CHAPTER V

LEVEL OF PERCEPTION ON HUMAN RESOURCE MANAGEMENT IN
DIFFERENT FORMS OF ORGANISATION

5.1 INTRODUCTION

The level of perception of the employees of on the human resource management is presented in the previous chapter. This reveals that the forms of organization of IT Sectors in Chennai were significantly difference among the groups. This chapter depicts the organization wise analysis with regard to the determinants of the perception.

5.2 SCORING SCHEME

Perception is an intangible and subjective concept. Therefore it cannot be measured directly. It can be measured only indirectly through opinions on responses to the various statements on human resource management. In the present study perception is measured with the help of thirteen determinants interview schedule (Appendix I) specifically designed. In each determinant seven statements were given. Those who Strongly Agree (SA) with the statement are allotted 5 marks, those who Agree (A) with the statement are allotted 4 marks, those who are Undecided (UD) about the given statement are allotted 3 marks, and those who Disagree (DA) with the statement are allotted 2 marks and those who Strongly Disagree (SDA) with the statement are allotted 1 mark.
After computing the score, the organization-wise analysis is made to study the level of perception towards human resource management in IT Sectors in Chennai. The IT Sectors on the form of organizations are classified into three namely non corporate sectors, private limited and public limited. The twelve aspects of human resource management are individually examined to make a comparative study of perception in various forms of organizations. The level of perception on human resource management in different forms is classified as good, moderate and not good. If the total score is equivalent or more than mean score (+) standard deviation, the level of morale is good. If the total score is less than mean score (-) standard deviation, the level of morale is not good. If the total score is in between the good and the not good, the level is to be moderate.

5.3 ANALYSIS OF VARIANCE

Analysis of variance is performed to estimate and compare the mean score on determinants among employees of different forms of organization of IT Sectors and the results are presented in the following tables.

5.4 RECRUITMENT POLICY AND FORM OF ORGANISATION

Recruitment is the generating of applications for specific positions to be filled up in the organisation. In other words, it is a process of searching for and obtaining applicants for jobs so that the right people in right number can be selected. Recruitment process generally starts when the human resources department receives
requisitions for recruitment from any department of the company. The human resource requisitions contain details about the position to be filled, number of persons to be recruited, the duties to be performed, qualifications required from the candidates, terms and conditions of employment and the time by which the person should be available for appointment etc. Previous experience, performance in written test, performance in personal interview, and recommendation are the various factors considered for selecting candidates.

The recruitment policy of IT sectors is assessed by seven items adapted from several studies. The items are: organization has a well defined recruitment policy, organization attracts service oriented employees towards organization, organization selects individuals on the basis of service attitude and competence, organization believes that human resources are extremely important resources, recruiting decision is determined by applicant’s ability to do technical things related to the job, recruiting decision is determined by applicant’s match with the company’s value and custom and recruiting process positively contributes to overall company’s effectiveness. Each of these items requires employees to state their perceptions of the aspects of overall recruitment policies of IT sectors.

Null Hypothesis

There is no significant difference in the mean opinion score on the recruitment policy among different groups of respondents.
TABLE 5.1
RECRUITMENT POLICY AND FORM OF ORGANISATION

ANNOVA TABLE

<table>
<thead>
<tr>
<th>Source</th>
<th>DF</th>
<th>SS</th>
<th>MS</th>
<th>F</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between Groups</td>
<td>2</td>
<td>469.56</td>
<td>234.78</td>
<td>13.88*</td>
</tr>
<tr>
<td>Within Groups</td>
<td>537</td>
<td>9084.10</td>
<td>16.91</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>539</td>
<td>9553.66</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Significant at 5 per cent level

It is observed from the table that the average mean of each group is statistically significant as the calculated value (13.88) is more than the table value (3.03). Since the F is significant the null hypothesis of no difference in mean score among group of respondents is rejected and there is a significant difference in the mean score among groups of respondents. The mean score among groups of respondents is furnished in Table 5.2.

TABLE 5.2
MEAN SCORE ON RECRUITMENT POLICY AND FORM OF ORGANISATION

<table>
<thead>
<tr>
<th>S.No</th>
<th>Form of Organisation</th>
<th>No. of Respondents</th>
<th>Mean Score</th>
<th>Level of Perception</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Non-Corporate</td>
<td>180</td>
<td>21.99</td>
<td>Not Good</td>
</tr>
<tr>
<td>2</td>
<td>Private Limited</td>
<td>180</td>
<td>27.54</td>
<td>Moderate</td>
</tr>
<tr>
<td>3</td>
<td>Public Limited</td>
<td>180</td>
<td>30.98</td>
<td>Good</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>540</td>
<td>26.84</td>
<td></td>
</tr>
</tbody>
</table>

Source : Primary data
It is inferred from the table that the mean opinion score on recruitment policy for public limited companies’ employees is higher than all the other groups of employees. While applying the perception score the level of perception in non-corporate sectors is not good and it is perceived as moderate in private limited companies. It is safely concluded that the human resource management of recruitment policy in public limited companies of IT sectors is good compared with non-corporate and private limited companies of IT sectors in Chennai.

### 5.5 Training and Development and Form of Organization

Successful candidates placed on the jobs need training by which the attitudes, skills and abilities to perform their duties effectively are shaped. Employees must he trained to acquire the special skill. It is the process of increasing knowledge and skills for doing a particular job. It is an organised procedure by which people learn knowledge and skills for definite purpose.

The training and development of IT sectors is assessed by seven items adapted from several studies. The items are: training given to the employees helps in understanding and carrying out the goals of the organization, training given is useful in eliminating fear in attempting new work, Employees receive personal skill training that enhances their abilities to deliver high quality job performances, employees spend much time and effort in simulated training activities that help them demonstrate higher levels of performances, during training sessions employees work through exercises to identify and
improve their attitudes toward customers, through training, the organization communicates regularly about the importance of providing excellent services and training builds the teamwork in the company. Each of these items requires employees to state their perceptions of the aspects of overall training and development of IT sectors.

**Null Hypothesis**

There is no significant difference in the mean opinion score on training and development among different groups of respondents.

**TABLE 5.3**

**TRAINING AND DEVELOPMENT AND FORM OF ORGANISATION**

**ANOVA TABLE**

<table>
<thead>
<tr>
<th>Source</th>
<th>DF</th>
<th>SS</th>
<th>MS</th>
<th>F</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between Groups</td>
<td>2</td>
<td>451.92</td>
<td>225.96</td>
<td>13.52*</td>
</tr>
<tr>
<td>Within Groups</td>
<td>537</td>
<td>8976.34</td>
<td>16.71</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>539</td>
<td>9428.26</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Significant at 5 per cent level.

It is revealed from the table that the average mean of each group is statistically significant as the calculated value (13.52) is more than the table value (3.03). Since the F is significant the null hypothesis of no difference in mean score among groups of respondents is rejected and there is a significant difference in the mean score among groups of respondents. The mean score among groups of respondents is furnished in Table 5.4.
TABLE 5.4
MEAN SCORE ON TRAINING AND DEVELOPMENT AND FORM OF ORGANISATION

<table>
<thead>
<tr>
<th>S.No</th>
<th>Form of Organisation</th>
<th>No. of Respondents</th>
<th>Mean Score</th>
<th>Level of Perception</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Non- Corporate</td>
<td>180</td>
<td>22.39</td>
<td>Moderate</td>
</tr>
<tr>
<td>2</td>
<td>Private Limited</td>
<td>180</td>
<td>24.64</td>
<td>Moderate</td>
</tr>
<tr>
<td>3</td>
<td>Public Limited</td>
<td>180</td>
<td>31.44</td>
<td>Good</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>540</strong></td>
<td><strong>26.16</strong></td>
<td></td>
</tr>
</tbody>
</table>

Source: Primary data

Table 5.4 shows that the mean opinion score on training and development for public limited employees is higher than all other groups of employees. While applying the perception score the level of perception on human resource management in non-corporate sectors and private limited companies is moderate. It is safely concluded that the human resource management of training and development in public limited companies of IT sectors is good compared with non-corporate and private limited companies of IT sectors in Chennai.

