Chapter - VI

Findings, Suggestions and Conclusion
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FINDINGS, SUGGESTIONS AND CONCLUSION

This chapter deals with main findings, suggestions and conclusion. The followings are the main findings of the study.

6.1 FINDINGS:

Level of Satisfaction towards HRM Practices:

- It is found from the analysis that the employees who are working as staff have perceived a high level of satisfaction towards HRM practices in SPB Ltd and TNPL Paper Industries. The chi-square supported the result at 5 percent level of significance.

- It could be found from the analysis that UG level of qualified respondents have perceived a high level of satisfaction towards HRM practices in SPB Ltd and TNPL paper industries. The Chi-square also supported the result at 5 percent level of significance.

- It is found from the analysis that below 25 years aged employees have attained high level of satisfaction towards HRM practice offered by SPB Ltd and TNPL paper companies. The result of Chi-square test is supported this analysis for SPB Ltd and not supported for TNPL company.

- It could be from the analysis that both in SPB Ltd and TNPL, the Finance Department employees have high level of satisfaction towards HRM practices. The chi-square result also supported the result at 5 percent level of significance.
Level of Satisfaction towards HRM Functions:

- It is found from the analysis that among the three categories of the employees viz., Workmen, Staff and Middle level executives, the workmen cadre of employees have attained high level of satisfaction towards HRM functions in both SPB Ltd and TNPL.

- It is noted from the analysis that PG level of qualified respondents have perceived a high level of satisfaction towards HRM function in SPB Ltd, and those studied that Upto 12th standard respondents experience a high level of satisfaction towards HRM functions in TNPL.

- It is concluded from the analysis that among the three categories of age group respondents, the age group of 26-40 years category of employees have attained high level of satisfaction towards HRM Functions in SPB Ltd and below 25 years age category of the respondents perceived maximum level of satisfaction towards HRM functions in TNPL.

- While in the case of experience, among the three category of experience level viz., below 10 years of experience, 11 to 20 years of experience and above 20 years of experience, the respondents who have below 10 years of experience have perceived high level of satisfaction towards HRM functions both in SPB Ltd and TNPL.

- It is witnessed from the analysis about working department of the employees that among the five category viz., production, packaging, marketing, finance and human resource department, the respondents who work in marketing department have high level of satisfaction towards HRM functions both in SPB and TNPL.
PERCENTAGE ANALYSIS

- It is noted from the analysis that the majority (42.9%) of the respondents are working as staff in SPB Ltd and the majority (41.3%) of the respondents work as staff in TNPL.

- It is witnessed from the analysis that the majority (37.6%) of the respondents are qualified with UG level in SPB Ltd and the majority 34.9% of the respondents are qualified upto UG level in TNPL.

- It is found from the analysis that the majority (47.1%) of the respondents in SPB Ltd and the majority (56.4%) of the respondents work in the age group of 26-40 years in TNPL.

- It is witnessed from the analysis that the majority (37.6%) of the respondents have 11-20 years working experience in SPB Ltd and the majority (39.0%) of the respondents in TNPL have above 20 years working experience.

- It is analyzed from the study that the majority (34.1%) of the respondents in SPB Ltd and the majority (33.1%) of the respondents in TNPL are working in Production Department.

- It is found from the analysis that the majority (82.9%) of the respondents in SPB Ltd and majority (85.5%) of the respondents in TNPL are satisfied with the employee’s recruitment and selection procedure in the organization.

- It is understood from the analysis that the majority (75.3%) of the respondents in SPB Ltd and the majority (73.8%) of the respondents in TNPL are feel that their organization follows both internal and external sources of recruitment.
It is found from the analysis that the majority (61.2%) of the respondents in SPB Ltd and majority (76.2%) of the respondents in TNPL are satisfied with the company's career planning and development.

It is noted from the analysis that the majority (82.9%) of the respondents in SPB Ltd and the majority (82.6%) of the respondents in TNPL are of the opinion that the employee's promotion is based on both seniority and merit basis.

It is found from the analysis that the majority (72.4%) of the respondents in SPB Ltd and the majority (77.3%) of the respondents in TNPL are of the opinion that the separate training department inside the organization is available.

