CHAPTER 2
DESIGN OF THE STUDY

2.1 Statement of the problem

In the Industrial Arena, since 1990 there had been lot of dramatic changes influencing the human resource management taking into account the synonym viz. “What is right today isn’t likely to be right tomorrow” i.e. the experts in Industrial Management talk about, “flexible tomorrow”. Human resource management is a management function that helps managers recruit, select, train and develop members of an organisation. Human resource management refers to a set of programmes, functions and activities designed and carried out in order to maximize both employee as well as organisational effectiveness.

The primary objective of human resource management to ensure the availability of a competent and willing work force to an organisation. Human resource management objectives are four-fold viz. societal, organisational, functional and personal. Human resource development department tools and strategies are under regular review by the experts very frequently according to the changing trends due to liberalisation, privatisation and globalisation. However, the human resource managers are compelled to know the changing trends prevailing in the industries to perform their activities with robust confidence. The development of human potential is being carried out by way of administering, counselling, training and development activities, rewards and recognition.
The conventional or traditional approaches by means of developing sense of belongingness and loyalty have been eroded by the changes in the governmental policies as well the mindsets of the work force. Hence, it is felt necessary to evolve human resource or personnel policies to ensure various benefits for the work force through scientific human resource strategies. The top management or Chief Executive Officer (CEO) of the companies are expected to possess a very sound personnel management policy in order to instill confidence in the minds of their employees to take home the doctrine of “Pride in Job”.

In a nutshell, the author of this study finds it vital to study the various human resource development programmes and tools being used by human resource development practitioners as well by the personnel dealing with the human resource functions in Industries to upkeep the organisation. Therefore, the problem taken for the study is “An Assessment of Human Resource Development Programme in Tiny, Small and Medium industries in Madurai”.

2.2 Review of Literature

2.2.i Government Reports

In this chapter, recent documentation on human resource development signaling and manpower needs forecasting is reviewed critically. The primary documentation under review dates back no further than 1989 although secondary references are included dating back to 1970. It concentrates on the outputs of the World Bank and International Labour Organisation since 1989 and includes summary reviews of some key texts, tracing the analytical work which has led to important changes in perceptions and
expectations of labour information, as long-standing manpower requirements forecasting techniques have become discredited. Signals and indicators of changes in the perception and expectations of human resource development information

There are three major issues related to the approach to human resource development information which dominate recent international literature on the subject. Firstly, there is the long running dispute between the protagonists of the manpower requirements approach - a technique which is still highly regarded by many planners around the world - and labour economists who support the more recently developed signaling methods, designed to produce indicators more related to quality issues than for use in quantitative forecasting.

Secondly, there is the problem faced by the laissez faire perspective adopted by countries which still rely on a supply-dominated approach to the preparation of labour market entrants. Once denounced as the major cause of educated unemployment, recent research is tending to favour a balanced understanding between the realities of labour market demand and the obligations of governments to respect social expectations.

Finally, a review of the available documentation clearly emphasises the need for training at all levels of the human resource development information system. It is not only the data gatherers who need professional enhancement but also the analysts, those responsible for storage and retrieval the end users,

be the government macro level planners, politicians, local
government officials, enterprise managers, trainers or educators,
who need to know how to interpret and use the assembled
information.

Also evident from the review of relevant literature is the
prominence of human resource development inferences or
experiences quoted from three developing countries: Indonesia,
Malaysia and Tanzania. While other countries such as Mauritius
and Philippines may get passing mention, the country
acknowledgements in both the text and the reference lists indicate
that most of the prominent human resource practices of human
resource managers reviewed here have been realised in one or more
of the three countries.

The identification and interpretation of human resource
development indicators or signals requires a basic understanding of
the analytical processes which can be applied to labour market
supply and demand. It also implies the availability of reliable
human resource development information data for:

a) Guiding private training systems (basic information required
includes - wage rates, job vacancy rates, graduate placements,
enrolment data);

b) Managing training systems (basic information required
includes - reverse tracer studies, cost comparisons of alternative
paths, rates of return, measurements of cost effectiveness,
experiences of new industries, productivity rates);

c) Improving efficiency of the human resources through
collecting basic information such as wage levels, non-
productivity-related wage differentials, evidence of labour mobility, public subsidies for training, labour market segmentation, labour codes, obstacles to wage flexibility); and

d) Planning investments in training through basic information such as private training capacity, balance of skills demand and supply, human resource potential imperfections, organisational structural changes.

Although most international institutions favour the new and more flexible approaches to human resource information system with its emphasis on analysis rather than planning per se, there remain those who still argue that the human resource requirements scanning approach is not entirely negative.

International Labour Organisation identified three main reasons for the unquestioned support given to investments in human resources information system formation, particularly by governments in South Asia:

a) Social benefits - including externality and spill-over effects;

b) Enhanced employment opportunities and an apparent efficient utilisation of manpower; and

c) The belief that the private sector would shy away from financing certain aspects of education, specially in countries with low levels of social infrastructure.

Unfortunately, as in so many aspects of educational policy, the pendulum is now swinging too far in the opposite

direction. There is the current view, widely held in South-East Asia, that casts any form of central planning or control of educational investment as a left-over of socialist dogma, which should be dismantled at all costs. It is therefore very difficult if not impossible to convince some governments of the need for integrated human resource development (HRD) planning.

The recent contentions on human resource development department planning are related to a balanced and meaningful human resource development strategy and what role the public sector should play in the creation (supply) and utilisation (demand) of manpower. In the search for a balanced perspective, the World Bank policy paper on Vocational Education and Training (1991) has come in for strong criticism from some quarters for failing to reconcile the opposing requirements of social equity and efficient productivity. Based on the idea that maximum effectiveness and efficiency can be obtained by providing training to those who are already in employment, the policy paper appears to hold little prospect for the many millions who have yet to find their way into the formal human resource development arena.

The current aim of most governments is to make education and training more effective, an objective which requires new policies and new methodologies, as well as fresh investments in new facilities. But the first step must be to devise better policies calculated to introduce greater efficiencies than those which have been used before. To design improved methodologies, which can be more effective and relevant to the process of learning, will require new strategies backed by new analytical techniques.
A review of the priorities for upgrading human resource development department information has been recently undertaken by International Labour Organisation in collaboration with the Danish Industrial Development Agency (DANIDA). Their joint report highlights the need for a better understanding of the process and use of human resource development department information, the need to establish key informant systems, the need to maintain a balance in which the social dimension is not lost or diminished and the need to train trainers with the updated techniques, analysis and dissemination (ILO 1993)\textsuperscript{17}.