5.6 PERFORMANCE APPRAISAL AND FORM OF ORGANISATION

Performance appraisal may be understood as the assessment of an individual’s performance in a systematic way, the performance being measured against such factors as job knowledge, quantity and quality of output, initiative, leadership abilities, supervision, dependability, co-operation, judgement, and health, and is made at regular interval. The appraisal system is to be free from bias.
The performance appraisal of IT sectors is assessed by seven items adapted from several studies. The items are: performance appraisal system in your organization provides opportunities to improve your performance, employees know the various attributes on which, you are being appraised, the performance appraisal process is linked to compensation plan, the performance appraisal process is a standardized and documented, promotions and pay increases are based on achieving documented performance objectives, performance appraisal is made in your organization at regular interval and performance appraisal system is free from bias and is satisfactory. Each of these items requires employees to state their perceptions of the aspects of overall performance appraisal of IT sectors.

**Null Hypothesis**

There is no significant difference in the mean opinion score on performance appraisal among different groups of respondents.

**TABLE 5.5**

**PERFORMANCE APPRAISAL AND FORM OF ORGANISATION**

**ANNOVA TABLE**

<table>
<thead>
<tr>
<th>Source</th>
<th>DF</th>
<th>SS</th>
<th>MS</th>
<th>F</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between Groups</td>
<td>2</td>
<td>540.26</td>
<td>270.13</td>
<td>17.17*</td>
</tr>
<tr>
<td>Within Groups</td>
<td>537</td>
<td>8446.21</td>
<td>15.73</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>539</td>
<td><strong>8986.47</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Significant at 5 per cent level.*
It is observed from the table that the average mean of each group is statistically significant as the calculated value (17.17) is more than the table value (3.03). Since the F is significant the null hypothesis of no difference in mean score among groups of respondents is rejected and there is a significant difference in the mean score among groups of respondents. The mean score among groups of respondents is furnished in Table 5.6.

**TABLE 5.6**

**MEAN SCORE ON PERFORMANCE APPRAISAL AND FORM OF ORGANISATION**

<table>
<thead>
<tr>
<th>S.No</th>
<th>Form of Organisation</th>
<th>No. of Respondents</th>
<th>Mean Score</th>
<th>Level of Perception</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Non- Corporate</td>
<td>180</td>
<td>21.55</td>
<td>Not Good</td>
</tr>
<tr>
<td>2</td>
<td>Private Limited</td>
<td>180</td>
<td>23.27</td>
<td>Moderate</td>
</tr>
<tr>
<td>3</td>
<td>Public Limited</td>
<td>180</td>
<td>31.85</td>
<td>Good</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>540</strong></td>
<td><strong>25.56</strong></td>
<td></td>
</tr>
</tbody>
</table>

Source : Primary data

Table 5.6 shows that the mean opinion score on training and development of the employees of public limited is higher than that of all other groups of employees. At the same time the perception score confirmed that the level of perception with regard to their training and development in the Private Limited is moderate. While applying the perception score the level of human resource management in the non-corporate sectors is not good. It is found that the human resource
management of performance appraisal in public limited companies and private limited companies of IT sectors are good and moderate respectively.

5.7 EMPLOYEES REMUNERATION/ INCENTIVES AND FORM OF ORGANISATION

Remuneration is the compensation which an employee receives in return for his or her contribution to the organization. Remuneration occupies an important place in the life of an employee. His or her standard of living, status in society, motivation, loyalty and productivity depend upon the remuneration he or she receives. Incentives are monetary benefits paid to employee in recognition of their outstanding performance.

The employee remuneration/incentives of IT sectors is assessed by seven items adapted from several studies. The items are: the organization pays competitive salaries to the employees, the benefits offered to employees are in line with other organizations, considering the present cost of living, the remuneration is satisfactory, the quantum of night shift allowance is adequate, equal pay for equal work principle is followed in the organization, the organization has a system of pay for service performance (pay for performance) and attractive compensation package matching to your worth is provided. Each of these items requires employees to state their perceptions of the aspects of overall employee remuneration/incentives of IT sectors.
Null Hypothesis

There is no significant difference in the mean opinion score on the employee remuneration/incentives among different groups of respondents.

**TABLE 5.7**

**EMPLOYEES REMUNERATION/INCENTIVES AND FORM OF ORGANISATION ANNOVA TABLE**

<table>
<thead>
<tr>
<th>Source</th>
<th>DF</th>
<th>SS</th>
<th>MS</th>
<th>F</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between Groups</td>
<td>2</td>
<td>528.30</td>
<td>264.15</td>
<td>16.26*</td>
</tr>
<tr>
<td>Within Groups</td>
<td>537</td>
<td>8725.94</td>
<td>16.25</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>539</td>
<td><strong>9254.24</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Significant at 5 per cent level.

It is found that the average mean of each group is statistically significant as the calculated value (16.26) is more than the table value (3.03). Since the F is significant the null hypothesis of no difference in mean score among groups of respondents is rejected and there is a significant difference in the mean score among groups of respondents. The mean score among groups of respondents is furnished in Table 5.8.
TABLE 5.8

MEAN SCORE ON EMPLOYEES REMUNERATION/ INCENTIVES AND FORM OF ORGANISATION

<table>
<thead>
<tr>
<th>S.No</th>
<th>Form of Organisation</th>
<th>No. of Respondents</th>
<th>Mean Score</th>
<th>Level of Perception</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Non- Corporate</td>
<td>180</td>
<td>23.78</td>
<td>Moderate</td>
</tr>
<tr>
<td>2</td>
<td>Private Limited</td>
<td>180</td>
<td>26.12</td>
<td>Moderate</td>
</tr>
<tr>
<td>3</td>
<td>Public Limited</td>
<td>180</td>
<td>27.21</td>
<td>Moderate</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>540</strong></td>
<td><strong>25.70</strong></td>
<td></td>
</tr>
</tbody>
</table>

Source: Primary Data

It is revealed that the mean opinion scores on employees remuneration/incentives of the Non-corporate sector, Private Limited and Public Limited companies were moderate. The study showed that irrespective of the form of organization the human resource management of employee remuneration/incentives in IT sectors are moderate.

5.8 EMPLOYEE FRINGE BENEFITS AND FORM OF ORGANISATION

Fringe benefits refer to all those monetary benefits that the employees receive in addition to direct remuneration. Fringe benefits are popular because they enhance employee earnings, help to attract and retain competent personnel, reduce fatigue, minimize overtime cost and discourage labour unrest. Fringe benefits help build up a good corporate image and seek to enhance employee morale.
The employee fringe benefits of IT sectors is assessed by seven items adapted from several studies. The items are: the organization provides excellent incentives and rewards to every employee at all levels, employees are satisfied with the recognition they receive for doing good jobs, provident fund scheme offered by your organization is appreciable, health insurance scheme provided to you is satisfactory, group life insurance is provided to all, maternity leave with pay is provided in your organization and the monetary benefits are provided in appropriate time. Each of these items requires employees to state their perceptions of the aspects of overall employee remuneration/incentives of IT sectors.

**Null Hypothesis**

There is no significant difference in the mean opinion score on the employee fringe benefits among different groups of respondents.

**TABLE 5.9**

**EMPLOYEE FRINGE BENEFITS AND INCENTIVES AND FORM OF ORGANISATION ANNOVA TABLE**

<table>
<thead>
<tr>
<th>Source</th>
<th>DF</th>
<th>SS</th>
<th>MS</th>
<th>F</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between Groups</td>
<td>2</td>
<td>696.55</td>
<td>348.28</td>
<td>23.77*</td>
</tr>
<tr>
<td>Within Groups</td>
<td>537</td>
<td>7866.87</td>
<td>14.65</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>539</td>
<td>8563.42</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
*Significant at 5 per cent level.

Table 5.9 reveals that the average mean of each group is found to be statistically significant as the calculated value (23.77) is more than the table value (3.03). Since the F is significant the null hypothesis of no difference in mean score among groups of respondents is rejected and there is a significant difference in the mean score among groups of respondents. The mean score among groups of respondents is furnished in Table 5.10.

**TABLE 5.10**

**MEAN SCORE ON EMPLOYEE FRINGE BENEFITS AND INCENTIVES AND FORM OF ORGANISATION**

<table>
<thead>
<tr>
<th>S.No</th>
<th>Form of Organization</th>
<th>No. of Respondents</th>
<th>Mean Score</th>
<th>Level of Perceptio n</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Non- Corporate</td>
<td>180</td>
<td>22.64</td>
<td>Moderate</td>
</tr>
<tr>
<td>2</td>
<td>Private Limited</td>
<td>180</td>
<td>31.22</td>
<td>Good</td>
</tr>
<tr>
<td>3</td>
<td>Public Limited</td>
<td>180</td>
<td>26.52</td>
<td>Moderate</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>540</strong></td>
<td><strong>26.80</strong></td>
<td></td>
</tr>
</tbody>
</table>

Source: Primary Data

Table 5.10 reveals that the mean opinion score on employee fringe benefits and incentives among different groups of respondents for private limited companies is higher than all other groups of employees. While applying the mean score the level of morale in non-
corporate sectors and public limited companies was moderate. It is found that the human resource management of employee fringe benefits and incentives in private limited companies was good but in public limited companies and non-corporate of IT sectors were moderate.

