich the productivity and performance of their units.

7.3.5 Recognize the Value of Strategic HRM

The managers of the textile units should understand the strategic HRM and it’s value in the competitive environment. They should recognize the
value of SHRM in the business activities, priority settings, understanding of corporate department mission and coordination of various departments with the HR department. Then only the HR department will become an integral part of any organizational success.

7.3.6 Build Collaborative Working Relationship

The implementation of HRM practices rest on the extent to which the working relationship is built up by the management in the industries. To facilitate the changes in the management, HR has to have a strong, collaborative working relationship with top authority and line management. Since there is no tradition in most organizations to think HR as strategic partner, it must depend upon personal relationships established by HR officials with top manager’s key line managers.

7.3.7 Promote Concern for Integration

The success of the implementation of HRM practices rests on the extent of integration and adaptation of the HR personal. Its concern is to ensure full integration with the strategic needs of the industry, integration with other departments in the industry, and accepted by all employees in the related field in organizational chart.

7.3.8 Improve Other Areas to Implement HRM

To implement HRM, organizations should have to ensure cross communication, decentralization of decision making, employee improvement, workers participation, learning organization, Total Quality management, and effective training and development program. Whatever the case, HR managers need to improve their knowledge and skills to ensure competitiveness of their organization.
7.3.9 Focus on Compensation Management

Since the compensation management practice places an important role on the determination of job satisfaction, organizational climate, organizational commitment, and personality of the employees, the management of the textile units are advised to performance based compensation in order to motivate the productive employees.

7.3.10 Workable Solution: Motivating Through Satisfaction

The challenges faced by the human resource departments are not only the retaining their employees but also retaining them in a good condition. It shows the condition namely, healthy in mind, body and soul of the employees. It is claimed by all human resource practitioners that the mind is healthy when the jobs are challenging. The management has to prepare a workable solution in order to motivate their employees through job satisfaction.

7.3.11 Provision of Training and Development

Since the implementation of appropriate training and Development practices at the textile units create its own impact on the unit’s performance, the management has to formulate appropriate training programmes in order to enrich the productivity of the employees. The designing of training programmes should be based on the need based system at their units.

7.3.12 Focus on Job Satisfaction Among the Employees

Even though the functions of HRM are too many, the ultimate aim is to enrich the performance of the units. In the present study, the job satisfaction plays and important mediator role in between the implementation of HRM practices and unit’s performance. It is essential to formulate a strategic HRM to satisfy their employee’s immediately. It will automatically result in unit’s performance.
7.4 SCOPE FOR FUTURE RESEARCH

The present research work is the base for so many future research works. The possible research works are: (1) the scope of the study will be indented to all districts in Tamilnadu; (2) the comparative study on the HRM practices in the industries at various states in India; (3) the determinations of implementation of HRM practices at the industries; (4) the strategic HRM practices and its consequences; (5) the direct effect of job satisfaction on HRM system (6) the direct and indirect impact of HRM practices at the industries; (7) the problems in the designate and implementation of HRM practices; and (8) the comparative study on HRM practices at public and private sector undertakings.