The main conclusions of a four year programme of research and consultation on vocational and technical education and training by the World Bank's Human Resource Department point out the essential needs. The analytical base for training policy and investment has traditionally included an assessment of skills demand, most often through a manpower requirements forecast and a plan for expanding skills supply, generally through the establishment of public training institutions. This kind of analysis overlooks the more dynamic aspects of economic environment - among them the incentives for employers and workers to investing skills training. It also ignores the actual and potential contribution of employers and private training. Needed instead is a general framework that identifies the key questions and kinds of information needed to deal with both the economies of skills demand and the dynamics of training supply in the private and public sectors. To set up such a framework, policy makers should try to answer three crucial questions.

\textsuperscript{17} Ibid.,
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Whether training policies and planning practices able to adjust training supply to a changing economic context Labour market signals have become the key tool in planning (World Bank 1994).

2.2.2. Books

Allan D. Pepper in his book “Managing the Training and Development Function” (Gower, England, 1994, P.271) has examined the manpower needs and manpower planning towards career and succession planning of executives. Also he stated that “When the future manpower needs are sufficiently defined, then the manpower plan will be drawn up showing the pattern of internal promotions and movements to fill vacancies and new posts and types of training needed to produce ability in individuals and groups.”

Andy Davies in his book “The Management of Training” (Tata McGraw Hill, New Delhi, P.52) has mentioned that “Training need means a gap which exists between the required and the actual standards of performance of a person in task, which can be bridged by training. Attributes are lack of knowledge, skill and attitude”.

David A.Decenzo and Stephen P.Robbins in their book narrated that “Performance Appraisal (PA) plays a vital role in the expectancy model of motivation. If the objectives that individual employees seeking are unclear, if the criteria for measuring that objective attainment are vague and if employees lack of confidence with their efforts will lead to a satisfactory appraisal of their performance or feel that he will be a unsatisfactory pay-off by the organisation when their performance objectives are achieved, we can expect individuals to work considerably below their potential. If we have done our job potential to acquire capable people and
develop their basic abilities to do the job, we must also make sure that they know what behaviours are required of them, understand how they are going to be appraised, believe that the appraisal will be conducted in a fair and equitable manner and can expect their performance to be recognised by appropriate rewards.”

Davis and Newstorm in their book, “Human Behaviour at work” (Newyork, McGraw Hill Book Co., 1973, P. 15) “Productivity is the amount each worker produces during a given measure of time. It is the both appropriate and efficient utilisation of available resources including men. Productivity is defined as an attitude of the mind of welcoming change and an orientation towards work achievement”.

Diviwedi in his book “Management of Human Resource” (Oxford & IBH Publishing Co.Pvt.Ltd., New Delhi, 1982, P.20) has stated that the objectives of the management of human resource include the following;

1. Effective utilisation of human resource
2. Harmonious working relationships among participants of the organisation utmost individual development.

Gangadhara Rao and Subba Rao in their “Study of Human Resource Management in Indian Railways” stated that “Management of Human Resource includes guiding Human Resource Development Department into a dynamic organisation that attains objectives with high degree of perfection”.

John W.Kendrick and Daniel Creamer in their book “Measuring Company Productivity” (Newyork National Industrial Conference Board 1996, PP.9-12) narrate on productivity vis-a-vis various factors influencing the organisational climate as follows:
“Productivity at the enterprise level means more and better machinery and equipment per worker, more economical use of improved materials, altered plant layouts and work floors, improved organisation, relinquishing, acquiring of new activities, expanded training programme and improved labour relations”.

Leonard Nadle in his book titled “Human Resource Development Department - A Perspective” has enunciated that human resource development department means a series of organised activities conducted within a specified time and designed to produce behavioural changes.

Maheswari, B.L. and Dharani, P. Sinha in their book “Management of Change through Human Resource Development Department” (Tata McGraw-Hill Book Co.Ltd., New Delhi, 1991, P. 22) have thrown light on human resource development department as follows:

“India does not suffer from a resource gap nor a technology gap; nor planning gap; the real gap to be processed is the HRM (Human Resources Management) gap. Human Resource Development Department is India’s largest challenge. We have no choice to meet it.”

Meenakshi Sundaram.N. in his book titled “Extension Strategies on Rural industries and Management” (published by Department of Rural Industries and Management, Gandhigram Rural Institute, Gandhigram - 2002), he has emphasized that there is a need for management trainee for small entrepreneurs related to composite management training and functional area-wise management training for which the institutions of higher learning
can play a vital role for improving the quality of human resource development.

Memoria.C.B in his book “Personnel Management” (Himalaya Publishing House, Bombay, 1991, PP.311-312) has stated as follows:

“Training is a widely accepted problem solving device and indeed, our national superiority in manpower productivity can be attributed to any no small measure to the success of our education and industrial training programmes. Over and under emphasis on training stem largely from a inadequate recognition and determination of training needs and objectives. The stem also from lack of recognition of the professional techniques of modern industrial training”.

Rao.T.V. and E.Abraham S.J. have discussed vividly in their book “Human Resource Development Department and Scientific Systems” about scientific studies on the manner in which human resource development department sub-systems like performance appraisal, review discussions, counselling, job orientation and training contribute competency development should be undertaken.

Shingh N.K. in his book Human Resource Development Department in Public Sector examines in particular the most crucial area relating to training and development viz. skill development programme, safety programme and quality improvement programme (technical inputs). The said programmes include inputs in the following manner

1. Training for existing employees in terms of In-house programme,
   external programme (foreign training).
2. Induction training for newly recruited graduate engineers, supervisors and artisans (workers).
3. Institutional collaboration training with various universities and educational institutions.
4. Workers education.
5. Statutory training as per acts and laws.
6. Identify special programmes to increase productivity, develop participative culture aiming at total employees satisfaction.

Singh. S.K. in his book “Productivity and Industrial workers” (Allahabad, Vohra Publishers, 1988, P.6) has mentioned about creating organisational climate for productivity that “People being the prime movers for increasing productivity should be motivated, developed and employed gainfully to harness their creativity, innovativeness and potentials to optimise benefits from all the resources. However, this calls for long range plans for creating organisational climate for productivity”

Subba Rao and Rao in their book “Personnel/Human Resources Management Text, Cases and Games” (Konark Publishers P.Ltd., New Delhi, 1993, PP.33-334) have mentioned about the importance and advantages of career and succession training as follows

The process of career planning helps the organisation and individual in the following ways
1. It helps the individual for knowledge of various careers towards his priorities.
2. It helps to select the career suitable to his life styles, preferences, family environment and scope of self-development.
3. It helps the organisation to identify internal employees who can be promoted.
4. Internal promotions, up-gradations and transfers to motivate the employees boost up their morale and resulting in increased job satisfaction.
5. Increased job satisfaction enhances employees commitments and creates a sense of belongings and loyalty to the organisation.
6. Employee will await his turn of promotion rather than change to another organisation. This lowers employee turn over.
7. Improves employee’s performance on job by tapping their potential abilities and further employee growth.
8. It specifies employee’s esteem needs.