5.9 SUPERVISORY ASSISTANCE AND FORM OF ORGANISATION

The construct of supervisory assistance in this study is created to capture employees’ perceptions of their team leaders/managers’ efforts in assisting them to excel in their jobs. It is assumed that when the supervisory assistance is perceived by employees as beneficial or positive, the likelihood for the employees to deliver quality job performances will increase. It reveals the employees’ perceptions of their team leaders/managers’ traits that are considered facilitative in their work performances. The traits are related to being appreciative for employees’ hard work, responsive to employees’ work-related needs, supportive of employees’ work efforts, compensative with the rewards that they have and clear in giving instruction.

The supervisory assistance of IT sectors is assessed by seven items adapted from several studies. The items are: Team leaders/managers recognize employees for doing high quality work, team leaders/managers are responsive to employees’ requests for help or guidance, team leaders/managers are supportive of employees’ ideas and ways of getting things done, team leaders/managers use the rewards they have to let employees know when they have done fine
jobs, employees are always clear of what their managers expect them to do, all groups whether majority or minorities have an equal say in the organization and Goals are communicated clearly and easy to be understood. Each of these items requires employees to state their perceptions of the aspects of overall supervisory assistance of IT sectors.

**Null Hypothesis**

There is no significant difference in the mean opinion score on the supervisory assistance among different groups of respondents.

**TABLE 5.11**

SUPERVISORY ASSISTANCE AND FORM OF ORGANISATION

<table>
<thead>
<tr>
<th>Source</th>
<th>DF</th>
<th>SS</th>
<th>MS</th>
<th>F</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between Groups</td>
<td>2</td>
<td>363.47</td>
<td>181.74</td>
<td>13.81*</td>
</tr>
<tr>
<td>Within Groups</td>
<td>537</td>
<td>7069.12</td>
<td>13.16</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>539</td>
<td>7432.59</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Significant at 5 per cent level.

Table 5.11 reveals that the average mean of each group is statistically significant as the calculated value (13.81) is more than the table value (3.03). Since the F is significant the null hypothesis of no difference in mean score among groups of respondents is rejected and there is a significant difference in the mean score among groups of respondents. The mean score among groups of respondents is furnished in Table 5.12.
### TABLE 5.12
**MEAN SCORE ON SUPERVISORY ASSISTANCE AND FORM OF ORGANISATION**

<table>
<thead>
<tr>
<th>S.No</th>
<th>Form of Organisation</th>
<th>No. of Respondents</th>
<th>Mean Score</th>
<th>Level of Perception</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Non- Corporate</td>
<td>180</td>
<td>24.62</td>
<td>Moderate</td>
</tr>
<tr>
<td>2</td>
<td>Private Limited</td>
<td>180</td>
<td>26.29</td>
<td>Moderate</td>
</tr>
<tr>
<td>3</td>
<td>Public Limited</td>
<td>180</td>
<td>27.42</td>
<td>Moderate</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>540</strong></td>
<td><strong>26.11</strong></td>
<td></td>
</tr>
</tbody>
</table>

Source: Primary Data

Table 5.12 shows that the mean score is on par among different groups of respondents with regard to supervisory assistance. Employees of all the three forms of IT Sectors perceived that their level of perception with regard to supervisory assistance was moderate. The study showed that irrespective of the form of organization the human resource management of supervisory assistance in IT sectors in Chennai are moderate.

### 5.10 EMPLOYEES MOTIVATION AND FORM OF ORGANISATION

Management is the art of getting things done through other people. When other individuals work together in group, a proper environment should be created and maintained to achieve the cherished goals of the organization. The personnel will work up to the satisfaction and expectations of the management only when an interest in their job is created. Inspiring this interest in the minds of the employee is motivation.
The employees motivation of IT sectors is assessed by seven items adapted from several studies. The items are: the employees are motivated for your effective and efficient performance, due recognition, incentives and rewards are provided for good performance, the employees are highly motivated by the pleasant work environment, job rotation is intended to improve yourself image and provides personal growth, the organization treats the employees with respect, the organization tries to lead with development and adoption of new human resource management and the organization provides sufficient opportunities for career advancement of service employees. Each of these items requires employees to state their perceptions of the aspects of overall employee motivation of IT sectors.

**Null Hypothesis**

There is no significant difference in the mean opinion score on employee motivation among different groups of respondents.

**TABLE 5.13**

**EMPLOYEE MOTIVATION AND FORM OF ORGANISATION**

**ANOVA TABLE**

<table>
<thead>
<tr>
<th>Source</th>
<th>DF</th>
<th>SS</th>
<th>MS</th>
<th>F</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between Groups</td>
<td>2</td>
<td>326.54</td>
<td>163.27</td>
<td>11.27*</td>
</tr>
<tr>
<td>Within Groups</td>
<td>537</td>
<td>7779.74</td>
<td>14.49</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>539</td>
<td>8106.28</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Significant at 5 per cent level.*
Table 5.13 reveals that the average mean of each group is statistically significant as the calculated value (11.27) is more than the table value (3.03). Since the F is significant the null hypothesis of no difference in mean score among groups of respondents is rejected and there is a significant difference in the mean score among groups of respondents. The mean score among groups of respondents is furnished in Table 5.14.

**TABLE 5.14**
**MEAN SCORE ON EMPLOYEE MOTIVATION AND FORM OF ORGANISATION**

<table>
<thead>
<tr>
<th>S.No</th>
<th>Form of Organisation</th>
<th>No. of Respondents</th>
<th>Mean Score</th>
<th>Level of Perception</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Non-Corporate</td>
<td>180</td>
<td>31.82</td>
<td>Good</td>
</tr>
<tr>
<td>2</td>
<td>Private Limited</td>
<td>180</td>
<td>24.71</td>
<td>Moderate</td>
</tr>
<tr>
<td>3</td>
<td>Public Limited</td>
<td>180</td>
<td>22.42</td>
<td>Moderate</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>540</strong></td>
<td><strong>26.32</strong></td>
<td></td>
</tr>
</tbody>
</table>

Source: Primary Data

Table 5.14 shows that the mean opinion score on employee motivation for non-corporate employees is higher than for all other groups of employees. While applying the perception score the level of human resource management in public limited and private limited companies was moderate. It is found that the human resource practice of employee motivation in non-corporate sector was good but in corporate form of IT sectors were moderate.
5.11 EMPLOYEE PARTICIPATION IN MANAGEMENT AND FORM OF ORGANISATION

Employees’ participation in management seeks to bring about a change in the attitude of employees. Through participation they will consider themselves an integral part of the industrial undertaking rather than mere working hands. Participation provides the employees an opportunity to express themselves thereby satisfying their non-economic needs. It provides them a sense of belonging, pride and accomplishment.

The employees participation in management of IT sectors is assessed by seven items adapted from several studies. The items are: participative management improves productivity and efficiency of the organization, the employees have a good understanding of your role in the working of the organization, employees’ representatives are allowed to participate in the management, effective and intelligent distribution of responsibility prevails in your organization, the organization has a proper human resource information system, the employees urge for self-expression is satisfied and the employees are rewarded for your trustful suggestions. Each of these items requires employees to state their perceptions of the aspects of overall employee participation in management of IT sectors.
Null Hypothesis

There is no significant difference in the mean opinion score on employee participation in management among different groups of respondents.

<table>
<thead>
<tr>
<th>Source</th>
<th>DF</th>
<th>SS</th>
<th>MS</th>
<th>F</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between Groups</td>
<td>2</td>
<td>449.62</td>
<td>224.81</td>
<td>15.72</td>
</tr>
<tr>
<td>Within Groups</td>
<td>537</td>
<td>7680.62</td>
<td>14.30</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>539</td>
<td>8130.24</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Significant at 5 per cent level.

