CHAPTER SIX

FINDINGS AND CONCLUSIONS

6.1 Findings of the Study:

The observations and findings of the study are made at the following levels:

I) HR Managers Level
II) Employees Level and
III) Overall Observations

I) HR Managers Level:

1) 77 percent and 23 percent HR Managers have strongly agreed and simply agreed that the HR department is an integral part in their organization respectively (Graph- 1a).

2) 57 per cent and 43 per cent HR Managers have strongly agreed and simply agreed that the HR department is managed by highly qualified and experienced staff respectively (Graph- 1b).

3) Not a single HR Manager has disagreed or strongly disagreed that the recruitment and selection practices are able to provide skilled and competent workforce (Graph- 1c).

4) 27 percent HR Managers have strongly agreed that the line managers are involved in the process of HR planning & selection of employees (Graph- 1d).

5) 3 percent HR Managers have disagreed that the newly appointed employees are placed properly (Graph- 1e).

6) Not a single HR Manager either simply disagreed or strongly disagreed that the employees are adequately trained by the experts (Graph- 1f).

7) Total 97 percent HR Managers are of the opinion that the industrial relations are healthy in the organization (Graph- 1g).

8) 3 percent HR Managers have disagreed that the guidance is provided to the employees for their career advancement. 7 percent HR Managers have selected the Neutral option for this point (Graph- 1h).
9) 33 percent and 60 percent HR Managers have strongly agreed and simply agreed that the personal counseling is provided to the employees in the company respectively (Graph- 1i).

10) Total 97 percent HR Managers are of the opinion that the sincere efforts are made by the company for the continual improvement in the performance of the employees (Graph- 1j).

11) 97 percent HR Managers have focused that organizational goals and objectives, leadership style, nature of motivation and communication system affect the performance of employees (Graph- 2).

12) i) 7 percent and 10 percent HR Managers have replied that the attitude affects the employees performance to moderate and average extent respectively.

ii) 53 percent and 30 percent HR Managers have stated that the employees’ performance is affected by their commitment to high and very high extent respectively.

iii) 43 percent and 50 percent HR Managers highlighted that the training and morale affect the performance of employees to high extent respectively.

iv) 26 percent and 50 percent HR Managers have focused that the employees performance is affected by the opportunities for growth to moderate and high extent respectively.

v) 53 percent HR Managers have replied that the factors such as – work environment, self-motivation, employees relations and quality consciousness affect the performance of employees to high extent.

vi) 43 percent and 14 per cent HR Managers have mentioned that the employees’ performance is affected by the career goals to high and very high extent respectively.

vii) 40 percent and 24 per cent HR Managers have stated that the performance of employees is affected by job security to high and very high extent respectively (Graph- 3).

13) i) 53 percent and 60 percent HR Managers have replied that the sources of campus interview and e-recruiting are used for the recruitment of the staff respectively.
ii) 93 per cent HR Managers are of the opinion that the staff is mostly recruited by the internal sources (Graph- 4).

14) i) 67 per cent, 70 per cent and 73 per cent HR Managers are involved in the conduct of selection tests and interviews, determination of selection process and fixation of selection criteria respectively.

ii) 90 per cent HR Managers identify the competent candidates and make their recommendations to the top management for the selection (Graph- 5).

15) 97 per cent HR Managers are of the opinion that the induction training is provided to the newly appointed employees in the company.

16) 93 per cent HR Managers prepare the annual schedule for training to be given to the staff.

17) 18 per cent and 63 per cent HR Managers are of the opinion that 3 and 7 training programmes are conducted in a year in the company respectively.

18) 83 per cent HR Managers have stated that there is a grievance redressal cell in the company.

19) i) According to 100 per cent HR Managers, the training programmes are organized as per the needs of the employees.

ii) 83 per cent HR Managers consider the impact of training programme while organizing further training programmes (Graph- 7).

20) i) 93 per cent and 100 per cent HR Managers are of the opinion that the training needs are identified on the basis of performance appraisal results and the organizational requirements respectively.

ii) 73 per cent and 77 per cent HR Managers have focused that they identify training needs on undertaking of new projects and introduction of new technology and working systems by the company respectively (Graph- 8).

21) i) 93 per cent HR Managers are of the opinion that the training is provided to the operators by the supervisors and experienced workmen.

ii) 63 per cent and 87 per cent HR Managers have replied that the apprenticeship and demonstration methods are used for training respectively.

iii) According to 27 per cent HR Managers, the employees are trained by using vestibule and simulation methods (Graph- 9).
22) i) 100 per cent HR Managers use lecture method as off-the-job training method.
ii) 60 per cent and 63 per cent HR Managers have stated that the methods of – case study and project work are used to train the supervisory and managerial level personnel respectively (Graph- 10).

23) i) 93 per cent HR Managers are of the opinion that the skills such as – observation, technical, self-awareness and time management are developed among the employees through the training activity.
ii) 97 per cent HR Managers have replied that the human relations skill is well developed among the employees (Graph- 11).

24) i) 100 per cent HR Managers have found the positive change among the employees in the form of updated knowledge after the training.
ii) 87 per cent, 90 per cent and 93 per cent HR Managers are of the opinion that the positive change after the training to the employees has been reflected through the development of skills and competencies, increased productivity and improved working styles respectively (Graph- 12.1).

25) 70 per cent and 87 per cent HR Managers said that the performance standards are set at the individual and organizational level respectively (Graph- 13).

26) 77 per cent HR Managers have mentioned that the performance appraisal is done yearly whereas 3 per cent HR Managers said that it is done monthly (Graph- 14).

27) i) 77 per cent HR Managers are of the opinion that the employees (operators) performance is measured with the help of the supervisor’s report.
ii) 47 per cent and 53 per cent HR Managers have replied that the performance of employees is measured by a group of experts and surprise visits at the workplace respectively (Graph- 15).

28) i) 93 per cent HR Managers have stated that 5S is adopted by the company.
ii) 50 per cent, 57 per cent, 63 per cent and 70 per cent HR Managers have emphasized that the modern practices – six sigma, quality circles, re-engineering and benchmarking are being implemented in the company to
improve the employees and organizational performance respectively
(Graph- 16).

29) 77 per cent and 7 per cent HR Managers are of the opinion that the managers
from the respective departments and the experts from the field are involved in
the content designing for the training programmes respectively (Graph- 17.1).