Vaid.K.N. in his book “Changing Employee Behaviour for enhancing Human Resources productivity” (Human Resource Development Department Communique, New Delhi, Indian Society for Training and Development, Vol. III, No.8, Aug-Sep.91, P.6.) has discussed about the significance of human resource development department as follows: “Disregarding technical considerations, the productivity of an individual depends primarily upon the ability and motivation to perform. Ability depends upon both skill and knowledge and level of attainment depends upon experience, training and interest. Also, the acceptance of new technology and improvement of work methods called for formulation of people oriented policies and plans. This again involves not only attitudinal change but also skilling and re-skilling of people for various jobs. Human resource development department assumes great significant context of motivating and developing people to accept plans for achieving higher productivity”.
2.2.3 Dissertations

Here below, the researcher of this study reviews and analyses theses undertaken by various research scholars of different universities in order to establish that there has been research gap between the study or topic selected by him for the research purpose viz. “Human Resource Development Programme in Tiny, Small and Medium industries in Madurai - An Assessment”.

2.2.3A Dissertations relating to Human resource development fields

Sivakumar.S in his thesis “Human Resource Development Department - A Study in Neyveli Lignite Corporation”, has analysed the various factors influencing human resource development department namely participative management, types of training programmes conducted, training needs identification, key performance areas, usefulness of training programmes, effectiveness of training programmes, opportunity to practice, initiation and follow up by superiors, adequacy of the training programmes, area of training needed, nature of training programmes, analysis of need of training needs and opportunity for training. Also the said researcher has analyse the objectives namely the human resource development department activities of Neyveli Lignite Corporation (NLC) with reference to their executives, role of training as a mechanism in human resource development department and the career and succession planning of the organisation. The researcher S.Sivakumar, further enunciates his findings as well the suggestions and recommendations for improvements in NLC, such as management has a) to focus
attention on career development through appropriate training, b) to avoid their traditional outlook to upgrade their organisational climate.

Elangovan.R. in his thesis “A Study of Human Resource Practices in major paper industries in Tamil Nadu - With special reference to Tamil Nadu News Prints Ltd., Karur and Seshasayee Paper Boards Ltd., Erode”, has analysed the human resource development department practices prevailing in the subject paper industries selected for the study namely a) sources of recruitment - internal sources such as promotions, transfers and demotions and external sources such as advertisements, employment agencies, employee referrals and union representations, b) training and development activities such as induction and orientation, on-the job training, off-the job training, training for promotion and refresher courses. The said researcher has analysed Alternative Hypotheses and Null Hypotheses by testing them through the statistical tool namely Kendall’s Coefficient of Concordance thereby finding out the significance level a) as accepted in the case of positive relationships between welfare facilities and job satisfaction; affirmative association between the two factors namely team spirit and job satisfaction, b) as rejected in the case of non-significant relationship between motivational factors creating job satisfaction and different section of employees. Also the Alternative Hypotheses framed such as i) the grievance redressal improves job satisfaction and ii) Workers’ participation in management solves the Employees’ problems by counselling after testing the result derived as “accepted” and “rejected” respectively.
Jayanthi.B in her thesis “Human Resource Development Department and Productivity - A study in Hindustan Photo Films Limited, Ootacamand, Tamil Nadu”, has framed the objectives such as a) to assess the extent of satisfaction among the employees with regard to human resource development department practices in Hindustan Photo Films, b) To determine the relation between human resource development department and productivity, c) To evaluate the status of employee participation in management and d) To suggest measures to increase the effectiveness of human resource practices in the organisation that may ultimately help in improving productivity. The said researcher has adopted the methodology namely a) Principal Component Analysis (PCA) and b) Discriminate Analysis (DA) in order to analyse the selected variables (as a component) of varieties of behaviour of workers and managerial class of personnel and social situations. Further she has framed the hypotheses namely a) existence of positive relationship between human resource development department practices and productivity, b) the significance of training (increasing skills and knowledge) resulting in increasing productivity and c) existence of positive correlation between performance appraisal and self-development of employees. The said hypotheses have been tested by the said researcher and all of them have been found to be true. Also the said researcher has analysed the role of human resource practices influencing productivity through motivation, reducing absenteeism, identification of strengths and weaknesses, career planning schemes and promoting participative management by way of counselling, family get-togethers, brain-storming and group discussions.
Baskara Sethupathy.R in his thesis “A Study of the role of Human Resource Development in the department of education, Government of India”, has analysed the objectives namely to find out the relationship between the stuff or caliber of the teaching staff and the results of the students in their academic performance and also to find out the level of job satisfaction of the teaching staff and faculties, effectiveness of motivational factors of the department of education and finally to assess the relationship between the training and development activities imparted by the department of education and the skills further developed and implemented through their teaching staff and faculties.

Gnanasekar.A in his thesis “Human Resource Practices - A case study of Chennai Port Trust”, has conducted research study on the human resource practices prevailing in Chennai Trust. He has analysed the objectives a) to assess the extent of individual development and feed back received from the beneficiaries there upon, b) to evaluate various motivational factors such as compensation, incentives, recognitions and favourable working conditions, c) to elicit data with regard to the performance rating of labour, d) to collect data on the details of opportunities provided for the labour for their self-development and e) to assess and measure the volume of dedication, involvement and communication prevailing in among the labour as well the management of Chennai Port Trust. The said researcher has derived the findings such as a) the significance of the participation of workmen and managerial personnel in the activities of the organisation has been found to be remarkable in deriving the results positively and the human resource practices such as
training and development activities have significantly increased the skills and knowledge of the workmen and managerial personnel to achieve the norms set by the Chennai Port Trust. Also he has found that the other measures such as promotion policy, transparent performance appraisal system have significantly influenced the upgradation of Chennai Port Trust.

Rema Menon.P in her thesis “Conflict management styles adopted by senior level managers in relation to organisational climate”, she has framed objectives such as a) to identify strategies that senior level managers mostly resorted to and least resorted to manage suggestions of organisational conflict, b) to study the preferred styles of conflict management among senior level managers namely - 1) approach style or 2) avoidance style, c) to identify the perceptions of senior level managers regarding organisational climate in their own organisations, d) to examine factors such as age, advanced educational training, type of organisation employed in (private or public enterprise) and the area of job duties (finance, marketing, as well as manufacturing, production, personnel, human resource development department) has a bearing on the Managers’ perception of organisational climate and e) to relate the strategies of conflict management adopted by senior level managers or executives to various dimensions of their organisational climate. She has analysed the Hypotheses framed by testing the same namely a) There exists no significant difference between two groups of senior level managers adopting approach styles and avoidance styles, b) approach styles does not differ between groups of senior level managers as favourable, moderately favourable and unfavourable, c) age group do not differ significantly
of their perceptions of the overall organisational climate and d) there exists no significant difference among senior level managers with regard to their perceptions of various dimensions of organisational climate. For testing the above hypotheses, Chi-Square Test has been administered by the said researcher of this study and the following are the findings have been arrived such as a) There is difference between two groups of senior level managers adopting approach styles and avoidance styles, b) There is a difference in approach styles, c) There is a difference in avoidance styles, d) There is a relation between approach style of conflict management adopted by senior level managers and reward dimension of organisational climate and e) The four groups of senior level managers belonging to production, marketing, finance and personnel areas of management do not differ in their perception of the overall organisation climate.