It is witnessed from the analysis that the majority (65.3%) of the respondents in SPB Ltd and the majority (66.3%) of the respondents in TNPL feel that the good internal faculty is available for training in the organization.

It is found from the analysis that the majority (47.6%) of the respondents in SPB Ltd and the majority (49.4%) of the respondents in TNPL feel that the employees are helped to acquire technical knowledge and skills through training in the organization to very large extent.

It is studied from the analysis that the majority (49.4%) of the respondents in SPB Ltd and the majority (48.3%) of the respondents in TNPL are of the opinion that the employees are encouraged to experiment with new methods and try to find out creative ideas to very large extent.

It is noted from the analysis that majority of the employees in SPB Ltd (80.0%) and the majority (86.0%) of the respondents feel that the induction training is given to the new employees in the organization is adequate.
From the analysis it is found that majority of the respondents in SPB Ltd (72.9%) and the majority (74.4%) of the respondents in TNPL are of the opinion that the training facilities provided to the middle and low level employees in the organization is satisfied.

It is clear from the analysis that most of the employees are working in SPB Ltd (35.9%) and the majority (33.7%) of the respondents in TNPL are feel that their company offered on the job training method followed by refresher method of training.

It is noted from the analysis that maximum of the employees are satisfied with the existing Performance Appraisal System in SPB Ltd (82.4%) and the majority (80.2%) of the respondents in TNPL.

It is found from the analysis that the majority (56.5%) in SPB Ltd and the majority (56.4%) of the respondents in TNPL feel that the current appraisal system is an effective to HRM practice to very large extent.

It is found from the analysis that the majority (44.1%) in SPB Ltd and the majority (47.7%) of the respondents in TNPL of the respondents are of the opinion that the Performance Appraisal System has provided an opportunity to self-review and reflection to very large extent.

It is shown from the analysis that the majority (39.4%) of the respondents in SPB Ltd feel that the appraisal system has provided an opportunity to express the development needs to a large extent and the majority (41.9%) of the respondents in TNPL feel that the appraisal system to very large extent.

It could be found from the analysis that the majority (77.1%) of the respondents in SPB Ltd and the majority (84.9%) of the respondents in TNPL are satisfied with the existing conditions of the job.
- It is found from the analysis that the majority (44.1%) of the respondents in SPB Ltd and the majority (50.0%) of the respondents in TNPL view that the management has satisfied all human needs.

- It is noted from the analysis that the majority (70.0%) in SPB Ltd and the majority (76.2%) of the respondents in TNPL of the respondents are of the opinion that the management always consult them before taking any decision.

- It is shown from the analysis that the majority (70.0%) in SPB Ltd and the majority (76.2%) of the respondents in TNPL of the respondents are feel that the management has encouraged workers participation scheme.

- It is noted from the analysis that the majority (88.8%) in SPB Ltd and the majority (88.4%) of the respondents in TNPL of the respondents are view that the canteen maintenance committee is available in the organization.

- It is found from the analysis that the majority (51.8%) in SPB Ltd and the majority (62.8%) of the respondents in TNPL are selected the canteen maintenance committee by election.

- It is witnessed from the analysis that the majority (75.3%) in SPB Ltd and the majority (81.4%) of the respondents in TNPL feel that the workers committee is available in the organization.

- It is found from the analysis that the majority (64.7%) in SPB Ltd and the majority (68.6%) of the respondents in TNPL feel that safety committee exists in the organization.
• It is noted from the analysis that the majority (67.6%) in SPB Ltd and the majority (69.2%) of the respondents in TNPL feel that the shop floor council exists in the organization.

• It is found from the analysis that the majority (44.7%) in SPB Ltd and the majority (42.4%) of the respondents in TNPL are satisfied with the present financial incentives schemes given by the organization to a large extent.

• It is noted from the analysis that the majority (50.6%) in SPB Ltd and the majority (47.7%) of the respondents in TNPL are satisfied with the non-financial incentives given by the organization to a large extent.