30) i) 77 per cent HR Managers get involved the managers from the
respective departments as faculties for the training programmes.
ii) 50 per cent HR Managers get the involvement of experienced
workmen to train the newly joined employees.
iii) 13 per cent HR Managers invite the corporate trainers and experts from
the field as the resource persons in training activities (Graph- 17.2).

31) i) 77 per cent HR Managers invite the departmental managers as the
experts for the performance appraisal of the employees.
ii) According to 7 per cent HR Managers, the employees’ representatives
and experts from the field are involved in the process of performance appraisal
(Graph- 17.3).

32) 63 per cent and 67 per cent HR Managers have stated that the loyalty,
commitment and devotion, supervisors’ reports and performance appraisal
records are considered while recommending the employees for rewards
respectively (Graph- 18).

33) 60 per cent, 67 per cent and 70 per cent HR Managers have emphasized that
the non-monetary methods – merit certificate, felicitation function and display
of achievements are used to motivate the employees respectively (Graph- 19).

34) 100 per cent HR Managers maintain good relations with the employees.

35) i) It is replied by 83 per cent HR Managers that the company appreciates
the children of employees for their achievements and top managers of the
companies attend the personal functions of the employees.
ii) 67 per cent HR Managers are of the opinion that the best wishes are
given to the employees on their birthday by the company.
iii) According to 97 per cent HR Managers, the get-together of employees
along with their family members is organized by the company to develop
healthy relations with them (Graph- 20.1).
36) 100 per cent HR Managers understand the needs and difficulties of the employees.

37) i) 53 per cent and 70 per cent HR Managers conduct the surprise visits to the workplace and make open house discussions with the employees to understand their needs and difficulties respectively.

ii) 93 per cent and 97 per cent HR Managers have focused that they have adopted the open and participative style of management and meet the employees regularly respectively (Graph- 21.1).

38) i) 100 per cent HR Managers have highlighted the safety measures provided in the company like – safe and healthy workplace, purified drinking water, separate latrines and urinals for the gents and ladies, lighting arrangement, proper ventilation, fire extinguishers and first aid box.

ii) According to 93 per cent HR Managers, the company has provided the separate washrooms for the gents and ladies and shoes and it conducts the periodical medical check-up of the employees.

iii) 47 per cent, 50 per cent and 73 per cent HR Managers are of the opinion that the provisions of – health care centre, restroom and helmet are made in the company respectively (Graph- 22.1).

39) 93 per cent HR Managers have focused that the group insurance, personal accident insurance and medical insurance are provided by the company to the employees (Graph- 22.2).

40) i) 80 per cent and 83 per cent HR Managers have replied that the company has the canteen facility and subsidized meal is provided to the employees respectively.

ii) 93 per cent HR Managers are of the opinion that the medical facilities are provided by the company to the employees whereas 3 per cent HR Managers have informed that the crèche and consumer co-operative store are run by the company (Graph- 23).

41) i) 73 per cent HR Managers have stated that the company participates in the exhibitions and festivals.

ii) 70 per cent HR Managers are of the opinion that the sports activities and cultural programme are organized in the company.
iii) According to 13 per cent and 20 per cent HR Managers, the gym and yoga & meditation centre are provided by the company respectively (Graph- 24).

42) i) 90 per cent and 97 per cent HR Managers have highlighted that the company displays the instructions for proper handling of machines/work and makes proper allocation of work respectively.

ii) According to 93 per cent HR Managers, the continuous follow-up of the employees work is taken and guidance is provided and the suggestions are invited from the employees for the effective accomplishment of work and best suggestions are implemented by the company.

iii) 87 per cent HR Managers are of the opinion that the company provides the necessary resources and adopts the latest machines and technology for the better output.

iv) 37 per cent HR Managers have replied that the morale of employees is boosted by giving them individual autonomy by the company (Graph- 25).

43) i) 30 per cent HR Managers have stated that the top management depends upon the experts for handling the technology whereas 20 per cent HR Managers are of the opinion that the employees face the frequent interferences by the top management in their regular working.

ii) 10 per cent HR Managers have mentioned that they face the problems of – attitude of top management and communication gap between the top management and them (Graph- 26.1).

44) i) According to 33 per cent and 37 per cent HR Managers, the departmental managers face the problems of – irregularity and less education on the part of employees respectively.

ii) 17 per cent and 20 per cent HR Managers are of the opinion that the departmental managers have to deal with untrained and less experienced employees respectively.

iii) 53 per cent HR Managers have emphasized on lack of initiative and involvement of employees in the developmental activities of the company (Graph- 26.2).

45) i) Not a single HR Manager has stated the increase in employees efficiency to below average extent during last 5 years (2008-09 to 2012-13).
ii) 7 per cent HR Managers said that the employees efficiency was increased to a great extent in the year 2008-09 whereas 33 per cent HR Managers have highlighted the same increase in the year 2012-13.

iii) 31 per cent HR Managers have replied that the employees efficiency was increased to a large extent in 2012-13 but the same increase was reported by 40 per cent HR Managers in the year 2008-09.

iv) In the year 2012-13, 13 per cent, 23 per cent, 31 per cent and 33 per cent HR Managers have replied that the efficiency of employees is increased to an average, to a moderate, to a large and to a great extent respectively (Graph- 27).

46) i) There is an increasing percentage of HR Managers who have mentioned the improvement in the employees productivity more than 20 per cent during the last 5 years (2008-09 and 2009-2010 = 3 per cent, 2010-11 = 7 per cent, 2011-12 and 2012-13 = 17 per cent HR Managers).

ii) According to 10 per cent and 3 per cent HR Managers, the employees productivity is improved between 0% to 5% and more than 20% respectively in the year 2008-09 whereas 3 per cent and 17 per cent HR Managers have stated that the improvement in the productivity of employees between 0% to 5% and more than 20% respectively in the year 2012-13 (Graph- 28).

47) i) It has been observed that there is an increase in the percentage of HR Managers from 3 per cent (Year : 2008-09) to 20 per cent (Year : 2012-13) who have highlighted the improvement in the level of employees satisfaction to a great extent.

ii) Not a single HR Manager has been found during the last 3 years (2010-11, 2011-12 and 2012-13) who marked the improvement in the employees’ satisfaction to below average extent.

iii) 3 per cent, 31 per cent and 47 per cent HR Managers are of the opinion that the level of employees’ satisfaction is improved to an average, to a moderate and to a large extent respectively in the year 2012-13 (Graph- 29).