Charumathy.B in her thesis “A Comparative Study of Human Resource Department in selected Public and Private Sector Banks”, has analysed the objectives such as a) To study about the conceptual frame work of human resource department, human resource department strategies in commercial banks, private and public sector, b) To study the human resource department activities of selected banks in Tamil Nadu with special reference to the functioning of human resource department, changing facets of human resource department in banks, c) To study the role of training needs as a mechanism in human resource department, d) To study the human resource department instruments like role clarity, performance appraisal and potential development and e) To suggest measures for improvement of human resource development
department competences. The researcher has specially analysed human resource development department competencies such as knowledge about organisation, knowledge of human resource department instruments, knowledge of recent developments, human resource department professional skills and personnel attitudes and values.

Bhagyalakshmi in her thesis “Human Resources Management in the Apollo Hospital-Administration”, has conducted research study on the human resource management in Apollo Hospital with reference to human resource development department policy, importance of human resource management and human resource accounting and auditing. She has studied the objectives namely a) To study about the frame work of human resource management in Apollo Hospital, Chennai, b) To study about the human resource policy adopted by the management of Apollo Hospital, c) To evaluate the performance of human resource management in the administration of Apollo Hospital and d) To study about the various measures of human resource accounting and auditing done by the management through their human resource development department. She has analysed by classifying the following factors guiding the human resource practices prevailing in Apollo Hospital a) Human resource practices like Counselling, mode of recruitment, training and development, participative management namely Quality Circles, Group discussions and Suggestion schemes and b) Human resource policy framed by the management of the hospital which includes the requirements of employees, conditions of service of employees working hours, wages, designations or nomenclature, promotions
and transfers, disciplinary policies, grievances procedure, termination procedure, employees’ health programmes and benefits and importance of human touch through human resource management for the organisation, for the employees and for the society. The researcher also has analysed the aspect of human resource accounting and human resource auditing measures being adopted by the human resource development department of the hospital namely a) Systematic assessment of strengths and weaknesses and development of their skills by way of scanning the needs of the existing personnel of the organisation, b) Identification of human resource accounting objectives for developing skills of the existing employees as well to induct new employees in relevant disciplines by parching the candidates through campus interview or human resource development department - placement consultants and c) the various aspects like National Health Policy of India, organisational and infrastructural aspects of Apollo Hospital and Nursing and Caring systems in Apollo Hospital.

2.2.3B Other Dissertations relating to Finance Management, Marketing Management and Economics

Seetharaman,A (1987) in his work on 'Optimisation of Marketing, Production, Financing Systems for Handlooms’ focussed on marketing practices adopted by co-optex in relation to the environment. He discussed that a) Cotton handloom fabrics showed a high rate of consumption, b) Product strategies were absent, c) The cash flow of the co-optex was very high during festival seasons, d) Require optimisation of production, marketing and finance was required in co-optex.


Natarajan.K (1988) in his work on ‘A Study of Utilisation of Incentives by Small Scale Industrial Units in Madurai District’ highlighted the various types and means of utilisation of incentives
and packages as a matter of motivation for further improvement of Small scale industrial units in Madurai District.

Sekar.P (1997) in his work ‘Institutional Finance to Small Scale Industries in Tamilnadu’ made a detailed study of the various types of institutional finance to Small-scale industries in Tamilnadu. This study elaborates the financing of fixed capital requirements of Small scale sector by Tamilnadu Industrial Investment Corporation (TIIC), financing of working capital for SSI units by commercial banks, financing of refinance capital to SSI in Tamilnadu-IDBI and SIDBI and various problems encountered by the borrowers and bank managers.


From the above review of literature, it is found that studies pertaining to Small and Medium enterprises were undertaken with reference to production, marketing, entrepreneurship and institutional finance. There is a research gap that human resource development department, which is playing a vital role in the progress of Tiny, Small and Medium scale industries, has not been focussed. Hence, the present study on “Human Resource Development Programme in Tiny, Small and Medium Scale Industries in Madurai - An Assessment”, helps to assess the human resource development programme in a further vivid fashion to enable the above said dissertations more effective.
2.3 Area of Study

The study area of the present research work is Madurai. Madurai is mainly an agricultural district. Food crops occupy the largest cultivated area. Of the total area cultivated, 68.57 per cent of the area is devoted to the cultivation of paddy. Production of paddy accounts for 84.48 per cent of the total output of food crops with 4,18,841 million tonnes. Madurai holds the fifth place in Tamil Nadu in terms of output during 1988-89.

After 1989, there has been enormous growth in the industrial sector in Madurai, particularly in Tiny, Small and Medium industries.

Madurai district is one of the pioneers of the Tiny, Small and Medium industrial sector. Information gathered from Madurai District Tiny and Small Scale Industries Association (MADITSSIA) and Confederation of Indian Industry (CII), Madurai has enabled the researcher of this study to select industrial units in a convenient manner for the research purpose.

Further, the researcher, being a human resource development manager in a reputed industry in Madurai, he has been in an advantageous position with easy and immediate access to the information required in order to make an indepth study. Therefore, Madurai area has been purposely selected. Moreover, the human resource development aspects of Tiny, Small and Medium industries have not been investigated so far by any individual researcher or a research project carried out by a research institute or university. These different factors make a case for the investigation of the human resource development aspects of Tiny, Small and Medium industries in Madurai.
2.4 Objectives of the study

1. To evaluate the philosophy of the management of the Tiny, Small and Medium industries covered by the study.
2. To evaluate the human resource policy of the Tiny, Small and Medium industries covered by the study.
3. To analyse the human resource activities of the Tiny, Small and Medium industries with respect to motivation, interpersonal relationships, self-development, training and performance appraisals.
4. To make suitable suggestions for improving the present status with respect to the human resource activities as conducted by such Tiny, Small and Medium industrial units in Madurai.

2.5 Research Methodology used

The research methodology adopted for the present study is elaborated below:

2.5.1 Research Design

The research design adopted for the purpose of study is both descriptive and explanatory in nature. To a certain extent observation method was also applied in compiling necessary data for the study.