Table 5.15 reveals that the average mean of each group is statistically significant as the calculated value (15.72) is more than the table value (3.03). Since the F is significant the null hypothesis of no difference in mean score among groups of respondents is rejected and there is a significant difference in the mean score among groups of respondents. The mean score among groups of respondents is furnished in table 5.6.
TABLE 5.16
MEAN SCORE ON EMPLOYEE PARTICIPATION IN MANAGEMENT AND FORM OF ORGANISATION

<table>
<thead>
<tr>
<th>S.No</th>
<th>Form of Organisation</th>
<th>No. of Respondents</th>
<th>Mean Score</th>
<th>Level of Perception</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Non- Corporate</td>
<td>180</td>
<td>24.11</td>
<td>Moderate</td>
</tr>
<tr>
<td>2</td>
<td>Private Limited</td>
<td>180</td>
<td>26.59</td>
<td>Moderate</td>
</tr>
<tr>
<td>3</td>
<td>Public Limited</td>
<td>180</td>
<td>27.08</td>
<td>Moderate</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>540</td>
<td>25.92</td>
<td></td>
</tr>
</tbody>
</table>

Source: Primary Data

Table 5.16 reveals that the mean score is on par among different groups of respondents with regard to the employees of all the three forms of IT Sectors perceived that their level of perception with regard to employee participation in management was moderate. The study showed that irrespective of the form of organization the human resource management of employee participation in management in IT sectors are moderate.

5.12 HUMAN RESOURCE PLANNING AND FORM OF ORGANISATION

It is the process of estimating the present and future manpower requirements of the organization. Preparing inventory of present manpower and formulating action programmes to bridge the gaps in manpower. In addition to this, it gives in detail the operations and responsibilities involved in a job so as to identify the nature and level
of human resources required to perform the job effectively. Job
descriptions and job specifications are prepared with the help of
information provided by job analysts.

Human resource planning of IT sectors is assessed by seven
items adapted from several studies. The items are: the organization
conducts human resource planning on a regular basis, the
organization conducts job analysis regularly, the organization places
special emphasis on service employees while doing human resource
planning, the organization has a proper human resource information
system, the organization designs specific ways for employees to
improve their performance, the organization tries to lead with
development and adoption of new human resource management, and
the organization regularly conducts employee attitude surveys. Each
of these items requires employees to state their perceptions of the
aspects of overall human resource planning of IT sectors.

**Null Hypothesis**

There is no significant difference in the mean opinion score on
the human resource planning among different groups of respondents.
Table 5.17 reveals that the average mean of each group is found to be statistically significant as the calculated value (15.60) is more than the table value (3.03). Since the F is significant the null hypothesis of no difference in mean score among groups of respondents is rejected and there is a significant difference in the mean score among groups of respondents. The mean score among groups of respondents is furnished in Table 5.18.

Table 5.17

<table>
<thead>
<tr>
<th>Source</th>
<th>DF</th>
<th>SS</th>
<th>MS</th>
<th>F</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between Groups</td>
<td>2</td>
<td>434.87</td>
<td>217.44</td>
<td>15.60</td>
</tr>
<tr>
<td>Within Groups</td>
<td>537</td>
<td>7485.23</td>
<td>13.94</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>539</td>
<td>7920.10</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Significant at 5 per cent level.

Table 5.18

<table>
<thead>
<tr>
<th>Sl.No</th>
<th>Form of Organisation</th>
<th>No. of Respondents</th>
<th>Mean Score</th>
<th>Level of Perception</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Non-Corporate</td>
<td>180</td>
<td>24.50</td>
<td>Moderate</td>
</tr>
<tr>
<td>2</td>
<td>Private Limited</td>
<td>180</td>
<td>26.57</td>
<td>Moderate</td>
</tr>
<tr>
<td>3</td>
<td>Public Limited</td>
<td>180</td>
<td>27.54</td>
<td>Moderate</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>540</td>
<td>26.20</td>
<td></td>
</tr>
</tbody>
</table>

Source: Primary Data
Table 5.18 reveals that the mean score is human resource planning among different groups of respondents with regard to all groups of employee. All the three forms of employees perceived that their level of perception with regard to human resource planning was moderate. The study showed that irrespective of the form of organization the human resource planning in IT sectors are moderate.

5.13. LABOUR WELFARE FACILITIES AND FORM OF ORGANISATION

Employee welfare is in the interest of the employee, the employer and society as a whole. For the employee, welfare measures help to counteract the negative effect of the factory system. These measures enable the employee and his family to lead a good life. Welfare facilities like housing, medical help and children’s education, recreation, etc., help to improve the family life of the employees. For the employer, welfare measures lead to higher morale and productivity of labour. It is fundamentally an attitude of mind on the part of management, influencing the method by which the management activities are undertaken.

The labour welfare facilities of IT sectors is assessed by seven items adapted from several studies. The items are: the organization socializes its employees with service orientation, the organization provides transportation facilities, the organization provides basic amenities like canteen, rest rooms, and separate services for women employees, the organization offers labour welfare schemes for the
family members of the employees, welfare facilities like housing, medical help, recreation, etc., are adequately provided, leave facilities are provided as per government norms and the overall infrastructure facilities are satisfactory. Each of these items requires employees to state their perceptions of the aspects of overall labour welfare facilities of IT sectors.

**Null Hypothesis**

There is no significant difference in the mean opinion score on the labour welfare facilities among different groups of respondents.

**TABLE 5.19**

<table>
<thead>
<tr>
<th>Source</th>
<th>DF</th>
<th>SS</th>
<th>MS</th>
<th>F</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between Groups</td>
<td>2</td>
<td>406.47</td>
<td>213.17</td>
<td>16.60*</td>
</tr>
<tr>
<td>Within Groups</td>
<td>537</td>
<td>6915.71</td>
<td>12.84</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>539</strong></td>
<td><strong>7325.18</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Significant at 5 per cent level.

Table 5.19 reveals that the average mean of each group is statistically significant as the calculated value (16.60) is more than the table value (3.03). Since the F is significant the null hypothesis of no difference in mean score among groups of respondents is rejected and there is a significant difference in the mean score among groups
of respondents. The mean score among groups of respondents is furnished in Table 5.20.

**TABLE 5.20**

*MEAN SCORE ON LABOUR WELFARE FACILITIES AND FORM OF ORGANISATION*

<table>
<thead>
<tr>
<th>Sl.No</th>
<th>Form of Organisation</th>
<th>No. of Respondents</th>
<th>Mean Score</th>
<th>Level of Perception</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Non-Corporate</td>
<td>180</td>
<td>21.13</td>
<td>Not Good</td>
</tr>
<tr>
<td>2</td>
<td>Private Limited</td>
<td>180</td>
<td>26.03</td>
<td>Moderate</td>
</tr>
<tr>
<td>3</td>
<td>Public Limited</td>
<td>180</td>
<td>30.10</td>
<td>Good</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>540</strong></td>
<td><strong>25.75</strong></td>
<td></td>
</tr>
</tbody>
</table>

Source: Primary Data

Table 5.20 shows that the mean opinion score on labour welfare facilities for employees of public limited companies is higher than all other groups of employees. While applying the perception score the level of perception in non-corporate is not good and it is perceived to be moderate in private limited companies.

**5.14 GRIEVANCE HANDLING AND FORM OF ORGANISATION**

A grievance is any dissatisfaction that adversely affects organizational relations and productivity. A grievance may said to be a representation by a workers, a group or workers or their union to the management relating to the terms and conditions of employment, breach of the freedom of association or the provisions of the standing
orders or non-implementation of the Government orders, conciliation agreements or adjudicator’s awards. Many a time, grievances are the cause of low employee morale. The use of a well-established procedure helps in redressing employee grievances promptly. A sound procedure should be installed for quick and impartial redressal of employee grievances. Such a procedure will help to avoid dissatisfaction and negative attitudes among employees. The case of the employee is presented to the appropriate authority in time putting an end to unpleasant arguments and conflicts.

Grievance handling of IT sectors is assessed by seven items adapted from several studies. The items are: grievance handling committee in your organization works efficiently in handling your problems, conflicts are resolved honestly, effectively and quickly in your organization, the organization is willing to talk over any disputes with employees or representatives, collective bargaining system of your organization increases economic strength of both the parties, Grievance handling procedures followed in your organization eliminate all forms of violence, Industrial relationship prevailing in your organization often eliminates industrial unrest and disputes, Timely redressal of employee grievances is available in your organization. Each of these items requires employees to state their perceptions of the aspects of overall grievance handling methods of IT sectors.
Null Hypothesis

There is no significant difference in the mean opinion score on the grievance handling among different groups of respondents.

**TABLE 5.21**

**GRIEVANCE HANDLING AND FORM OF ORGANISATION**

**ANOVA TABLE**

<table>
<thead>
<tr>
<th>Source</th>
<th>DF</th>
<th>SS</th>
<th>MS</th>
<th>F</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between Groups</td>
<td>2</td>
<td>469.49</td>
<td>234.74</td>
<td>16.39*</td>
</tr>
<tr>
<td>Within Groups</td>
<td>537</td>
<td>7688.07</td>
<td>14.32</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>539</td>
<td><strong>8157.56</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Significant at 5 per cent level.