48) i) Not a single HR Manager has stated the regular attendance of the employees at the workplace below 60% during 5 years under the study.

ii) 43 per cent HR Managers have marked the overall attendance of the employees at the workplace between 81% to 90% in the years 2008-09 and
2009-10 whereas 40 per cent HR Managers have mentioned the same attendance (81% to 90%) in the years 2011-12 and 2012-13.

iii) There is an increasing trend in the percentage of HR Managers from 30 per cent (Year: 2008-09) to 43 per cent (Year: 2012-13), who have highlighted the regular attendance of the employees between 91% to 100% (Graph- 30).

49) i) There is an increase in the percentage of HR Managers from 3 per cent to 27 per cent who have focused the employees performance as outstanding (2008-09: 3 per cent, 2009-10 : 7 per cent, 2010-11 : 10 per cent, 2011-12 : 12 per cent and 2012-13 : 27 per cent).

ii) Not a single HR Manager has mentioned the employees’ performance to below average extent during the last 5 years under the study (Graph- 31).

50) i) 24 per cent and 60 per cent HR Managers said that the educational qualifications of the employees are high and moderate respectively.

ii) According to 57 per cent HR Managers, the sincerity, punctuality and ability of the employees to work as per standards set are high.

iii) 64 per cent and 69 per cent HR Managers are of the opinion that the employees are highly devoted and hardworking respectively.

iv) Not a single HR Manager has informed that the overall performance of the employees is an average and below average whereas 20 per cent and 53 per cent HR Managers have mentioned the overall performance of the employees as very high and high respectively.

v) 54 per cent HR Managers have emphasized the attributes of the employees such as – regularity, loyalty, ability to achieve targets and ability to satisfy the customers as high.

vi) 23 per cent HR Managers have focused the attributes of employees like – ability to satisfy the customers, ability to work as per standards and ability to operate the machines as very high (Graph- 32).

51) i) 80 per cent HR Managers have replied that the companies give performance based pay to the executives.

ii) 57 per cent HR Managers are of the opinion that the cash prizes and festival allowances are offered by the company to the employees.
iii) 70 per cent HR Managers have focused that the company gives the
gifts to the top performers (Graph- 33).

52) i) Not a single HR Manager has mentioned the impact of HR practices on
overall organizational performance to a great extent in the year 2008-09
whereas 13 per cent HR Managers are of the opinion that there has been a
great impact of best HR practices on overall organizational performance in the

ii) 40 per cent HR Managers have mentioned the impact of best HR
practices on overall organizational performance to a large extent in the year
2008-09 whereas 74 per cent HR Managers have highlighted the same impact
in the year 2012-13. The HR Managers of this opinion are increased from 40
per cent to 74 per cent during the 5 years (2008-09 to 2012-13).

iii) Not a single HR Manager is of the opinion that the impact of best HR
practices on overall organizational performance is below average during 5
years under the study and an average in the years 2011-12 and 2012-13
(Graph- 34).

53) i) Not a single HR Manager had marked the level of organizational
performance as outstanding in the year 2008-09 whereas 7 per cent of them
have mentioned the same outstanding performance in the year 2012-13.

ii) There is an increasing percentage of HR Managers from 40 per cent to
56 per cent who are of the opinion that the organizational performance is very
good (2008-09 : 40 per cent, 2009-10 : 47 per cent, 2010-11 : 53 per cent,

iii) Not a single HR Manager has stated the organizational performance to
below average extent during the 5 years under study and to an average extent
during the last 3 years (2010-11, 2011-12 and 2012-13) (Graph- 35).

54) i) The impact of best HR practices on the improvement of the employees
performance is highlighted by 80 per cent in the year 2012-13 but the same
impact was shown by 37 per cent HR Managers in the year 2008-09.

ii) 13 per cent HR Managers have shown the impact of best HR practices
on the improvement of employees performance to an average extent in the
year 2008-09 but no HR Manager is of this opinion in the years 2010-11,
iii) 3 per cent HR Managers were of the opinion that there was a great impact of employees performance in the year 2008-09 but 10 per cent HR Managers have emphasized the same impact in the year 2012-13 (Graph- 36).

II) Employees Level:

1) 66 per cent and 30 per cent employees have strongly agreed and simply agreed that they aware with the organizational goals and objectives and are committed in their achievement respectively (Graph- 1a).

2) i) 70 per cent employees have strongly agreed that they respect the authority and follow their orders.
   ii) Not a single per cent employees have disagreed that they respect the authority and their orders (Graph- 1b).

3) 70 per cent employees are of the strong opinion that the individual performance of the employees leads to the organizational performance (Graph- 1c).

4) 57 per cent and 1 per cent employees have strongly agreed and strongly disagreed that the necessary safety measures are adopted by the company respectively (Graph- 1d).

5) i) 48 per cent and 41 per cent employees have strongly agreed and simply agreed that the company provides the sufficient training to them respectively.
   ii) 2 per cent and 8 per cent employees have strongly disagreed and simply disagreed that they are trained sufficiently by the company respectively (Graph- 1e).

6) i) The responses of 40 per cent and 42 per cent employees reveal that they have strongly agreed and simply agreed with the periodical performance appraisal being done by the company respectively.
   ii) 3 per cent employees have strongly disagreed that the performance appraisal of the employees is done periodically (Graph- 1f).

7) i) 38 per cent and 6 per cent employees have strongly agreed and strongly disagreed that the feedback of performance appraisal is given to them by the company respectively.
ii) 38 per cent employees are of the opinion that they are given the feedback of performance appraisal whereas 16 per cent employees do not feel so (Graph- 1g).

8) It is strongly agreed by 42 per cent and simply agreed by 41 per cent employees that they get the guidance to reduce the shortfalls in their performance (Graph- 1h).

9) 47 per cent employees have strongly agreed that they are satisfied with the culture of an organization whereas 10 per cent employees have disagreed the same (Graph- 1i).

10) i) 50 per cent and 2 per cent employees have strongly agreed and strongly disagreed that they are getting the job satisfaction respectively.

ii) 38 per cent employees are of the opinion that they are satisfied with the job whereas 9 per cent employees are not of this opinion (Graph- 1j).

