CHAPTER – V
FINDINGS, SUGGESTIONS AND CONCLUSION

Introduction

The IV chapter has dealt with the analysis and interpretation of the data. Here the V chapter deals with the findings of this study, suggestions are given for the organization to improve the positive perception to the employees, and for the future researches.

5.1 General Findings based on Socio Demographic factors

i) In the present study, most of the respondents are engineers. This is comparatively higher than the other groups. This study is conducted in a paper production plant; this industry needs employees who are professionally qualified in handling machineries and equipments, dealing with hazardous chemicals and poisonous gas.

ii) Majority of the respondents are in the age group between 41 to 50 years. On the other hand there are very few numbers in the age group 20 to 30 years. It is observed that there is a vast gap in the recruitment.

iii) Most of the respondents in this current study are male. There are only few female respondents.

iv) Most of the respondents are professionally qualified. The non professional degree holders are few in number.
v) Most of the respondents are with 21 to 25 years of work experience. Only very few number of the respondents are with 16 to 20 years of work experience.

vi) Most of the respondents are getting the monthly salary between Rs. 40001 to 50000. It is known that employees working in TNPL are getting good salary.

vii) Majority of the respondents are married. Remaining are either single or unmarried.

5.2. Socio demographic factors with overall OD practices

For the purpose of the analysis, the perceptions of the executives on overall OD practices are analyzed based on the socio demographic factors.

a) Age of the respondents and the perception on overall OD practices

From the present study 51 years and above age group has high level perception in the overall OD practices comparatively than with other age groups. The age group between 20 to 30 has low level perception in the overall OD practices.

b) Gender difference and the perception on overall OD practices

The male employees have high level perception on the overall OD practices. (The mean value is 284.63). The female respondents have low level perception on over all OD practices.
c) Educational qualification and the perception on overall OD practices

It is found that based on the educational qualification of the respondents the BE degree holders have the high level perception in the overall OD practices and the diploma holders have the low level perception in the overall OD practices.

d) Designation and the perception on overall OD practices

Among 310 executives the designations of Engineers have comparatively high level perception in the overall OD practices comparatively than with other groups. The managers are in the next category. They are mostly working in the HR and administrative jobs. These people are known as the change agents in the organization.

e). Experience and the perception on overall OD practices

It is observed that the perception based on the work experience between 6 to 10 years have high level on overall OD practices.

f) Monthly income and the perception on overall OD practices

The perception based on the monthly income of the employees, those who are getting the monthly salary between Rs 40001 to 50000 have the high level perception in the overall OD practices and the employees who get below Rs 30000 have low level perception. It is found that the employees who get more salary easily satisfy their needs and wants, so they have high level perception on the
organization. The employees who get less amount they are not able to satisfy their needs easily.

g) Marital status and the perception on overall OD practices

The perception of the respondents based on the marital status the married employees have high level perception than the unmarried in the overall OD practices.

5.3. Perception of the respondents on Overall OD practices based on the dimensions

1. Organizational Vision/Mission

Regarding the vision and mission, 60.3 percent of the respondents have high level perception on the overall OD practices. Most of the respondents are well aware about the vision and mission based practices. The vision/mission based practices are well functioning. It is found that the stakeholders of the organization are benefited. It is also seen that the statements are reviewed periodically. With these reasons it is seen that the perception of the executives on vision and mission is high on the overall OD practices.

2. Organizational Policy

It is found that in the organizational policy 57.7 percent of the respondents have low level perception in the overall OD practices. Remaining 42.3 percent of the respondents have high level perception. It is seen that the policy is mostly in
the document level. The policy based functions are not satisfactory. Due to these reasons the perception on organization policy on the overall OD practices is low.

3. Organizational change

Regarding the organizational change, 64.8 percent of the respondents have low level perception in the overall OD practices. Remaining 35.2 percent of the executives have high level perception. The organizational change is not viewed positively. The employees are not ready to adapt to sudden changes. The executives are the main change agents in the organization. They think that the change is the barrier for the development. With these reasons the executives do not have positive opinion on organizational change.

4. Organizational Culture

It is found that 52.3 percent of the executives have high level perception on organizational culture in the overall OD practices and 47.7 percent have low level perception. It denotes that the cultural practices of the organization are well institutionalized and more structured. The cultural practices are well communicated in the organization. The factors of the organizational culture like dress code, inner harmony, interrelationship, environmental concern, behaviour of the employees and the CSR programmes are well practiced in the organization. With these reasons it is observed that the perception on organizational culture is of high level in the overall OD practices.
5. Training and Development

Regarding Training and Development 69.9 percent of the respondents have low level perception in the overall OD practices; the remaining 36.1 percent of the respondents have high level perception. It is seen that the employees are not in favour to the training and development programme. The employees are not interested with the content of the training programme. Another reason, the duration of the training and the cost may have some influence. It is observed that the organization has to find out the reason. Another reason is lack of training evaluation. It is observed that before organizing the training and development programme; the organization must know the employees’ opinion. Due to these reasons it is found that the training and development has low level perception in the overall OD practices.