Table 5.21 reveals that the average mean of each group is statistically significant as the calculated value (16.39) is more than the table value (3.03). Since the F is significant the null hypothesis of no difference in mean score among groups of respondents is rejected and there is a significant difference in the mean score among groups of respondents. The mean score among groups of respondents is furnished in Table 5.22.
### TABLE 5.22
MEAN SCORE ON GRIEVANCE HANDLING AND FORM OF ORGANISATION

<table>
<thead>
<tr>
<th>S.No</th>
<th>Form of Organisation</th>
<th>No. of Respondents</th>
<th>Mean Score</th>
<th>Level of Perception</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Non-Corporate</td>
<td>180</td>
<td>24.01</td>
<td>Moderate</td>
</tr>
<tr>
<td>2</td>
<td>Private Limited</td>
<td>180</td>
<td>26.29</td>
<td>Moderate</td>
</tr>
<tr>
<td>3</td>
<td>Public Limited</td>
<td>180</td>
<td>27.13</td>
<td>Moderate</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>540</strong></td>
<td><strong>25.81</strong></td>
<td></td>
</tr>
</tbody>
</table>

Source: Primary Data

Table 5.22 reveals that the mean score on human resource management among different groups of respondents with regard to grievance handling. Employees of all the three forms perceived that their level of perception with regard to grievance handling was moderate.

### 5.15 TEAM BUILDING AND FORM OF ORGANISATION

Teambuilding is a form of discretionary behaviors which is not prescribed in formal job descriptions. Since team-based performance is increasingly important in many business operations including in IT organizations. This study therefore views teambuilding as a critical component of human resource management. As such, in this study, the teambuilding scale is adopted to assess the degree to which employees of IT organizations exhibit efforts aimed at encouraging and
supporting each other as well as avoiding conflicts for the benefits of the group.

Team building of IT sectors is assessed by seven items adapted from several studies. The items are: employees avoid from helping others in solving conflicts that occur among them, employees encourage others to do well in their jobs, employees cheer up others who are in distress, employees consult with others before taking actions that might affect them. Employees often act as “peacemakers” when others have disagreements, Employees are always willing to help others who are in trouble and employees always give advices to others who have work-related problems. Each of these items requires employees to state their perceptions of the aspects of overall team building management of IT sectors.

**Null Hypothesis**

There is no significant difference in the mean opinion score on the team building among the different groups of respondents.

**TABLE 5.23**

**TEAM BUILDING AND FORM OF ORGANISATION**

**ANOVA TABLE**

<table>
<thead>
<tr>
<th>Source</th>
<th>DF</th>
<th>SS</th>
<th>MS</th>
<th>F</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between Groups</td>
<td>2</td>
<td>470.32</td>
<td>235.16</td>
<td>15.06*</td>
</tr>
<tr>
<td>Within Groups</td>
<td>537</td>
<td>8383.96</td>
<td>15.61</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>539</td>
<td><strong>8854.28</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Significant at 5 per cent level.
Table 5.23 reveals that the average mean of each group is found to be statistically significant as the calculated value (15.06) is more than the table value (3.03). Since the F is significant the null hypothesis of no difference in mean score among groups of respondents is rejected and there is a significant difference in the mean score among groups of respondents. The mean score among groups of respondents is furnished in table 5.24.

**TABLE 5.24**

**MEAN SCORE ON TEAM BUILDING AND FORM OF ORGANISATION**

<table>
<thead>
<tr>
<th>S.No</th>
<th>Form of Organisation</th>
<th>No. of Respondents</th>
<th>Mean Score</th>
<th>Level of Perception</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Non-Corporate</td>
<td>90</td>
<td>20.60</td>
<td>Not Good</td>
</tr>
<tr>
<td>2</td>
<td>Private Limited</td>
<td>90</td>
<td>28.19</td>
<td>Moderate</td>
</tr>
<tr>
<td>3</td>
<td>Public Limited</td>
<td>90</td>
<td>26.87</td>
<td>Moderate</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>270</strong></td>
<td><strong>25.22</strong></td>
<td></td>
</tr>
</tbody>
</table>

Source: Primary Data

Table 5.24 shows that the mean opinion score on team building for non-corporate employees is lower than all the other groups of employees. While applying the perception score the level of human resource management of team building in public limited companies and private limited companies is moderate. It is found that the human resource practice of team building in non-corporate sector was not good but in corporate form of IT sectors were moderate.
5.16 TRADE UNION AND FORM OF ORGANISATION

A trade union is a voluntary and continuing association of employees to protect and promote their interest. Employees join unions to secure steady employment, economic benefits, protection, and sense of belonging, self-expression, recognition and status.

Trade Union of IT sectors is assessed by seven items adapted from several studies. The items are: cordial relationship exists between the Union and the organization, employees gain social recognition because of your membership in the trade Union, trade union safeguards the interest of employees and protects them against possible exploitation by the organization, trade Union negotiates with the employer in respect of matters connected with the employment conditions, trade union leadership is in the hands of politicians who have more concern for their political ideologies than for the interest of working class, Trade union helps to secure fair deal to you and Organization is willingness to recognize the trade union. Each of these items requires employees to state their perceptions of the aspects of overall human resource management on trade union of IT sectors.

Null Hypothesis

There is no significant difference in the mean opinion score on the human resource management on trade union among different groups of respondents.
Table 5.25 reveals that the average mean of each group is statistically significant as the calculated value (14.55) is more than the table value (3.03). Since the F is significant the null hypothesis of no difference in mean score among groups of respondents is rejected and there is a significant difference in the mean score among groups of respondents. The mean score among groups of respondents is furnished in Table 5.26.

### Table 5.26
**Mean Score on Employee Trade Union and Form of Organisation**

<table>
<thead>
<tr>
<th>S.No</th>
<th>Form of Organisation</th>
<th>No. of Respondents</th>
<th>Mean Score</th>
<th>Level of Perception</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Non- Corporate</td>
<td>180</td>
<td>22.39</td>
<td>Moderate</td>
</tr>
<tr>
<td>2</td>
<td>Private Limited</td>
<td>180</td>
<td>23.02</td>
<td>Moderate</td>
</tr>
<tr>
<td>3</td>
<td>Public Limited</td>
<td>180</td>
<td>31.16</td>
<td>Good</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>540</strong></td>
<td><strong>25.52</strong></td>
<td></td>
</tr>
</tbody>
</table>

Source: Primary Data
Table 5.26 reveals that the mean opinion score on the human resource management on trade union among different groups of respondents for public limited employees is higher than all other groups of employees. While applying the mean score the level of human resource management on trade union among employees in non-corporate and private limited is moderate. Table 5.27 gives the overall picture of the forms of organization and the determinants of human resource management.

**TABLE 5.27**

**FORMS OF ORGANISATION & DETERMINANTS**

<table>
<thead>
<tr>
<th>S.No</th>
<th>Determinants</th>
<th>Level of Human Resource Management in</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Non-Corporate</td>
</tr>
<tr>
<td>D1</td>
<td>Recruitment policy</td>
<td>Not Good</td>
</tr>
<tr>
<td>D2</td>
<td>Training and development</td>
<td>Moderate</td>
</tr>
<tr>
<td>D3</td>
<td>Performance appraisal</td>
<td>Not Good</td>
</tr>
<tr>
<td>D4</td>
<td>Remuneration/incentives</td>
<td>Moderate</td>
</tr>
<tr>
<td>D5</td>
<td>Employee fringe benefits</td>
<td>Moderate</td>
</tr>
<tr>
<td>D6</td>
<td>Supervisory assistance</td>
<td>Moderate</td>
</tr>
<tr>
<td>D7</td>
<td>Employee motivation</td>
<td>Good</td>
</tr>
<tr>
<td>D8</td>
<td>Employee participation in management</td>
<td>Moderate</td>
</tr>
<tr>
<td>D9</td>
<td>Human resource planning</td>
<td>Moderate</td>
</tr>
<tr>
<td>D10</td>
<td>Labour welfare</td>
<td>Not Good</td>
</tr>
<tr>
<td>D11</td>
<td>Grievance handling</td>
<td>Moderate</td>
</tr>
<tr>
<td>D12</td>
<td>Team building</td>
<td>Moderate</td>
</tr>
<tr>
<td>D13</td>
<td>Trade unions</td>
<td>Moderate</td>
</tr>
</tbody>
</table>
The human resource management of the employees towards their organization had given some direction in the analysis. In order to facilitate further in-depth analysis, an attempt is made to rank the various determinants of human resource management. The overall mean and standard deviations for the determinants of human resource management and their ranking scores are given in Table 5.28.