11) i) 52 per cent and 40 per cent employees have strongly agreed and simply agreed that their performance is being improved due to the best practices adopted by the company respectively.

ii) It is strongly disagreed and simply disagreed by 1 per cent and 6 per cent employees that their performance is being improved as an impact of the best practices in the company respectively (Graph- 1k).

12) 82 per cent employees have stated that they got the induction training after their appointment in the company (Graph- 2a).

13) 92 per cent employees are happy with the job (Graph- 2b).

14) 88 per cent employees said that they communicate the training needs to their departmental managers (Graph- 2c).

15) 72 per cent employees have focused that they get the guidance from the company for their career advancement (Graph- 2d).

16) 66 per cent and 69 per cent employees said that there is a grievance redressal cell in the company and the personal counseling is provided to the employees respectively (Graph- 2f & 2e).

17) i) 14 per cent, 96 per cent and 97 per cent employees have replied that the performance is encouraged by the attitude of top management, type of communication channel and work culture of the organization respectively.
ii) The responses of 47 per cent and 76 per cent employees reveal that the working conditions and availability of necessary resources govern their performance respectively (Graph-3.1).

18) i) 95 per cent, 96 per cent and 98 per cent employees have highlighted that the commitment, a link between the top management and employees and motivation by the departmental manager encourages the employees to work efficiently.

ii) 77 per cent employees are of the opinion that the work of employees is encouraged by the open and participative style adopted by the departmental manager (Graph- 3.2).

19) i) 30 per cent and 58 per cent employees have stated that their positive attitude governs the performance to high and very high extent respectively.

ii) 41 per cent employees said that their loyalty and initiative govern the performance to high extent.

iii) 3 per cent and 53 per cent employees have focused that their performance is governed by the morale to an average and very high extent respectively.

iv) 51 per cent, 52 per cent and 55 per cent employees are of the opinion that the job security, motivation by the management and devotion govern their performance to high extent respectively.

v) According to 50 per cent and 34 per cent employees, the performance is governed by the self-motivation to very high and high extent respectively.

vi) 52 per cent and 37 per cent employees have mentioned that their efficiency and productivity govern the performance to very high and high extent respectively.

vii) The responses of 2 per cent and 12 per cent employees show that the performance is governed by the job satisfaction to an average and moderate extent respectively (Graph- 4).

20) i) 49 per cent and 33 per cent employees have received the information about the vacancies from their friends & relatives and employees of the organization respectively.
i) 7 per cent, 8 per cent and 9 per cent employees have stated that they got the information about the vacancies from the campus interview, internet/e-mail and private placement agencies respectively (Graph-5).

21) 99 per cent employees said that the selection test was conducted for their selection in the company.

22) i) 73 per cent employees were selected on the basis of oral examination/interview.

ii) 31 per cent employees are of the opinion that the written, oral and practical examinations were conducted at the time of their selection (Graph-6.1).

23) i) Not a 1 per cent employees also are of the opinion that no training programme is organized in the company.

ii) 22 per cent and 28 per cent employees have emphasized that the training programmes are conducted in the company at least 4 times and 2 times in a year respectively.

iii) On the basis of responses given by all the employees, it is observed that the training programme is organized at least once in a year in every company (Graph-7).

24) i) 98 per cent employees have stated that the company imparts the training by the experienced workmen and lecture method.

ii) 97 per cent employees have focused on the job instruction training being given by the company.

iii) 58 per cent and 63 per cent employees have mentioned that they are being trained by the company by using the methods of conferences and workshops respectively.

iv) 1 per cent and 36 per cent employees are of the opinion that the methods of – role play and case study are used to train the employees respectively (Graph-8).

25) i) 48 per cent and 37 per cent employees have highlighted that the duration of training programmes is an excellent and good respectively.
ii) 5 per cent and 15 per cent employees have mentioned that the frequency of training programme is below average and an average respectively.

iii) 61 per cent and 43 per cent employees are of the opinion that the quality of the resource persons and their content is an excellent respectively.

iv) 55 per cent, 57 per cent and 59 per cent employees have marked the learning outcomes from the training programmes, quality of printed material and availability of audio-visual aids as good respectively.

v) Only 1 per cent employees have evaluated the training hall and seating arrangements to below average extent.

vi) 50 per cent and 38 per cent employees have replied that they are getting the practical exposure of an excellent and good standard from the training programmes respectively (Graph 9).

26) i) 53 per cent and 54 per cent employees said that the professional experience and educational qualification of the resource persons are very high respectively.

ii) 57 per cent and 31 per cent employees have emphasized that the expertise of resource persons in the subject is very high and high respectively.

iii) Not a single employee has mentioned the expertise of resource persons in the subject and command over language to below average extent.

iv) 49 per cent and 55 per cent employees are of the opinion that the presentation style of the resource persons and their command over language is very high respectively.

v) 50 per cent and 55 per cent employees have focused the ability of resource persons to simplify the subject and use of audio-visual aids in training programmes as high respectively.

vi) According to 58 per cent employees, the resource persons understand the difficulties of the employees and bridge the gap between the theory and practical to high extent.

vii) 59 per cent and 61 per cent employees have highlighted the interactions of the resource persons with the participants and initiative in solving their difficulties as high respectively (Graph 10).
27) i) 91 per cent employees are of the opinion that the performance standards are set in the company.
   ii) 87 per cent and 90 per cent employees have emphasized that the performance standards are set at the levels of - the organization and the department respectively.
   iii) 40 per cent employees have stated that the performance standards are set at the individual level (Graph-11 & 11.1).
28) 90 per cent employees have mentioned that the departmental manager understands their needs and difficulties.
29) i) It is replied by 84 per cent employees that the regular meets by the departmental manager and suggestion box are used to understand the needs and difficulties of the employees.
   ii) According to 85 per cent and 89 per cent employees, the surprise visits to the workplace and open house discussions are preferred by the departmental managers to understand the employees respectively.
   iii) 14 per cent and 18 per cent employees said that the visiting hours are fixed by the departmental managers for the employees on every day and on specific day in a week respectively (Graph-12.1).
30) i) According to 90 per cent employees, the company appreciates the best performances of the employees.
   ii) 88 per cent employees have stated that the appreciation letter and merit certificate are given by the company to appreciate the best performances of the employees.
   iii) 79 per cent and 72 per cent employees have replied that the reward ceremonies are organized and the long service awards are given to the employees to recognize their long association with the company respectively.
   iv) According to 58 per cent and 69 per cent employees, the company offers the gifts and promotional opportunities to the top performers respectively.
   v) 25 per cent employees are of the opinion that the annual tour is offered to the top performers and under which, expenses of the best performing employees’ tours are incurred by the company (Graph-13.1).
31) i) 96 per cent employees have mentioned that they get the training on the technical aspects of their jobs.

ii) 100 per cent employees have highlighted that they are trained by the company for their general development in addition to the job related skills.

iii) 35 per cent employees have replied that the company provides the training on the managerial aspects also (Graph- 14).