2.5.2 Data Sources

Both primary and secondary sources of data were utilised for the purpose of the study. Primary data was collected by means of administering questionnaire over employees of Tiny, Small and Medium scale industrial units situated in Madurai. Secondary data has been collected from manuals, records, journals, magazines, websites and survey reports.
2.5.3 Sampling Plan

Data was collected from a sample of 500 employees working at four levels and in the concerned departments of the Tiny, Small and Medium scale industrial units covered by the study.

Break up details
a. Tiny units - 125 respondents drawn from 15 units
b. Small scale units - 125 respondents drawn from 15 units
c. Medium scale units- 250 respondents drawn from 10 units.

Total - 500 respondents.

2.5.4 Sampling Methods

The sampling methods adopted for the purpose of the study was non-probability sampling. The researcher selected executives and employees according to his convenience in obtaining data for the purpose of the study. The respondents were met at their respective offices with prior appointments.

2.6 Tools of Research

2.6.1 Questionnaire

The main tool employed by the researcher in compiling data was a structured questionnaire. The same was constructed after analyzing the present scenario. The questionnaire used has been framed in such a way so as to elicit information about the following

a. Present working atmosphere provided by the various industrial units
b. Philosophy of the management
c. Belief of the management with respect to human resource activities
d. Steps taken by management to ensure that employees enjoy work

e. Opportunities for self development

f. Present system of training imparted by the various industrial units covered by the study

g. Types of training programmes conducted

h. Effectiveness of the training programmes

i. Extent of usefulness of training programmes

j. Amount set aside for training activities.

k. Commonly employed methods of training for increasing skills and knowledge of the employees.

l. Encouragement of team spirit and team work,

m. Organising quality circles, counselling and conducting performance appraisals,

n. Awards and recognition,

o. Viewing of mistakes.

p. Measures to solve grievances, eradicate dead habits, keep high morale among the employees by way of introducing health and safety programmes, involving family members of the employee, reducing stress and strain,

q. Factors contributing to human resource development practices such as work atmosphere, remuneration, management philosophy, promotion, attitude towards employees and training and development activities.

2.6.2 Pre-Testing of Questionnaire

On the basis of a pilot study the questionnaire was pre-tested over 10 respondents to bring out difficulties faced in answering the same. In the light of clarifications sought and
difficulties faced by the respondents necessary corrections were carried out in the questionnaire.

2.6.3 Data Collection Method

To collect the necessary data, survey method was employed over a period of eighteen months. With the help of a well-structured questionnaire, the respondents were contacted.

2.6.3.1 Selection of Industries and Respondents

At the outset, in view of collection of data, with regard to selection of industries viz. Tiny, Small and Medium Industries

a) Madurai District Tiny and Small Scale Industries Association (MADITSSIA) has been contacted in order to select Tiny and Small Industries. In Madurai, out of 55 Small scale industries and out of 18 Tiny industries, 15 from each of the two sectors have been selected for the study from out of the Directory of MADITSSIA, after careful scrutiny and examination of the human resource development aspects prevailing in these industries, the researcher has found the feasibility of data collection as well the validity of the representative character.

b) With regard to selection of Medium industries, the researcher has contacted Confederation of Indian Industry, Madurai Zonal Office, out of 24 Medium industrial units in Madurai after adjudging the feasibility of the study, he has selected 10 units for the study.

While preparing the action plan for collection of data in the above mentioned industries, the researcher has taken stock of the situation prevailing with regard to practicing or adopting human resource tools and practices. Also, on the subject of selection of respondents, the researcher has taken careful note on
the nature and scope of the respective industrial units and the category to which the respondents belong to.

Therefore, 125 respondents from Tiny, 125 respondents from Small scale industrial units and 250 respondents from Medium industries have been chosen for administering the questionnaire. The lists of total employee population have been obtained from the respective human resource or personnel departments or through the core persons for scrutiny.

The break up of the respondents chosen for the study is as follows

- Tiny units - 125 respondents
- Small scale units - 125 respondents
- Medium scale units - 250 respondents

Initially only percentages have been calculated and later on various statistical tools have been applied to validate the results of the study. Later statistical tests have been applied to validate the results of the study. The responses received from the 500 respondents have been tabulated in the following pages.

2.6.4 Statistical Testing

Statistical tools such as Pie diagrams and Bar charts have been employed in making the results of the study more pictorial and intelligible. The following statistical tests were also applied in order to validate the results of the study.

a. Chi Square Test

Chi Square test is an important test among the several tests of significance developed by statisticians. Chi Square, symbolically written as, is a statistical measure used in the context of sampling analysis for comparing a variance to a theoretical value. It is used to show dependency or whether the two
classifications are independent. It helps in testing the significance of association between two attributes. The Chi-Square Test procedure tabulates a variable into categories and computes a chi-square statistic. This goodness-of-fit test compares the observed and expected frequencies in each category to test either that all categories contain the same proportion of values or that each category contains a user-specified proportion of values.

Examples: The chi-square test could be used to determine if a bag of jellybeans contains equal proportions of blue, brown, green, orange, red, and yellow candies. You could also test to see if a bag of jelly beans contains 5% blue, 30% brown, 10% green, 20% orange, 15% red, 5% pink and 15% yellow candies.

On account of simplicity, the researcher has made use of this test.

b. Kendall’s Coefficient of Concordance

Kendall’s Coefficient of Concordance represented by the symbol $\omega$, is an important non-parametric measure of relationship. It is used for determining the degree of association among several (k) sets of ranking of N objects or individuals.

$$\omega = \frac{S}{\frac{1}{12}K^2 (N^3 - N)}$$
2.7 Profile of Tiny industries selected for the study

2.7A Manufacturing Industries - 10 Tiny Industries selected for study

1) M/s. Muthu Silicate Industries, 7 A Venkala Kadai St., 1st Lane, Madurai - 625 001.
   This industry has been started in June 1979, processing silicate. The annual turn over of this industry is to the tune of Rs.20 lakhs per annum. There are 9 workmen, 2 supervisor-cum-manager and 2 clerical staff. The human resource practices are followed in a conventional manner.

2) M/s. Jayaram Bakery, 6 & 7, Nethaji Road, Madurai - 625 001.
   This industry has been started in April 1976 making bakery items such as cakes, breads, chocolates and other wheat items and savouries. The annual turn over of this industry is to the tune of Rs.16 lakhs per annum. There are 8 workmen, 2 supervisor-cum-manager and 2 clerical staff. The human resource practices are followed in an unstructured manner.