**TABLE 5.28**

**OVERALL MEAN AND STANDARD DEVIATION FOR DETERMINANTS**

<table>
<thead>
<tr>
<th>Determinants Number</th>
<th>Determinants</th>
<th>Mean</th>
<th>SD</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>D1</td>
<td>Recruitment policy</td>
<td>26.84</td>
<td>4.21</td>
<td>1</td>
</tr>
<tr>
<td>D2</td>
<td>Training and development</td>
<td>26.16</td>
<td>4.13</td>
<td>5</td>
</tr>
<tr>
<td>D3</td>
<td>Performance appraisal</td>
<td>25.56</td>
<td>3.70</td>
<td>11</td>
</tr>
<tr>
<td>D4</td>
<td>Remuneration/incentives</td>
<td>25.70</td>
<td>3.83</td>
<td>10</td>
</tr>
<tr>
<td>D5</td>
<td>Employee fringe benefits</td>
<td>26.80</td>
<td>3.99</td>
<td>2</td>
</tr>
<tr>
<td>D6</td>
<td>Supervisory assistance</td>
<td>26.11</td>
<td>3.61</td>
<td>6</td>
</tr>
<tr>
<td>D7</td>
<td>Employee motivation</td>
<td>26.32</td>
<td>3.86</td>
<td>3</td>
</tr>
<tr>
<td>D8</td>
<td>Employee participation in management</td>
<td>25.92</td>
<td>3.89</td>
<td>7</td>
</tr>
<tr>
<td>D9</td>
<td>Human resource planning</td>
<td>26.20</td>
<td>3.82</td>
<td>4</td>
</tr>
<tr>
<td>D10</td>
<td>Labour welfare</td>
<td>25.75</td>
<td>3.68</td>
<td>9</td>
</tr>
<tr>
<td>D11</td>
<td>Grievance handling</td>
<td>25.81</td>
<td>3.88</td>
<td>8</td>
</tr>
<tr>
<td>D12</td>
<td>Team building</td>
<td>25.22</td>
<td>4.06</td>
<td>13</td>
</tr>
<tr>
<td>D13</td>
<td>Trade unions</td>
<td>25.52</td>
<td>3.39</td>
<td>12</td>
</tr>
</tbody>
</table>
It is clear from table 5.28 that all the determinants of human resource management do not receive the same attention from the respondents.

The Determinants Recruitment policy (D1), Employee fringe benefits (D5), Employee motivation (D7), Human resource planning (D9) and Training and development (D2) are getting the top rating.

Supervisory assistance (D6), Employee participation in management (D8), Grievance handling (D11), Labour welfare (D10) and Remuneration/incentives (D4) are get the medium rating.

Performance appraisal (D3), Trade unions (D13), and Team building (D12) get the low rating.

The ranking given in Table 5.28 suggests that to improve the level of human resource management, the determinants Performance appraisal, Trade unions and team building are the main areas to be focused upon immediately.

To analyze the determinants of human resource management in a condensed and simplified manner the factor analysis technique is used.

Factor analysis is a multivariate statistical technique used to condense and simplify the set of large number of variables to a smaller number of variables called factors. This technique is helpful to identify the underlying factors that determine the relationship between the
observed variables and provides an empirical classification scheme of clustering of variables into groups called factors.

Using all the thirteen determinants scores among the respondents D1, D2, D3 ... and D13, a factor analysis is performed based on the strength of the inter-correlation between them and the results are presented in the following tables.

**TABLE 5.29**

**ROTATED FACTOR LOADINGS**

<table>
<thead>
<tr>
<th>Determinants</th>
<th>Factors</th>
<th>Communality</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>D1</td>
<td>0.348</td>
<td>0.580</td>
</tr>
<tr>
<td>D2</td>
<td>0.111</td>
<td>0.135</td>
</tr>
<tr>
<td>D3</td>
<td>0.192</td>
<td>0.088</td>
</tr>
<tr>
<td>D4</td>
<td>0.618</td>
<td>0.075</td>
</tr>
<tr>
<td>D5</td>
<td>0.812</td>
<td>0.259</td>
</tr>
<tr>
<td>D6</td>
<td>0.756</td>
<td>0.300</td>
</tr>
<tr>
<td>D7</td>
<td>0.810</td>
<td>0.315</td>
</tr>
<tr>
<td>D8</td>
<td>0.796</td>
<td>0.337</td>
</tr>
<tr>
<td>D9</td>
<td>0.702</td>
<td>0.408</td>
</tr>
<tr>
<td>D10</td>
<td>0.195</td>
<td>0.806</td>
</tr>
<tr>
<td>D11</td>
<td>0.266</td>
<td>0.556</td>
</tr>
<tr>
<td>D12</td>
<td>0.244</td>
<td>0.595</td>
</tr>
<tr>
<td>D13</td>
<td>0.340</td>
<td>0.705</td>
</tr>
<tr>
<td>Eigen value</td>
<td>3.973</td>
<td>3.252</td>
</tr>
<tr>
<td>% Var expla</td>
<td>28.381</td>
<td>23.225</td>
</tr>
<tr>
<td>Cum % Var</td>
<td>28.381</td>
<td>51.606</td>
</tr>
</tbody>
</table>
### TABLE 5.29
CLUSTERING OF VARIABLES INTO FACTORS

<table>
<thead>
<tr>
<th>Factor</th>
<th>Determinants</th>
<th>Rotated Factor Loading</th>
</tr>
</thead>
<tbody>
<tr>
<td>I (28.381%)</td>
<td>1-D4</td>
<td>0.618</td>
</tr>
<tr>
<td></td>
<td>2-D5</td>
<td>0.812</td>
</tr>
<tr>
<td></td>
<td>3-D6</td>
<td>0.756</td>
</tr>
<tr>
<td></td>
<td>4-D7</td>
<td>0.810</td>
</tr>
<tr>
<td></td>
<td>5-D8</td>
<td>0.796</td>
</tr>
<tr>
<td></td>
<td>6-D9</td>
<td>0.702</td>
</tr>
<tr>
<td>II (23.225%)</td>
<td>7-D1</td>
<td>0.580</td>
</tr>
<tr>
<td></td>
<td>8-D10</td>
<td>0.806</td>
</tr>
<tr>
<td></td>
<td>9-D11</td>
<td>0.556</td>
</tr>
<tr>
<td></td>
<td>10-D12</td>
<td>0.595</td>
</tr>
<tr>
<td></td>
<td>11-D13</td>
<td>0.705</td>
</tr>
<tr>
<td>III (17.485%)</td>
<td>13-D2</td>
<td>0.852</td>
</tr>
<tr>
<td></td>
<td>14-D3</td>
<td>0.860</td>
</tr>
</tbody>
</table>

Table 5.29 gives the factor loadings, communalities, Eigen values and the percentage of variance explained by the factors. Out of the thirteen determinants, three factors have been extracted and these three factors put together explain the total variance of these variables to the extent of 69.091 per cent. In order to reduce the number of factors and to increase the interpretability factors are rotated. The rotation increases the quality of the interpretation of the factors. There are several methods of the initial factor matrix to attain a simple structure of data. The varimax rotation is one such method to obtain better result for interpretation is employed and the results are given in
Table 5.29. From this, three factors were identified as being the maximum percentage variance. Of the thirteen determinants, six determinants, D4, D5, D6, D7, D8 and D9 were grouped together as factor I and explains 28.381 per cent of the total variance. The five determinants, D1, D10, D11, D12 and D13 constituted the second factor and explain 23.225 per cent of the total variance. The two determinants D2, and D3 constituted the third factor and explain 17.485 per cent of the total variance. Thus the factor analysis condensed and simplified the thirteen determinants and grouped into three factors explaining 69.091 per cent of the variability of all the thirteen determinants.

A SUM-UP

In this chapter the analysis of the perception of employees towards human resource management in their IT Sectors was presented on the basis of the organizations in which they are working. The result shows that the perception of non-corporate employees on the human resource management of their organization were not good when compared to other forms of organization of IT Sectors in Chennai. The determinants “Performance appraisal”, “Trade unions” and “Team building” are the main areas to be focused upon immediately to improve the level of human resource management.
CHAPTER VI
SUMMARY, SUGGESTIONS AND CONCLUSION

In this chapter an attempt is made to briefly summarize the whole thesis and to give concrete suggestions on the basis of findings of this study.