32) i) 99 per cent employees have emphasized that the departmental managers are involved in the process of performance management system.

ii) According to 22 per cent and 30 per cent employees, the company involves the staff members and invites the experts from the field to appraise the performance of the employees respectively (Graph- 15).

33) i) 99 per cent and 100 per cent employees said that the immediate superiors help them to identify their job related problems and give them proper suggestions to solve the same respectively.

ii) 78 per cent and 80 per cent employees have mentioned that the company provides the guidance for the career advancement and personal counseling to the employees respectively (Graph- 16).

34) i) 96 per cent employees have stated that the get-together of employees along with their family members is organized by the company regularly.

ii) 87 per cent, 88 per cent and 89 per cent employees have focused that the company gives the best compliments on the occasions of – the festivals and birthdays of the employees and honors their best suggestions respectively.

iii) 69 per cent and 44 per cent employees are of the opinion that the achievements of the employees’ children are appreciated and the career guidance lectures are arranged by the company for the employees’ wards respectively (Graph- 17).

35) i) 100 per cent employees have stated that there are separate latrines and urinals for the gents and ladies in the company, the company has proper ventilation system and warning alarms and it provides the training for the safety.

ii) 99 per cent employees have focused the safe and healthy workplace, a well-designed plant layout and separate washrooms for the gents and ladies,
proper lighting arrangement, fire extinguishers and first aid box in the company.

iii) According to 41 per cent and 76 per cent employees the restroom and health care centre are available in the company for the employees respectively.

iv) 95 per cent employees are of the opinion that their medical check-up is done periodically by the company (Graph- 18).

36) i) 53 per cent and 29 per cent employees have replied that the quality and usefulness of the healthy workplace in the company is very high and high respectively.

ii) According to 51 per cent and 56 per cent employees, the usefulness of the well-designed plant layout and separate latrines and urinals for the gents and ladies is very high respectively.

iii) 38 per cent and 18 per cent employees have mentioned that the quality of restroom is high and below average respectively.

iv) 39 per cent and 44 per cent employees have stated that the usefulness of the health care centre and periodical medical check-up by the company is high respectively.

v) 53 per cent employees are of the opinion that the quality of lighting arrangement and proper ventilation is very high.

vi) 37 per cent, 34 per cent and 19 per cent employees have emphasized that the quality and usefulness of the training for safety is very high, high and moderate level respectively.

vii) 50 per cent and 29 per cent employees have highlighted the quality of first aid box as very high and high respectively.

viii) 37 per cent and 42 per cent employees said that the usefulness of the uniforms and protective cloths is very high and high respectively.

ix) 42 per cent, 45 per cent and 46 per cent employees have focused that the quality of uniforms and protective cloths, helmets and shoes provided by the company for the safety is high respectively (Graph- 18.1).

37) i) The responses of 100 per cent employees reveal that the goals and objectives are determined by the company to enhance the efficiency of the employees.
ii) 97 per cent employees have emphasized that the performance standards are set and appraisal is done and the best performances are appreciated in the company.

iii) 93 per cent, 94 per cent and 95 per cent employees are of the opinion that the company looks after the regular maintenance of the machines, provides continuous training and displays the instructions while handling the machines/work respectively.

iv) According to 33 per cent and 48 per cent employees, the festival allowances are given and incentive schemes are introduced by the company for the operators respectively (Graph-19).

38) i) 97 per cent employees said that they are covered under medical insurance by the company.

ii) According to 81 per cent and 85 per cent employees, the group insurance and personal accident insurance is taken by the company for its’ employees respectively.

iii) 73 per cent employees have replied that the company has adopted the pension scheme (Graph-20).

39) i) 97 per cent and 95 per cent employees have stated that the medical facilities and canteen facility are available in the company respectively.

ii) 91 per cent employees are of the opinion that the company provides the subsidized meal to them.

iii) 17 per cent and 19 per cent employees have stated that the transport facilities are provided and the consumer co-operative stores are run by the companies respectively.

iv) According to 5 per cent employees, the crèche is run by the company for the babies of the working women employees (Graph-21).

40) i) 83 per cent and 72 per cent employees said that the sports activities and cultural programmes are organized by the company respectively.

ii) The responses of 64 per cent employees reveal that the company has its own library.

iii) According to 10 per cent and 32 per cent employees, there is a yoga & meditation centre and gym in the company respectively (Graph-22).
41) i) 64 per cent and 24 per cent employees have focused that the sports activities organized by the company are good and excellent respectively.

ii) 56 per cent and 66 per cent employees are of the opinion that the libraries and reading rooms are good respectively.

iii) 60 per cent and 9 per cent employees have emphasized that the get-together of the employees organized by the company are good and average respectively (Graph- 22.1).

42) i) 30 per cent and 34 per cent employees face the frequent interferences by the top management and its conservative approach respectively.

ii) 26 per cent and 27 per cent employees have stated that the top management depends upon the experts for handling the technology and the resources are insufficient respectively.

iii) According to 19 per cent employees, the infrastructural facilities are inadequate and the top management lacks the initiative (Graph- 23.1).

43) i) 32 per cent employees have replied that the departmental managers lack the initiative in solving the problems of the employees.

ii) The responses of 29 per cent employees reveal that the departmental managers are less efficient to act as the link between the top management and the employees.

iii) 22 per cent employees are of the opinion that the departmental managers lack the positive attitude.

iv) 16 per cent, 10 per cent and 5 per cent employees face the problems of age difference, communication gap and gender gap on the part of the departmental managers respectively (Graph- 23.2).