3) M/s. Ark Biscuits Corpn.,49B,Town Hall Road,Madurai-625 001.
   This industry has been started in 1981 making bakery items such as cakes, breads, chocolates and other wheat items and savouries. The annual turn over of this industry is to the tune of Rs.14 lakhs per annum. There are 7 workmen, 2 supervisor-cum-manager and 2 clerical staff. The human resource practices are followed in a conventional manner.

4) M/s. Universal Bio-chemicals, 6 Sathya Sai Nagar, Madurai - 625 003.
   This industry has been started in 1978 producing bio-chemicals such as the by-products of pharmaceutical and health
products and medicines. The annual turn over of this industry is to the tune of Rs.20 lakhs per annum. There are 9 workmen, 2 chemists, 1 supervisor-cum-manager and 3 clerical staff. The human resource practices are followed in a structured but conventional manner.

5) M/s. Sri Jeyarekha Industries, 59, T.V.Lane, West Masi St., Madurai-625 001.

   This industry has been started in 1980 manufacturing bolts, screws and nuts (precision components). The annual turn over of this industry is to the tune of Rs.18 lakhs per annum. There are 9 workmen, 2 supervisors, 1 manager and 3 clerical staff. The human resource practices are followed in a structured manner. The proprietor of the organisation is basically an human resource professional and hence human resource policies and procedures are followed in a structured manner.


   This industry has been started in 1981 manufacturing cutting tools. The annual turn over of this industry is to the tune of Rs.20 lakhs per annum. There are 8 workmen, 1 supervisor, 1 manager and 1 clerical staff. The human resource practices are followed in a structured manner as the proprietor of the organisation is basically an engineer by profession.

7) M/s. David Metal Containers, 148 Ramaiah St., Jaihindpuram, Madurai- 625 011.

   This industry has been started in 1982 manufacturing metal containers and metal boxes to preserve and contain
edible items. The annual turn over of this industry is to the tune of Rs.20 lakhs per annum. There are 9 workmen, 2 supervisors, 1 manager and 1 clerical staff. The human resource practices are followed in a conventional manner.

8) M/s. Meenal Packagings, B44/2 Sideo Industrial Estate, Kakalur, Madurai- 625 008.

This industry has been started in 1984 manufacturing package materials such as corrugated boxes. The annual turn over of this industry is to the tune of Rs.15 lakhs per annum. There are 6 workmen, 1 supervisor-cum-manager and 1 clerical staff. The human resource practices are followed in a conventional manner.

9) M/s. Pyonier Polycrafts, D81, Krishna Road, TVS Nagar, Madurai- 625 003.

This industry has been started in 1989 manufacturing plastic mugs, buckets and containers. The annual turn over of this industry is to the tune of Rs. 15 lakhs per annum. There are 5 workmen, 1 supervisor-cum-manager and 1 clerical staff. The human resource practices are followed in a conventional manner.

10) M/s. Sayee Industries, 12, TPK Road, Palanganatham, Madurai- 625 003.

This industry has been started in 1990 manufacturing auto components such as metal rivets. The annual turn over of this industry is to the tune of Rs. 17 lakhs per annum. There are 5 workmen, 1 supervisor-cum-manager and 1 clerical staff. The
human resource practices are followed in a conventional manner.

2.7B Tiny Industries involved in Trading activities - 3

Industries selected for study

1) M/s. Polyvinyl Corporation, 38 Bharathy St., K.K.Nagar, Madurai- 625 020.

   This trading industry has been started in 1989 involved in trading business such as doing agency functions for the polycrafts and polythene products. The annual turn over of this industry is to the tune of Rs.20 lakhs per annum. There are 8 workmen, 2 supervisors, 1 manager and 1 clerical staff. The human resource practices are followed in a conventional manner.

2) M/s. Nagarathinam & Sons, 144/1A Bye-pass Road, Madurai-625 018.

   This trading industry has been started in 1989 involving agency functions for the packaging materials. The annual turn over of this industry is to the tune of Rs.18 lakhs per annum. There are 5 workmen, 1 supervisor-cum-manager and 1 clerical staff. The human resource practices are followed in a conventional manner.

3) M/s. Madura Packers, 3, II floor, Pandeesamy complex, 374, Sarveswarer Koil St., Anna Nagar, Madurai- 625 020.

   This trading industry has been started in 1987 involving trading functions for the packaging materials. The annual turn over of this industry is to the tune of Rs.20 lakhs per annum. There are 5 workmen, 1 supervisor-cum-manager and 1 clerical
2. YC Tiny Industries involved in service activities - 

Industries selected for study 

1) M/s. Maniram & Co., 12, Panthady, 7th St., Madurai- 625 001. 

This service industry has been started in 1982 involved in servicing functions such as providing security services for the industries and housing apartments and also supplying labour on contract basis for housekeeping and cleaning activities. The annual turn over of this firm is to the tune of Rs.15 lakhs per annum. There are 5 ex-servicemen, 2 supervisors, 1 manager and 1 clerical staff. The human resource practices are followed in a conventional manner.

2) M/s. Vasan Tiffen Home, Palace Road, Madurai- 625 001. 

This service industry has been started in 1983 involved in servicing functions such as providing foodstuffs for the customers at the canteen as well supplying foodstuffs at the doors of customers. The annual turn over of this firm is to the tune of Rs.12 lakhs per annum. There are 5 cooks, 2 suppliers, 1 supervisor-cum-manager and 1 clerical staff. The human resource practices are followed in a conventional manner.

2.8 Profile of the Small Scale industries selected for the study 

2.8A Manufacturing industries - 11 Small scale industries 

selected for study 

1) M/s. S.K.S.Industries, P.B.No. 114, 2/119 Workshop Road, Madurai - 625 001. 

This industry has been started in 1976, manufacturing auto parts such as brake wires and clips. The annual turn over
of this industry is to the tune of Rs.60 lakhs per annum. There are 25 workmen, 4 supervisors, 1 manager and 2 clerical staff. The human resource practices are followed in a structured manner as the proprietor of this firm happens to be the president of Madurai Tiny and Small Industries Association (MADITSSIA), Madurai.


This industry has been started in 1977, manufacturing spindles for textile units. The annual turnover of this industry is to the tune of Rs.45 lakhs per annum. There are 22 workmen, 2 supervisors, 1 manager and 2 clerical staff. The human resource practices are followed partially in a structured manner.


This industry has been started in 1978, manufacturing machine tools and cutting tools. The annual turnover of this industry is to the tune of Rs.65 lakhs per annum. There are 38 workmen, 4 supervisors, 1 manager and 3 clerical staff. The human resource practices are followed partially in a structured manner.


This industry has been started in 1979, manufacturing gaskets and metal washers. The annual turnover of this industry is to the tune of Rs.60 lakhs per annum. There are 35 workmen, 3 supervisors, 1 manager and 2 clerical staff. The
human resource practices are followed partially in a structured manner.

