Human Resource Management lies in the development of the “whole man” in integration of the people with the organisation so as to make co-operate actions easier and more meaningful, improve understanding between people, reduce frustration, enabling the individuals to serve the organisational objectives without losing personal identity, to minimize unnecessary conflict between the individual aspirations and organizational goals. Precisely, it lies in making the worth-doing, the life worth-living thereby inculcating sense of belonging to achieve Human Excellence. In an organisation, for achieving Business Excellence, Human Excellence is an essential criterion. Human relation is a systematic, developing body of knowledge devoted to explain the behaviour of individuals in the working organisations. The worker can not be viewed solely as a ‘factor of production’ rather, he has now become a human being, with wants, desires, attitudes and feelings vitally affecting his productive usefulness.

The researcher of this study finds it vital to study the various human resource development tools and practices being used by the personnel dealing with the human resource development functions in Tiny, Small & Medium industrial units in Madurai. The objectives of this study are to evaluate the philosophy of the management, human resource policy and to analyse the human resource activities of the Tiny, Small and Medium Industries with respect to motivation, interpersonal relationships, self-development, training and development activities and performance appraisals. Also the researcher aims to make suitable recommendations for improving present status
with regard to human resource development activities prevailing in Tiny, Small and Medium industrial units in Madurai.

The hypotheses have been framed on the basis of review of literature and after further investigation of data analysis by employing statistical tests such as Chi Square Test and Kendall’s Co-efficient of Concordance, the results of the study have been validated. The analysis reveals that there exists difference in the human resource development tools adopted in the industrial units covered under this study. In the Medium industrial units, there exists an explicitly defined human resource policy, developer role of the employer and clearly defined training and development programmes. The same is not true in the case of tiny and small-scale units. The study also shows that irrespective of the size of the industries, money is the best motivator. Power and responsibility follow this. The impact of appreciation and acknowledgement for good work done seems to be relatively low as compared to money as a motivator.

The study discloses that Small scale and Tiny industrial units are more traditionally managed, as there is no emphasis on definition of the functions and responsibilities of the various positions. With respect to the preference for trainers, the Small-scale industrial units prefer to employ external trainers. This perhaps is due to the lack of the required expertise in-house. Medium scale units on the other hand, prefer to employ in-house trainers and faculty for their programmes. The top-level management shows more emphasis of training on the development of managerial skills. Middle level and supervisory level management lays more emphasis of training on development of human and technical skills. At worker level, emphasis is placed on development of technical skills. While
analysing the data, it is found that the top management of Tiny, Small and Medium industrial units have similar attitude towards the human resource development tools namely, quality circles, counselling, performance appraisal, awards and recognition, disciplining the employee through corrective actions, promoting participative management through brain storming, group discussions, eradicating dead habits like quarrelling, shouting and idling and finally controlling stress and strain of the employee. There is agreement in the ranking of the factors influencing human resource development tools and practices by the respondents such as enhancing training and development activities, work atmosphere, good remuneration, explicitly defined management philosophy, recognition through promotions and performance appraisal system and grievance handling procedures prevailing in the different industrial units studied.

After deriving findings of the analysis of this study, the researcher has made recommendations for Tiny, Small and Medium industrial units with regard to enhancement of human resource development tools and practices in order to upkeep the organisational climate. Further, the researcher believes that the findings and recommendations of this study will be an eye-opener for the employers as well the owners of the Tiny, Small and Medium industrial units, in general.