44) i) 95 per cent employees have mentioned that their productivity has been increased.

ii) 35 per cent employees have highlighted that their productivity has been increased in the range of 16 per cent to 20 per cent.

iii) 13 per cent employees have informed that the productivity is increased more than 20 per cent.

iv) 6 per cent employees are of the opinion that their productivity is increased upto 5 per cent (Graph- 24 & 24.1).
45) i) 9 per cent employees said that the job satisfaction was improved to a great extent in the year 2008-09 whereas 50 per cent employees have mentioned the same improvement in their job satisfaction in the year 2012-13.

ii) 11 per cent employees were of the opinion that the job satisfaction was improved to an average extent in the year 2008-09 whereas 5 per cent employees are of the same opinion in the year 2012-13.

iii) 57 per cent employees have focused that the job satisfaction was improved to a large extent in the years 2009-10 and 2010-11.

iv) 50 per cent, 26 per cent and 15 per cent employees have emphasized that the job satisfaction of the employees is improved to a great extent, large extent and moderate extent respectively in the year 2012-13 (Graph- 25).

46) i) 99 per cent employees are of the opinion that the training programmes help them to develop the various skills like – clarity of concepts, application of knowledge, self-confidence and communication among them.

ii) 98 per cent employees have stated that the observation skills, problem identification skills and human relations skills are developed among them due to the training programmes.

iii) 96 per cent employees have mentioned that the company develops the technical skills through the training activity.

iv) The responses of 53 per cent and 60 per cent employees reveal that the skills of – management of time & creativity and thinking skills are developed among them respectively (Graph- 26).

47) i) The level of employees performance is focused as good, very good and outstanding by 49 per cent, 34 per cent and 8 per cent employees in the year 2008-09 respectively.

ii) 8 per cent employees have replied that their performance was outstanding in the year 2008-09 whereas 37 per cent employees have mentioned the same outstanding performance in the year 2012-13.

iii) 34 per cent employees were of the opinion that their performance was very good in the year 2008-09 whereas 41 per cent employees are of this opinion in the year 2012-13.
iv) 4 per cent employees have stated their performance to an average extent in the year 2012-13 but the same reply was given by 9 per cent employees in the year 2008-09 (Graph- 27).

III) Overall Observations:
1) The recruitment process has been observed as the fair and transparent in 100 per cent companies to facilitate the selection of right candidates with the necessary skills and competencies.
2) The E-recruiting is done by 100 per cent companies with the help of ICT (Information Communication Technology) and the selection of employees is made as per the process defined, criteria set and the guidelines issued by the company to ensure the acquisition of skilled and competent employees.
3) 100 per cent companies prefer the quality of workforce at the time of its selection and emphasize on their development by the way of continuous training in the form of internal and external training programmes.
4) The training programmes are conducted not only on the job related subjects but also on the areas of the general development of the employees in all the companies. The major areas covered under the training are personality development, stress management, yoga and meditation, English literacy, computer awareness etc.
5) In 60 per cent companies, the superiors and subordinates come together, discuss and decide the training requirements and contents jointly.
6) 80 per cent companies depute the employees to the external training programmes within the country and outside the country.
7) In 100 per cent companies, the employees are trained by the highly qualified and experienced resource persons. The audio-visual aids are used to conduct the training sessions. Hence, the employees get effective learning experiences and good inputs for their development.
8) The employees requirements and expectations are considered in addition to the job and organizational requirement while organizing the training programmes in 100 per cent industries.
9) The knowledge sharing activities and small group activities are carried out effectively in 85 per cent companies for updating the knowledge and developing the skills of the employees.
10) 60 per cent companies recognize the top performers by expanding their roles, assigning the work on regional and national level and publishing the achievements in company’s magazine.

11) 50 per cent companies have the practice of selecting best performer of the month/year from each department on the basis of certain criteria and the best performers are appreciated with the prizes.

12) In 75 per cent companies, the suggestions are invited from the employees for the development of an organization and the best suggestions are adopted and the employees are also appreciated for their best suggestions.

13) 100 per cent companies have introduced the performance appraisal system and have been implementing in a proper way. The performance standards are set at the organizational, plant and departmental level.

14) 60 per cent companies have adopted the online appraisal system for all staff members and the managers. This system stimulates the employees to perform well.

15) In 80 per cent companies, the performance appraisal is done yearly by the departmental managers, experts from the field and the self appraisal. The key result areas (KRAs) are identified and weightages are fixed for each area for the performance appraisal of the employees.

16) 90 per cent companies have introduced 360 degree performance management system to collect the feedback of managers’ performance from their seniors, peers and subordinates.

17) 100 per cent companies review the performance of the employees, assess on the basis of the standards set, appreciate the top performers and guide the employees for removing the shortfalls in their performance.

18) In 100 per cent industries, the safety week is celebrated between 4th March and 11th March every year to increase the awareness about the safety among the employees.

19) 100 per cent companies have established the tie-ups with the hospitals to avail the medical facility for the employees. The medical health check-up of all the employees is done at least once in a year.

20) Sudal Industries Ltd. runs a Welfare Centre not only for the employees but also the poor people of the society at free of charge. Under this centre, medical check-up is done by the doctor and medicines are given. This is a health and
safety related best practice and an unique activity under CSR (Corporate Social Responsibility).

21) 70 per cent companies have introduced the scheme to promote the employees for acquiring job related higher education. Under such scheme, certain amount of the total fees is reimbursed by the companies to the employees for the said course.

22) 100 per cent companies develop the good and cordial relations with the employees through the many activities. The major activities, being carried out by the big companies, are as under:
   i) Best compliments on the occasions of – employee’s birthday, New Year and the festivals
   ii) Daily dialog with the employee by the departmental manager
   iii) Start of the day with motivating thoughts and positive statements
   iv) Frequent and informal interactions with the employees and their family members
   v) Morning meet to make the important announcements, celebrate the birthday of an employee and condole upon any sorrowful event (if any)
   vi) Picnics of the operators and the office staff

23) 100 per cent companies appreciate the children of employees for their academic success by the different ways. These different ways include –
   i) Cash Prizes, ii) Gifts, iii) Scholarship Scheme, iv) Reimbursement of expenses of the next academic year for 1st, 2nd and 3rd rank-holders. The adoption of the way depends upon the rules, regulations and policy of the company.

24) EPCOS India Pvt. Ltd. conducts the EMS (Employees Motivation Survey) every year to know employees motivation level and their expectations.

25) The Samsonite South Asia Pvt. Ltd. reimburses the educational expenses of the operator’s daughter up to certain limit in order to encourage the girls for education and thereby to promote the women education.