5) M/s. Varuni Chemicals P.Ltd., 6/1 Manjanakara St., Madurai - 625 001.

This industry has been started in 1980, manufacturing chemical products such as thinner for paints, adhesives such as gum products. The annual turnover of this industry is to the tune of Rs.50 lakhs per annum. There are 25 workmen, 2 supervisors, 1 manager and 1 clerical staff. The human resource practices are followed partially in a structured manner.

6) M/s. Bharath Rubber Factory, Esivas Enclave, 1st Floor, 172/3 Bye-pass Road, Fatima Nagar, Betheniayapuram, Madurai - 625 016.

This industry has been started in 1981, manufacturing rubber hoses and other rubber products such as O rings and washers. The annual turnover of this industry is to the tune of Rs.70 lakhs per annum. There are 30 workmen, 4 supervisors, 1 manager and 2 clerical staff. The human resource practices are followed partially in a structured manner.

7) M/s. Nathan Soap, Shed No.72, Sideo Indl.Estate, Kappalur, Madurai - 625 008

This industry has been started in 1982, manufacturing detergent soap and soap Oil. The annual turnover of this industry is to the tune of Rs.60 lakhs per annum. There are 32 workmen, 2 supervisors, 1 manager and 1 clerical staff. The human resource practices are followed partially in a structured manner.
8) M/s. Sree Vinayaga Screens, (Offset printers) 40A, Parthasarathy St., SS Colony, Madurai - 625 010.

This industry has been started in 1983, doing printing business (offset printing). The annual turn over of this industry is to the tune of Rs.60 lakhs per annum. There are 25 workmen, 2 supervisors cum proofreaders, 1 manager and 3 clerical staff. The human resource practices are followed in a conventional manner.

9) M/s. Ruby Food Products, A.S-2, Industrial Estate, Madurai - 625 007.

This industry has been started in 1980, producing food products such as side-dish items and masala powder. The annual turn over of this industry is to the tune of Rs.40 lakhs per annum. There are 20 workmen, 2 supervisors and 1 manager. The human resource practices are followed in a conventional manner.

10) M/s. S.N.P. Dairy Milk, 134 Palam Station Road, Madurai - 625 007.

This industry has been started in 1982, producing Daily Milk. The annual turn over of this industry is to the tune of Rs.45 lakhs per annum. There are 20 workmen, 1 supervisor and 1 manager. The human resource practices are followed in a conventional manner.


This industry has been started in 1986, producing hosiery items like banians and Inner garments. The annual turn over of this industry is to the tune of Rs.50 lakhs per annum.
There are 30 workmen, 2 supervisors and 1 manager. The human resource practices are followed in a conventional manner.

2. **SB** Small scale industries involved in trading activities - 2

   industries selected for study

   1) M/s. Eagle Enterprises, 300, West Masi St., Madurai- 625 001.

      This trading industry has been started in 1990 involved in trading business such as dealership functions for the eagle brand food stuffs, vacuum flasks and containers. The annual turn over of this industry is to the tune of Rs.32 lakhs per annum. There are 9 sales and stores staff, 2 supervisor, 1 manager and 1 clerical staff. The human resource practices are followed in a conventional manner.


      This trading industry has been started in 1987 involving agency and trading functions for the electrical goods such as dynamos, mini-transformers, batteries and wiring items. The annual turn over of this industry is to the tune of Rs.35 lakhs per annum. There are 11 warehouse cum sales staff, 1 supervisor-cum-manager and 1 clerical staff. The human resource practices are followed in a conventional manner.

2. **SC** Small scale industries involved in service activities - 2

   **industries selected for study**

   1) M/s. Pandyan Hotels, Race Course, Madurai- 625 002.

      This servicing industry has been started in 1983 involved in boarding (catering) and lodging services. The annual
turn over of this hotel is to the tune of Rs.70 lakhs per annum. There are 45 catering service personnel, 11 supervisors and front office staff, 3 managers and 4 clerical staff. The human resource practices are followed in a structured manner since this hotel industry has obtained ISO certification in both Quality Management System and Environment Management System.

2) M/s. Trade Express, 73, Town Hall Road, Madurai- 626 001.

This servicing industry has been started in 1990 involved in Courier service, Placement services, Communication and Multimedia services. The annual turn over of this firm is to the tune of Rs.40 lakhs per annum. There are 21 communication and media service personnel, 7 supervisory staff, 1 manager and 3 clerical staff. The human resource practices are followed partially in a structured manner and this firm is trying to obtain ISO certification in Quality Management System.

2.9 Profile of the Medium scale industries selected for the study
2.9A Manufacturing industries - 7 Medium scale industries selected for study

1) M/s. Hi-Tech Arai Ltd, 2, Rathnaswamy Nadar Road, North Chokkikulam, Madurai- 626 014.

This industry (engineering) has been started in 1978 manufacturing precision components used for automobile sector such as couplings, bolts and metal washers. The annual turn over of this industry is to the tune of Rs.24 Crores per annum. There are 110 workmen, 27 managerial and supervisory staff, 3 senior level managers and 18 clerical staff. The Human Resource practices are followed in a well-structured manner since this
industry has obtained ISO certification in both Quality Management System and Environment Management System. Also this industry has won awards at National level and State level in Quality Circle Mechanisms and updated Quality Management Systems.

2) M/s. Sundaram Industries Ltd, Usilampatti Road, Kochadai, Madurai- 625 016.

This industry has been started in 1959 manufacturing rubber products used for automobile sector such as rubberised couplings, rubberised metal O-rings and gaskets. The annual turnover of this industry is to the tune of Rs.35 Crores per annum. There are 255 workmen, 57 managerial and supervisory staff, 11 senior level managers and 28 clerical staff. The human resource practices are followed in a well-structured manner since this industry has obtained ISO certification in both Quality Management System and Environment Management System. Also this industry has won awards at National level and State level in Safety Management and updated Quality Management Systems. The human resource practices are followed in full swing handled by human resource managers involving in a dedicated fashion concentrating in Training and Development Activities, Brain-Storming sessions and Group discussions. The Total Quality Management techniques are adapted and implemented at all levels subject to periodical audit and certification.
3) M/s. TVS Sewing Needles Ltd, Lakshmi Building, Kochadai,
Madurai- 625 016.

This industry has been started in 1958 manufacturing sewing needles used for tailoring machines. They are having both domestic as well international customers. The annual turn over of this industry is to the tune of Rs.20 Crores per annum. There are 125 workmen, 17 managerial and supervisory staff, 4 senior level managers and 12 clerical staff. The human resource practices are followed in a well-structured manner since this industry has obtained ISO certification in both Quality Management System and Environment Management System. The human resource practices are followed in full swing handled by human resource managers involving in a dedicated fashion concentrating in training and development activities, brainstorming sessions and group discussions.