6. Team Building

It is found that 64.2 percent of the respondents have low level perception on team building strategy and 35.8 percent of the respondents have high level perception in the overall OD practices. It is due to lack of understanding among the team members. Some members do not work sincerely and they depute their work to other members. Due to these reasons, it is observed that the perception on team building strategies is low in the overall OD practices.
7. Conflict management

From this analysis it is found that, 51.0 percent of the respondents have high level perception and 49 percent of the respondents have low level perception in the overall OD practices. It is seen that the conflict management practices in this organization is good. Employees have their independence. Most of the employees want to deal the conflict in a reasonable way. Perhaps the perception on overall OD practices based on conflict management in TNPL is high.

8. Leadership Development

It is found that 68.4 percent of the respondents have low level perception in the overall OD practices. The leader style is an important factor for the OD practices. The top level managers are not interested in involving the employees in the organizational functions. It is seen that the perception on overall OD practices based on leadership development is low.

9. Career management

It is found that 64.5 percent of the respondents have low level perception on career management practices and 35.5 percent have high level perception in the overall OD practices. It is found that the career management programs do not properly reach the employees. The management has to give equal opportunities to the employees in promotion and transfer processes. It is observed that the transfer and promotion must be transparent.
10. General effectiveness

The last dimension is the perception on the general effectiveness in the overall OD practices. 56.1 percent of the respondents have low level perception. It is related to the financial status, health and safety and the quality of the employees. There are some procedural hindrances by the government to get the financial resources. It is found that the perception on overall OD practices based on the general effectiveness is low.

5.4 Hypotheses based findings

5.4.1 Based on Socio demographic factors

a) Age and overall OD practices

The table 4.29 shows that there is no significant association between the age of the respondents and their perception on overall organizational development practices. Hence, the calculated value is greater than table value \( p > 0.05 \) hence the research hypothesis is rejected and the null hypothesis is accepted.

b) Gender and overall OD practices

The table 4.30 indicates that there is no significant difference between the gender of the respondents and their perception on overall organizational development practices. Hence, the calculated value is greater than table value \( p > 0.05 \), the research hypothesis is rejected and the null hypothesis is accepted.
c) Educational Qualification and overall OD practices

The table 4.31 shows that the significant difference between the educational qualification of the respondents and their perception on overall organizational development practices. Hence, the calculated value is less than table value ($p<0.05$), the research hypothesis is accepted and the null hypothesis is rejected. It is found that there is a difference based on the educational qualification and the perception of overall OD practices of the respondents.

d) Designation and overall OD practices

The table 4.32 shows that there is no significant difference between the designation of the respondents and their perception on overall organizational development practices. Hence, the calculated value is greater than table value ($p>0.05$), the research hypothesis is rejected and the null hypothesis is accepted.

e) Experience and overall OD practices

The table 4.33 shows that there is a significant difference between the experience of the respondents and their perception on overall organizational development practices. Hence, the calculated value is less than table value ($p<0.05$, the research hypothesis is accepted and the null hypothesis is rejected. It is found that the experience of the respondents and the overall OD practices have some difference.
f) Marital status and overall OD practices

The table 4.34 shows that there is no significant difference between the marital status of the respondents and their perception on overall organizational development practices. Hence, the calculated value is greater than table value ($p>0.05$), the research hypothesis is rejected and the null hypothesis is accepted.

g) Income and overall OD practices

The table 4.35 shows that there is a significant difference between income of the respondents and their overall perception on organizational development practices. Hence, the calculated value is less than table value ($p<0.05$) the research hypothesis is accepted and the null hypothesis is rejected. It is found that there is a difference between the income of the respondents and the perception on overall OD practices.

5.4.2: The different dimensions and the perception on overall OD practices

The table 4.36 indicates that there is a significant association between the Dimensions and overall OD practices. Hence, the calculated value is less than table value ($p<0.05$), the research hypothesis is accepted and the null hypothesis is rejected.