26) The short term loan is provided by 55 per cent companies to the employees for their economic needs including higher education of their children.
27) The Graphite India Ltd. has a unique practice of absorbing one son of the operator in the services of the company after ensuring that he is not employed anywhere else. This practice not only continues the relations with the next generation of the operators but also reduces the unemployment in the society.

28) 20 per cent companies supply the products to their employees at the discounted rates.

29) Ashoka Buildcon Ltd. runs the school and the company gives the substantial concession in the tuition fees if the children of employees are admitted in its school.

30) 100 per cent companies are framing and implementing the employee centric HR policies and are reviewed & redesigned on regular basis proactively in the focus of changing business environment and scenario of HR Management.

31) In 40 per cent industries, the plant heads come together at certain intervals to discuss and exchange the ideas and views for the development of the employees, organization and the society at large.

32) In 65 per cent industries, the information relating to the future plans of the company, market trends, competition etc. is shared by the management with the employees regularly in an open forum.

33) Most of the employees have replied that they have adopted positive and learning attitude and are following the instructions and guidelines given by the management and superiors, actively participating in the training programmes and developmental activities of the company, identifying the work related problems and solving them by adopting the suitable measures to make the continuous improvement in their performance and company’s performance.

34) On the basis of responses given by the employees, they have following expectations from the company –
   i) Proper allocation of work on the basis of ability, interest and age factor
   ii) Fair remuneration and timely increments
   iii) Good and cordial relations between the management and employees
   iv) Arrangement of industrial visits to other plants to get new insights and experiences
   v) Knowledge sharing activity with the another companies in the same product line
   vi) Reduction of increasing work pressures and tension free work environment
vii) Good and prestigious treatment by the top and middle level management
viii) Timely settlement of the wage agreements
ix) A proper balance between the progress of the company and development of the operators.

6.2 Conclusions:

Human Resource Management (HRM) deals with the employees working in the organization. The qualified, skilled, competent and devoted human resources are the most valuable asset of an organization. The industries are mainly interested in improving the employees and organizational performance. Today, many industries have established HR department and under this department, various best practices and activities are adopted to satisfy, boost up the morale and improve the performance of employees continually.

The various factors at the organizational level affecting the performance of employees and company are as under-

i) Organizational goals and objectives
ii) Policies and decisions
iii) Work environment
iv) Working conditions
v) Work culture
vi) Nature of motivation
vii) Attitude, leadership style and support of top management
viii) Communication system
ix) Adaptability with changing business scenario.

The performance of employees is encouraged by the factors at the departmental manager level such as –

i) Ability to act as the link between the top management and employees
ii) Attitude
iii) Commitment
iv) Loyalty
v) Motivation
vi) Open and participative management style
vii) Leadership qualities
viii) Regular meets with the employees
Initiative in solving employees problems.

The employees related factors also govern their performance which mainly include –

i) Positive attitude 

ii) Loyalty

iii) Commitment 

iv) Initiative

v) Morale 

vi) Devotion

vii) Opportunity for growth 

viii) Pay scale

ix) Healthy relations with the staff members 

x) Job security

xi) Self-motivation 

xii) Career goals

xiii) Job satisfaction 

xiv) Efficiency & productivity.

In the context of liberalization, privatization, globalization and information technology, the industries need the skilled and competent human resources to face the challenges successfully in this changing business environment. Now-a-day, the approach of the industries has become positive about the employees and industrial units are prepared to make sincere efforts for the enhancement in the performance of the employees and organizations as well. Presently, the large industries have adopted many best practices and activities for the satisfaction and development of employees ultimately to foster a performance driven culture in the organization.

Today, the selected industries are implementing the best practices and many activities in order to govern the employees and organizational performance significantly. These best practices and activities adopted by the selected industries are listed as under –

1) Recruitment of the staff through internal sources, private placement agencies, campus interviews and e-recruiting

2) Involvement of line managers in the process of HR planning and selection

3) Conduct of selection tests and interviews

4) Proper placement and induction training to the newly appointed employees

5) Preparation of annual schedule for training to the staff

6) Continuous training in the form of internal and external training programmes by highly qualified and experienced resource persons

7) Training with the help of audio-visual aids to provide effective learning experiences
8) Training for the development of not only the job related skills but the personality of the employees also

9) Good combination of on-the-job training methods (job instruction, training by experienced workmen/supervisors, demonstration, vestibule etc.) and off-the-job training methods (lectures, conferences, seminars, workshops, project work, case study etc.)

10) Small group and knowledge sharing activities for the development of skills among the employees such as – conceptual, application of knowledge, observation, technical, communication, human relations, self-awareness, self-motivation, critical thinking, problem solving, management of time etc.

11) Setting of performance standards at the departmental and organizational level

12) Periodical performance appraisal on yearly basis and feedback to the employees about the same

13) Guidance to the employees for the reduction of shortfalls in their performances

14) Online appraisal system for the staff members and managers

15) 360 degree performance management system to collect the feedback about the managers’ performances from their seniors, peers and subordinates

16) Identification of key result areas (KRAs) and fixation of weightage for each area

17) Time-to-time review of – employees performance by the departmental managers and organizational performance by the top level management

18) The practices used for appreciating the best performances of employees include –

i) Appreciation letter

ii) Merit certificate

iii) Work recognition and reward ceremonies

iv) Display of employees achievements on display boards

v) Long service awards

vi) Promotional opportunities

vii) Gifts
viii) Expansion of roles, assignment of duties at the regional & national level and publishing the achievements of top performers in company’s magazine

19) Bases of rewards to the employees consist of – performance appraisal results & records, supervisor’s reports, long tenure of services, loyalty, commitment & devotion, creativity and innovation

20) Guidance for career advancement and personal counseling to the employees

21) Reimbursement of certain amount of the tuition fees for the job related higher education of the employees

22) Monetary motivation to the employees in the forms of – incentive schemes for operators, performance based pay for executives, cash prizes and bonus

23) Understanding of needs and difficulties of the employees by the departmental managers through – open & participative style of management, open house discussion, surprise visits to the workplace, regular meets and suggestion box

24) Modern practices used to improve the performance of the employees and organizations are as under –

   i) Employees empowerment
   ii) Counseling
   iii) Quality circles
   iv) Kaizen
   v) Total quality management
   vi) Six sigma
   vii) Knowledge management
   viii) Re-engineering
   ix) Benchmarking
   x) Outsourcing
   xi) Rightsizing
   xii) 5 S.