• It is found from the analysis that the majority (37.6%) in SPB Ltd and the majority (41.3%) of the respondents in TNPL view that the existing motivational factors have improved employees' morale in the organization to very large extent.

• It is noted from the analysis that the majority (41.8%) in SPB Ltd and the majority (41.9%) of the respondents in TNPL are satisfied with the statutory welfare measures provided by the organization to very large extent.

• It is found from the analysis that the majority of the respondents (47.6%) in SPB Ltd and the majority (45.9%) of the respondents in TNPL are satisfied with the non-statutory welfare measures provided by the organization to very large extent.

• It is witnessed from the analysis that the majority of the respondents (38.2%) in SPB Ltd and the majority (37.8%) of respondents in TNPL staffs feel that all welfare measures given by the organization are adequate to a large extent.
• It is found from the analysis that the majority of the respondents (77.1%) in SPB Ltd and the majority (75.6%) of the respondents in TNPL are of the opinion that employees grievance are handled promptly and quickly.

• It is found from the analysis that the majority of the respondents (53.5%) in SPB Ltd and the majority (51.7%) of the respondents in TNPL are satisfied with the existing grievance redressal machinery of the company to very large extent.

• It is noted from the analysis that the majority of the respondents (41.8%) in SPB Ltd and the majority (44.8%) of the respondents in TNPL are opined that the spirit of mutual help and co-operation in the organization to very large extent.

• It is found from the analysis that the majority of the respondents (47.6%) in SPB Ltd and the majority (43.0%) of the respondents in TNPL feel that to a very large extent there is a friendly movement to work in the organization.

REGRESSION ANALYSIS

• It is found from the analysis that the level of satisfaction towards HRM practices is positively associated with their Present Position, Educational Qualification, Experience and Working Departments in SPB Ltd.

• It is found from the analysis that the level of satisfaction towards HRM practices in TNPL is positively associated with their Present Position, Educational Qualification, Age and Experience in the study area.
6.2 SUGGESTIONS:

The following suggestions are given by the researcher based on the findings arrived from the study

- The management should provide training and information sessions to all employees on the topics of values and ethics, occupational health and safety, and harassment in the workplace.

- Both SPB Ltd and TNPL should provide an opportunity to the 3 level category of employees that is workman, staff and middle level executives to avail the training facility in abroad regularly for improving their efficiency.

- Canteen maintenance committee should be encouraged to function both in SPB Ltd and TNPL for providing hygienic food items to the employees inside the organization.

- Workers participation schemes should be encouraged by the HR manager among the employees, so that there will be an effective motivation among the employees both in SPB Ltd and TNPL.

- Suggestion schemes in both SPB Ltd and TNPL should be enlarged by providing more incentives for valuable suggestions given by the employees.

- The prize amount for incentives schemes in TNPL should be increased.

- The award for suggestion schemes in SPB Ltd is Rs.500 each which should be increased Rs.5000 as given in TNPL.

- Like TNPL more non-financial incentives should be provided by the management of SPB Ltd to its employees.
• The regular and updated work plan should be used for the management of HR function and it should be linked to the overall objectives.

• Management of the HR Function should develop simple and effective policies and procedures for key HR areas, which would contribute to more effective and efficient performance of employees.

• Efficient and continuous training should be provided to those concerned to ensure consistent understanding of the new HR framework.

6.3 CONCLUSION

The management of human resources is, due in part to changing demographics, one of the current priority areas of the SPB Ltd and TNPL. HRM practices followed by both SPB Ltd and TNPL are highly satisfied by the majority of the employees working in the organisation. However, modern HRM functions should be performed by the HR manager to improve the role and responsibility of HR managers in the future. Hence, the new and advanced techniques of HRM should be carried out by the management of SPB Ltd and TNPL to improve the efficiency and productivity of the organisation.

6.4 SCOPE FOR FURTHER RESEARCH

➢ The further studies on the topic of HRM practices may be undertaken in major industries like steel, cement, manufacturing industries in Tamilnadu

➢ An impact of HRM practices on the productivity of any types of organization may be studied.

➢ A comparative study of HRM practice followed in two industries of homogenic type may also been studied.