It is found that the there is a significant association between the various dimensions of OD and the perception of the overall OD practices.
5.5 Suggestions and Interventions

Based on the findings of the research, the researcher suggests the following strategies, interventions and steps to enhance the present level of executives’ perception in the organization. This will be used for implementing and improving the level of executives’ perception on OD practices.

a) Organization vision and mission

For the purpose of the analysis, in the view of the organizational vision and mission, a minimum numbers of the employees are unaware; it is suggested, the organization should make them to know the statements. In the current competitive scenario, every organization has to ensure its quality. For which the organization has to change its vision and mission according to the current trends.

b) Organization's Policy

It is suggested that particular number of the employees say that the performance evaluation is not the means of change. The organization has to help the employees know the importance of performance evaluation. The manufacturing industry must update its technology. The infrastructure, like machineries, equipments, plant facilities, canteen, separate rest rooms for male and female, spitoons, toilets and urinals, crèches, parking, and the access for transportation must be improved. It is suggested that the grievance handling policy is to be examined.
c) Organization’s change

It is suggested that the transfer and promotion or changing the job nature have to be practiced in a transparent way and not based on influences. Employees encounter uneasiness to adapt to sudden changes, so prior training must be given.

d) Organization's culture

It is suggested that the organization has to emphasize the employees to practice the dress code and the values perfectly. The indirect problems within the organization have to be discussed in a transparent manner. Due to the use of more chemicals in production processes, the environment in and around the organization gets affected. It is suggested that the organization must make necessary remedies to protect the environment. The management has to identify the people who are involving in unwanted activities within the organizational premises and advice them to avoid it. The organization has to improve the customer relations. The organization has to give adequate exposure and importance to the CSR programme.

e) Training and development

It is found that a few numbers of the employees do not participate in the training programme with full involvement. The management has to insist them to make involve in the training programme. The feedback process of training programme has to be improved. The training evaluation process must be properly executed.
f) Team building strategy

The organization must train the employees to know the importance of the team development. It is suggested that the organization has to streamline the unnecessary leave taken by the employees.

g) Conflict management

The intergroup conflicts have to be solved then and there.

h) Leadership Development

The organization has to take initiative to develop good and cordial relationships between the employees.

i) Career management

It is suggested that the organization has to conduct the career management programme in a fruitful manner.

j) General effectiveness of the organization

It is suggested that the organization has to be more particular in employees’ health and safety. It is suggested that the organization has to improve its funding resources.

k) Overall perception on OD practices

From this analysis, it is found that the vision and mission, culture and conflict management have high level perception on the overall Organization
development practices, whereas, the other dimensions like the organizational policy, Organizational change, Training and development, Team building, Leadership development, Career management and the general organizational effectiveness have low level perception in the overall OD practices. It is suggested that the organization has to take more care to improve the perception level in the above mentioned seven dimensions. Only 38.7 percent have the high level perception in the overall OD practices. (The mean value is 284.26). These employees may interact with the remaining employees based on the OD practices. It is observed that the overall OD practices have low level perception. It is suggested that the organization must take proper action to improve the perception level of the employees on the seven dimensions.

5.6 Scope for further research

There are suggestions for further studies. This study can be extended to other manufacturing sectors to help them attain better OD practices. In-depth studies can be done on each dimension of OD practices. Study can be done to understand the OD practices in different sectors and can be extended to educational institutions, hospitals, private and public sectors manufacturing industries. The OD practices may be linked to other HRM systems of the organization.
5.7 Summary and Conclusion

OD practices are the newly emerging field which is being practiced in almost all types of the organizations. It develops the relationship between the employees and the organization. An employee should know the OD practices of that organization. Perhaps he can fully contribute his ability and talent for the development of the organization. The present study attempts the executives’ perception on OD strategies practices in the Tamil Nadu Newsprint Paper Limited, Karur, Tamil Nadu, India. This study was conducted during 2010 to 2013 using census method covering 310 respondents employed in the location. The research design used in this research is descriptive method. A questionnaire of Likert type five point scales is used for data collection. The tool is tested for reliability and validity.

This study covers 10 dimensions of OD practices. The researcher has collected reviews on various dimensions of OD practices from the year 2000 to 2011 and this collection of reviews form part of the research report. While this research aims to understand the perception level of overall all OD practices in the organization understudy, this also analyzes OD in terms of dimensions with socio demographic factors. This study includes eight hypothesis duly statistically tested. The outcome of the study has 61.3 per cent having low level perception in the overall OD practices, remaining 38.7 per cent of the executives have high level perception which includes the practices vision and mission, organizational culture.
and conflict management. The perception of organizational policy, organizational change and Training and development, Conflict management, Leadership development, Career management and General organization effectiveness has low perception in the overall OD practices. This study provides practical suggestions.

OD is closely associated with the productivity of the organization. If the perception of OD is high it helps the employees to have a positive attitude. The positive perception helps the employees to have a better job commitment. Perhaps the perceptions on the organizational development strategies practices are high.