CHAPTER I

Human capital has long been considered an important factor in economic development. The word “resource” refers to productive power of natural goods. Human resource is therefore the productive power. Unlike the material resources, the human resources are the participants as also the beneficiaries of economic development process. A successful enterprise stands on sound management which gets effective results through the people. Experts express that management is an art as well as science of getting things done through and with people of all agents of production. “Labour” is the most important factor and utilization of other resources largely depends on the proper utilization of time and energy on the part of workers. Labour, at all times, has been considered as a separate factor of production. Any work whether manual or mental which is undertaken for a monetary consideration is called “labour” in Economics. The involvement and importance of human element is being increasingly realized by those responsible for the management of industrial establishments.
One of the hall marks of modern management is the ability to plan. Manpower planning means forecasting or predicting the number of people whom the organization will have to raise or promote in a given period. Broadly defined, manpower planning represents a systems approach to personnel management in which the emphasis is on inter-relationship among various personnel, personnel policies and programmes. This contrasts with the more traditional piecemeal approach concerned with selection, training, promotion and the various related but compartmentalized functions.

Human resource is considered as both the cause and effect of economic development. Labour is being transformed into human capital. Among the species, human being is the finest one, who needs skills, talent, aptitude, motivation to deliver any goods and services in time with quality. Labour is highly perishable, which needs constant training for upgradation of information. If manpower utilizes optimally certainly the nation-state grows rapidly. In every employed citizen the habit of imbibing” learning curve” is to be naturalized. In India, agriculture is a leading sector which generates more employment, needs scientific training and temper. Education and health are to be speeded up meticulously and compulsorily to all. Profit, efficiency productivity and production are interdependent and are positive and progressive when human resources are skillful.
Perception is the process of attaining awareness or understanding of sensory information. The word "perception" comes from the Latin words perceptio, percipio, and means receiving, collecting, action of taking possession, apprehension with the mind or senses. The perception of employees on human resource management is a concept that reflects the management’s concern with its employees’ well-being. The management that represent this concept are support at work, training, reward system, supervisory assistance and performance appraisals. Rather than using managers as the raters of human resource management, this study employs employees as the evaluators of the concept. Although this approach has not been commonly opted by most previous studies of human resource management and organizational performance, it has two advantages. First, employees are the recipients of human resource management. Thus, their information is more relevant and direct as compared to managers who have the tendencies to provide idealized descriptions of the environment. Second, the chances of getting distorted results resulting from a person’s peculiar opinion or interpretation of questions are very slim because an employee survey gathers many responses from the worksite. This anomaly will be eliminated by the large number of respondents.

Every organization irrespective of its nature is made up of people. Utilizing employee’s services, developing their skills, motivating them to reach higher levels of performances and ensuring
that they continue to maintain their commitment towards the organization are essential in attaining organizational objectives. Organizations which are able to acquire, develop, stimulate and retain outstanding employees are effective and efficient. Human resource thus plays a vital role either in the success or failure of an organization. In today's competitive business environment, quality and productivity are the two important factors for the survival and growth of any organization. Satisfied employees can facilitate these two factors and thereby help the organization to compete in the market and to withstand the vagaries of market turbulence. The profitability and success has become a question mark now-a-days. Only a dedicated, qualified, efficient human resource can bring success to the organization in this age of high technology. Therefore, human being is considered a most important asset to an organization. Hence the researcher has undertaken to study the “Human Resource Management in IT sectors in Chennai”.

The main objectives of the study are to find the factors influencing the employees’ perception on human resource management in IT sector and to make a comparative study of different levels of perception with various forms of organizations in IT sector in Chennai.

CHAPTER II

The review of Literature paves the way for a clear understanding of the areas of research already explored and throws light
on the potential areas which are yet to be covered. Any effective research must be based upon past-knowledge that helps to eliminate the duplication of what has already been done and provides useful and important information for research. Keeping this view in mind, an attempt has been made in this chapter to briefly survey the previous works undertaken on the field of industrial relations in this chapter.

A brief review of some selected studies with their scope and their objectives may be useful for understanding the present scenario of human resource management in various industries. The review of related literature is very important for the development of research work, with the help of literature one can understand the complete picture about the study area. From this the related literatures from various books, magazines, and research reports have been analyzed. By and large the study aims at providing empirical evidence on a few issues relating to the human resource management which indeed will be of much use to the decision makers, for effective changes in IT sectors.

CHAPTER III

Modern management theory recognizes that employees should be treated in a fair way and they should feel they are being treated so. The right atmosphere should result in co-operation and maximum production. There should be positive motivation throughout the
organization. Undoubtedly, financial incentives can provide the necessary encouragement for employees to work harder, but social and psychological factors also play a vital role in the process of motivating the employees.

The non-financial incentives to the employees are respect to skill, promotion, stability of jobs, and encouragement for constructive tendencies, inviting suggestions, team spirit, healthy competition between employees, human relations in industry, employees’ participation in management, effective two way communications, building high morale and positive discipline.

The IT sector is one of the most vital sectors in the economic growth of our country with sustained employment potential. The IT sector has a major share in production and serves as a nursery for development of entrepreneurial talents. The thrust on the IT sector must therefore be one of enhancing competitiveness through continued technology upgradation and at the same time retaining employment generation.

Personnel policies lay down the criteria for decision making in the field of personnel management. It is found that all the non-corporate sectors in IT did not maintain a written statement of personnel policies and procedures for the organization. Manpower planning is the strategy for the acquisition, utilization, improvement and preservation of an organization’s human resources. In case of corporate sectors, 100 per cent of the employers planned the
manpower requirement in advance. Recruitment practices differ from one organization to another. It is found that there is no significant difference between non corporate and corporate IT sectors in the weightage provided to various sources considered for selecting a candidate.

Previous Experience, Performance in written test, Performance in personal interview, and Recommendation are the various factors considered for selecting candidates. IT sectors relied considerably to a number of factors. It is observed that there is no significant difference between non corporate and corporate IT sectors in the weightage provided to various factors considered for selecting a candidate. Aptitude, Intelligence, Situational, Interest and Personality tests are also conducted for selecting candidates. It is found that there is no significant difference between non corporate and corporate IT sectors in the weightage provided to various types of tests while selecting a candidate. It is also found that there is no significant difference between non corporate and corporate IT sectors in the methods of training their employees.

Communication is the process of passing information and understanding from one person to another. It is essentially a bridge of understanding between people. It is safely concluded that the IT sectors did not provide any platform for rumours and grapevine. Job evaluation is an orderly and systematic technique of determining the relative worth of the various jobs within the organization so as to
develop an equitable wage and salary structure. It is observed that remuneration for employees had been fixed on scientific lines after thorough evaluation of the job. Therefore, rewards match labour in all the IT sectors studied.

Performance evaluation or performance appraisal is the process of assessing the performance and progress of an employee or of a group of employees on a given job and his potential for future development. It is noted that majority of the employers had evaluated the performance of the employees and were satisfied with their output. A transfer refers to a horizontal or lateral movement of an employee from one job to another in the same organization without any significant change in status and pay. It is found that there is a significant difference between non corporate and corporate IT sectors in the transfer policy is specific and transparent. Industrial relation has become one of the most delicate and complex problems of modern industrial society. It is observed that good industrial climate prevails in the IT sectors in the study area.

CHAPTER IV

In this chapter, the extent of perception maintained by the IT Sectors employees has been measured with the scale called “Employees’ Level of Perception Scale”. Based on the scores, the employees are divided into three groups namely those with low level perception, medium level perception and high level perception. The following is the essence of the chapter:
The average perception score of the sample respondents is 359.24 out of the maximum of 455. The female respondents have a higher level of perception than the male respondents. The elderly respondents have a higher level of perception than the young and the middle-aged. The diploma holders have a higher level of perception than the other respondents. The married respondents have a higher perception than the unmarried respondents.

The percentage of high level perception is the highest among the employees belonging to joint families. The percentage of a high level of perception is the highest among the employees from big families compared to small and medium sized families. The percentage of high level of perception is the highest among the SC/ST respondents. The percentage of respondents with a high level of perception is the highest among permanent employees.

The employees who have been working for a medium period have a high level of perception. The percentage of high level perception is the highest among the employees who are members of various trade unions. The percentage of high level perception is the highest among the employees who are aware of the various legislations applicable to IT Sectors employees. The percentage of respondents with a high level of perception is the highest among the public limited.