25) The different ways used to strengthen the good relations with the employees are listed below –

   i) Get-together along with family members
   ii) Appreciation to the employees children for their achievements
   iii) Best wishes to the employees on their birthday
   iv) Best compliments on New Year and festivals
   v) Honor of suggestions given by the employees
   vi) Attending the personal functions arranged by the employees
   vii) Meeting the employees during their sorrowful events

26) The health and safety measures adopted comprise the following measures –
i) A safe & healthy workplace  
ii) A well designed plant layout  

iii) Purified drinking water  
iv) Health care centre  

v) Separate latrines, urinals and washrooms for gents and ladies  
vii) Periodical medical check-up  
viii) Proper ventilation  
ix) Fire extinguishers  
x) Warning alarms  
xi) Training for safety  

xii) First aid box  
xiii) Uniforms & protective cloths  
xiv) Helmet  
xv) Hand-gloves  
xvi) Goggles  
xvii) Shoes  

27) The social security measures adopted include – group insurance, personal accident insurance, medical insurance, gratuity, provident fund and pension scheme

28) The fringe benefits provided to the employees are as under –

i) Medical facilities  
ii) Canteen facility  

iii) Subsidized meal  
iv) Maternity benefit  
v) Employees Credit Co-operative society.

29) The recreation facilities like – sports activities, library, reading room, cultural programmes, get-together and participation in exhibitions & festivals are made available in the company.

30) The following practices and activities are adopted to boost up the morale of employees –

i) Determination of goals and objectives  
ii) Performance standards and appraisal  

iii) Continuous training  
iv) Proper allocation of work  
v) Display of instructions while handling the machines/work  

vi) Availability of necessary resources  

vii) Use of latest machines & technology and their regular maintenance  
viii) Continuous follow-up of the work and guidance  
ix) Incentive schemes for the operators  
x) Suggestions from the employees and their implementation
xi) Appreciation for best performances

The companies need to give more emphasis on the development of following facilities, practices and activities –

1) Recruitment of right candidates through campus interviews and internet
2) Fixation of visiting hours by the general manager on a specific day in a week for the employees
3) Cash prizes, gifts and tours at the expenses of the company to the best performers
4) Fixation of visiting hours by the departmental Managers and HR Managers on every day for the employees to discuss the important matters
5) Surprise and daily visits by the departmental managers to the workplace to observe the performances
6) Performance appraisal by the self-appraisal, group of experts and 360 degree performance management system for all employees
7) Involvement of experts from the field, corporate trainers, supervisors and experienced workmen in the content designing for training programmes
8) Adoption of six sigma practices
9) Flexible working hours to the employees
10) The computerized system to give best wishes to the employees on their marriage anniversary day and birth day including their family members through the SMS or E-mail
11) The rest room, health care centre, transport facility, consumer co-operative store for the employees and the crèche for the babies of working women
12) Well-developed gym, yoga and meditation centre, library & reading rooms.

The HR Managers face the following problems on the part of top management and the employees –

On the part of the top management

i) Inadequate funds
ii) Lack of adequate information
iii) Dependence on the experts for handling the technology
iv) Frequent interferences

On the part of the employees –
i) Less educated

ii) Communication gap

iii) Lack of positive attitude, initiative and involvement

iv) Aggressive for own benefits

The Problems being faced by the employees at the organizational level are given below –

i) Conservative approach of top management

ii) Frequent interferences

iii) Insufficient resources

iv) Dependence of top management upon the experts for handling the technology. The employees face some problems at the departmental managers level like – less efficient as the link between top management and employees, lack of positive attitude and initiative in solving employees difficulties.

The employees have expressed their expectations from the company in relation to the best practices in HRM such as –

1) Proper allocation of work on the basis of ability, interest and age factor of the employees.

2) Fair remuneration and timely increments

3) Timely settlement of the wage agreements

4) Arrangement of industrial visits to other companies to get new exposure

5) Reduction of increasing work pressures

6) Good & prestigious treatment and development of tension free work environment

This research study was undertaken with the following 7 objectives –

1) To study important concepts and recent trends in HRM.

2) To study the factors affecting on employees and organizational performance.

3) To study the best practices in HRM adopted by the industrial units and their impact on employees and organizational performance.
4) To study the different activities being undertaken to enhance the employees and organizational performance.

5) To understand the employees feedback and analyze it.

6) To study the problems and limitations in designing and implementing the best practices in HRM.

7) To analyze and interpret the data and suggest suitable solutions for improvement in the quality of employees and organizational performance.

The data was collected and study has been carried out in the focus of these objectives. Hence, all these objectives are achieved.

The hypotheses of the study are as under –

1) “The best practices in HRM boost up the morale of employees and give them job satisfaction”.

2) “The best practices in HRM lead to higher performance of the employees and the organizations as well”.

3) “There is a scope for the development of best practices in HRM and their implementation in the proper spirit”.

The hypotheses are tested with the help of cross-tables, chi-square test and P (proportion) test and are accepted. On the basis of expectations expressed by the employees, problems faced by the HR Managers and employees at the levels of the top management, departmental Managers & the employees and the limitations found, the scope for improvement in the development of best practices in HRM and their implementation in a proper way is identified. In short, all hypotheses are proved and accepted at both the levels of HR Managers and employees.

It is concluded that the best practices in HRM studied in this research work boost up the morale of employees, give them job satisfaction and lead them & organizations to the higher performance. Though, the industries have introduced many best practices in HRM still there is a scope for the development and implementation of innovative HR practices. Some of the best practices in HRM may be developed in the forms of –

i) Flexible working hours

ii) Annual potential surveys for the employees
iii) Travel benefits for all positions
iv) 5 day week policy
v) Paternity, study, birthday and anniversary leave
vi) Celebration of the birthdays of employees in a company
vii) Film tickets to the employees on their birthday and anniversary day
viii) Special summer camps for the employees’ children and many more.

These new ideas may raise the standard of best practices in HRM and give professional outlook to the company.

The suggestions are made to the companies, HR Managers, departmental managers and employees for the adoption of best practices and their implementation in proper spirit. The suggestions made are useful to the concerned parties and practically implementable to improve the employees and organizational performance. Hence, this research study is useful to the companies, HR departments and practitioners, employees and research scholars to get acquainted with the broader perspective of the subject.