4) M/s. Thiagarajar Mills Ltd, Kappalur, Madurai- 625 008.

This industry is a textile industry which has been started in 1959 engaged in process and production of textile items such as yarn and fabrics of cotton as well terry cotton clothes (shirting and suiting). They are having both domestic as well international customers. The annual turn over of this industry is to the tune of Rs.50 Crores per annum. There are 525 workmen, 37 managerial and supervisory staff, 14 senior level managers and 32 clerical staff. The human resource practices are followed in a well-structured manner since this industry has obtained ISO certification in both Quality Management System and Environment Management System.
The human resource practices are followed in full swing handled by human resource managers involving in a dedicated fashion concentrating in training and development activities, brainstorming sessions, group discussions etc.

5) M/s. Fenner India Ltd, Kochadai, Madurai- 625 016.

This industry is involved in manufacturing conveyor belts used in steel, cotton, cement, paper and sugar industries. This industry has been started in 1950. They are having both domestic as well international customers. The annual turn over of this industry is to the tune of Rs.65 Crores per annum. There are 550 workmen, 40 managerial and supervisory staff, 15 senior level managers and 42 clerical staff. The human resource practices are followed in a well-structured manner since this industry has obtained ISO certification in both Quality Management System and Environment Management System. The human resource practices are followed in full swing handled by human resource managers involving in a dedicated fashion concentrating in training and development activities, brainstorming sessions and group discussions.

6) M/s. TVS SriChakra Ltd, Narimedu, Madurai- 625 052.

This industry is involved in manufacturing tyres used for two/three/four wheelers. This industry has been started in 1978. They are having both domestic as well international customers. The annual turn over of this industry is to the tune of Rs.75 Crores per annum. There are 720 workmen, 60 managerial and supervisory staff, 15 senior level managers and 22 clerical staff. The human resource practices are followed in a
well-structured manner since this industry has obtained ISO certification in both Quality Management System and Environment Management System. The human resource practices are followed in full swing handled by human resource managers involving in a dedicated fashion concentrating in training and development activities, brain-storming sessions and group discussions.


This industry is involved in manufacturing aluminum metal powder used for automobile and chemical industries. This industry has been started in 1981. The annual turn over of this industry is to the tune of Rs.35 Crores per annum. There are 155 workmen, 20 managerial and supervisory staff, 6 senior level managers and 17 clerical staff. The top management and proprietor of this industry has dedicated in running engineering institution called MEPCO engineering college in Virudhunagar district. The human resource practices are followed in a well-structured manner since this industry has obtained ISO certification in both Quality Management System and Environment Management System. The Human Resource practices are followed in full swing handled by Human Resource Managers involving in a dedicated fashion concentrating in Training and Development Activities, Brain-Storming sessions and Group discussions.
2.9B Medium scale industries involved in trading activities - 2 industries selected for study

1) M/s. Shenbagam Industries, 58A, T.P.K. Road, Madurai - 625 004.

This firm is involved in trading activities namely having taken dealership for four wheelers belonging to TELCO-Tata Indica, Sumo, Sierra, Scorpio etc. This firm has been started in 1979. The annual turnover of this industry is to the tune of Rs.20 Crores per annum. There are 25 marketing personnel, 12 managerial and supervisory staff, 3 senior level managers and 6 clerical staff. The human resource practices are followed partially in a structured manner.

2) M/s. Susee Auto Ltd, Bypass Road, Madurai- 625 010.

This trading firm is involved in agency and dealership for two wheelers produced by Bajaj Automobiles Group namely Bajaj Scooters, Mopeds and Motor Cycles. This firm has been started in 1978. The annual turnover of this firm is to the tune of Rs.18 Crores per annum. There are 75 workmen, 20 marketing field staff, 11 supervisory staff, 6 managers and 12 clerical staff. The human resource practices are at initial stage. They are taking efforts to obtain ISO certification in Quality Management System.

2.9C Medium scale industries involved in service activities - 1 industry selected for study

1) M/s. Aravind Eye Hospital, No. 1, Annanagar, Madurai- 625 020.

Hospitals and Hotels are included under the service industries as per statute. Hence M/s. Aravind Eye Hospital has been selected for this study. This service industry is involved in
rendering medical services namely eye test, eye surgery. This service industry has been started in 1980. The annual turn over of this service industry is to the tune of Rs.16 Crores per annum. There are 35 consultants and physicians specialised in ophthalmology, 120 para-medical and menial staff, 5 senior level managers and 15 front office and clerical staff. The human resource practices are followed in a well-structured manner since this industry has obtained ISO certification in both Quality Management System and Environment Management System. The human resource practices are followed in full swing handled by human resource managers involving in a dedicated fashion concentrating in training and development activities, brainstorming sessions and group discussions.

2.10. Hypotheses

1. There exists no difference in the human resource tools adopted by the Tiny, Small and Medium scale industrial units covered by the study.

2. There exists no association between the attitude towards the human resource development tools and practices and the levels of management using these tools.

3. There exists no association between the attitude towards human resource development tools and practices and age, gender, experience and income of the personnel.

4. There exists no concordance in the ranking of the important factors influencing human resource development tools and practices such as work-atmosphere, remuneration, management philosophy, performance appraisal system, promotions, training and development, attitude towards employees, stress and strain
and grievance handling procedures prevailing in Tiny, Small and Medium industries.

2.10.1 Testing of Hypotheses

The above mentioned hypotheses have been tested using the following statistical tools:

a. Chi-square Test
b. Kendall's Co-efficient of concordance

2.11 Scope and Limitations of the Study

2.11.1 Scope of the Study

The study is to elucidate the status quo position of Tiny, Small and Medium Industries in relevance to the human resource development tools and practices prevailing for the upkeep of human relations functions. The scope of human resource management is indeed vast. All major activities in the work life of a worker from the time of his or her entry into an organisation until he or she leaves - come under the purview of human resource management. The activities of human resource include human resource planning, job analysis and design, training and development, performance appraisal, motivation, self-development, team development, rewards and recognition.

This study has come out with the recommendations for enhancing the human resource functions in the Tiny, Small and Medium industries of Madurai for their organisational upkeep. This study shall be an eye-opener for the Tiny, Small and Medium industrialists and entrepreneurs on the aspects of various human resource development tools practices and tools to eradicate the evils of old conventional school of thoughts. Also, the study
analysis the competitive strategies on human resource functions to facilitate the managers and human resource practitioners who are manning the human resources on their way to achieve their business and production targets without any stress and strain.

2.11.2. Limitations of the Study

1. The study was limited only to Madurai.
2. Only a few statistical tests could be applied to validate the results of the study.
3. Some of the managements and employees have shown reluctance in sharing the information.