Fifteen factors are identified and their influence on perception has been analyzed. The influence of each factor has been
tested with the help of correlation co-efficient. Among the factors tested, the following are the significant influences on perception:

a. Age

b. Type of Family

c. Size of Family

d. Community

e. Status of Employment

f. Sources of Recruitment

g. Nature of Training

h. Membership in Trade Union

i. Awareness of Various Act

j. Form of Organization

These statistical tests have proved that the following factors do not influence perception.

a. Sex

b. Education

c. Marital Status

d. Annual Income

e. Experience

Stepwise multiple regression analysis of nine factors reveal that Age, Type of Family, Size of Family, Community, Status of Employment, Sources of Recruitment, Nature of Training, Awareness and Form of Organization have a significant influence on perception when the influence of other factors is kept constant.
CHAPTER V

Perception is an intangible and subjective concept. Therefore it cannot be measured directly. It can be measured only indirectly through opinions on responses to the various statements on human resource management. In the present study perception is measured with the help of thirteen determinants. The organization-wise analysis is made to study the level of perception towards human resource management in IT Sectors in Chennai. The IT Sectors on the form of organizations are classified into three namely non corporate sectors, private limited and public limited. The twelve aspects of human resource management are individually examined to make a comparative study of perception in various forms of organizations. The level of perception on human resource management in different forms is classified as good, moderate and not good. If the total score is equivalent or more than mean score (+) standard deviation, the level of morale is good. If the total score is less than mean score (-) standard deviation, the level of morale is not good. If the total score is in between the good and the not good, the level is to be moderate.

Analysis of variance is performed to estimate and compare the mean score on determinants among employees of different forms of organization of IT Sectors. It is found that all the determinants of human resource practices do not receive the same attention from the respondents.
The Determinants Recruitment policy (D1), Employee fringe benefits (D5), Employee motivation (D7), Human resource planning (D9) and Training and development (D2) are getting the top rating.

Supervisory assistance (D6), Employee participation in management (D8), Grievance handling (D11), Labour welfare (D10) and Remuneration/incentives (D4) are get the medium rating.

Performance appraisal (D3), Trade unions (D13), and Team building (D12) get the low rating.

The result shows that the perception of non-corporate employees on the human resource management of their organization were not good when compared to other forms of organization of IT Sectors in Chennai. The determinants “Performance appraisal”, “Trade unions” and “Team building” are the main areas to be focused upon immediately to improve the level of human resource management.

**SUGGESTIONS**

It is a very complex job to build and maintain the very good human resource management in IT sectors. It is a continuous process which cannot be stopped even for a moment. On the basis of the information obtained from the employees and the employers, the researcher feels that it is his duty to offer some suggestions for enhancing the high level of human resource management.
HR PLANNING

Liberalization has opened up several opportunities for organizational growth as well as personal growth. The human resource management must aim at integrating personal development of the individual with that of organization plan so that both organization and individuals gain. The need of the hour is to align the human resources to the organizational needs and strategies.

TRAINING

To-days market situation, besides the skill development call for change in the mindset, attitude and behaviour of the employees. Therefore sufficient provision should be made before adopting new strategies to bring about the required changes in mindset and attitude in the employees and creating knowledge to align with organizations goal.

PROMOTION

The chances available for promotion are not at all encouraging in the IT sectors in Chennai. As regards the promotion, priority should be given to professional efficiency rather than other qualities. It is suggested that to increase the efficiency of the employees and create an interest in the work, suitable promotional opportunities have to be given to the employees.
Seniority along with efficiency may be considered for the promotion of the employees for higher positions in their organizations.

WELFARE MEASURES

The employees do not expect monetary benefit alone from the employment but also non-monetary benefits. The provision of various non-monetary benefits such as medical benefits, educational facilities to the children of the employees, employees education schemes, canteen facilities, maternity benefits, rest room facilities, recreation facilities, participation in management etc., are not up to the expectations of the employees of this industry. Hence, it is suggested that the IT sectors have to take some concrete steps for the improvement of the non-monetary benefits offered to the employees. The management’s concern for the employees’ welfare will increase its image in the eyes of the employees.

EMPLOYEE PARTICIPATION

Employees must be allowed to put forward their suggestion and grievances to the top management. This will promote team spirit and a sense of belonging among the employees. The study suggested that the employees of this industry have to be given adequate opportunities to take part in the management. The managements of the IT sectors have to take some positive steps to provide adequate training to their employees to implement the concept of Workers’ Participation in the Management. In addition to
this, the managements have to allocate a specific percentage of shares to the employees and it will create a feeling in the minds of the employees that it is their own concern.

**JOB ENRICHMENT**

Enrichment is a process of making jobs more responsible, challenging and interesting. Enriched jobs offer employees opportunities for achievement, recognition and growth. This involves a greater use of the factors which are intended to motivate the employees rather than to ensure their continuing satisfaction with the job performance. The idea is to reduce employee discontent by changing or improving a job ensures that he is better motive. Job enrichment also opens up for the employees the opportunity for greater recognition, growth, advancement and responsibility. It is suggested that greater authority should be delegated to provide work autonomy to the employees.

**GRIEVANCE PROCEDURE**

The use of a well-established procedure helps in redressing employee grievances promptly. A sound procedure should be installed for quick and impartial redressal of employee grievances. Such a procedure will help to avoid dissatisfaction and negative attitudes among employees.

The IT sectors must possess separate Redressal Cells to redress the grievances of employees. Instead of depending upon the
trade unions for this purpose, within the unit, they can have committees consisting of the representatives of various trade unions and such committees can meet periodically to discuss the issues relating to the employees. A grievance box can be maintained to receive petitions from employees and such petitions can be placed before the committee for timely discussion and appropriate solution.

In order to solve the problems existing between the management and the employees, free, fair and frank discussions between the management and the employees have to be encouraged and steps have to be taken for convening meetings at regular intervals between the management and employees to discuss various problems and this will smoothen the relationship between the management and the employees. By practicing this, the management can protect the economic interest of the employees and it can also provide better working conditions. The IT sectors by practicing a democratic style of administration, with participation in decision making, open communication and developing healthy interpersonal relationships, can help the employees to realize higher status in the work place as well as in society.
SUGGESTION SCHEME

A management should install a proper system by which employees can suggest changes. To give the employees a sense of participation in the organization, the management should invite suggestions from the employees of the organization.

Hence, it is suggested that provisions have to be made by the industries to invite various valuable suggestions from their employees to bring about improvement in every aspect of the organisation. Suitable suggestions must be recognized with rewards. Such public recognitions offered by the organisations for the employees who have given constructive suggestion may induce many other employees also for application of their wisdom and to come up with many useful suggestions. The implementation of the suggestions will increase the level of the perception.

EMPLOYEE COUNSELLING

IT sectors can take the services of behavioural scientists in order to tackle the important problems like absenteeism, tardiness, turnover, etc. The counsellor’s basic function is to assist employees with their problems and complaints and put them on the right track promptly. Managers should regularly provide guidance, advice and assistance to employees to help them in tackle their
personal and work-related problems. Counselling will create confidence among employees and improve their attitudes.

**EFFECTIVE COMMUNICATION SYSTEM**

There should be two-way communication between the management and the employees as it exercises a profound influence on the employees satisfaction. Employees should be kept informed about the organization’s policies and programmes through conferences, bulletins and informal discussions. Employees should be allowed to ask questions and to get clarifications themselves about their doubts.

**CHANGES IN THE ROLE OF TRADE UNIONS**

The role of trade union still continues as the protector of the employees and that of a bargainer for increase in the wages and bonus only. They neglect to pay due attention to insist the management of IT sectors providing the necessary non-monetary benefits and better working conditions. These Trade Unions do not pay much attention to the improvement in the social life of the employees of this industry. The mean opinion score on trade union for non-corporate employees is lower than for all other groups of employees. While applying the perception score the level of perception in the public limited and private limited IT sectors is moderate.

Hence, it is suggested that the trade unions have to develop and implement programmes that strive to improve employee
satisfaction. The Trade Unions themselves have to organize various schemes to improve the health and hygiene of the employees and interpersonal relationship between the employees and they have to insist on the managements strictly implementing the various welfare measures outlined in various Acts and Laws.

CONCLUSION

The study has been a rewarding experience in the sense that it has identified the level of perception on human resource management in IT industries. Though the employees of this industry are engaged in information technology, there is a general feeling among the employees that they have not been properly and adequately recognized. It is hoped that this type of study and the suggestions contained therein will be useful for improving the level of perception. If the study could be useful to the policy makers and the managements of IT sectors for making such an attempt, the researcher shall feel that he is amply rewarded.