5. SUMMARY OF FINDINGS, CONCLUSION, AND SUGGESTIONS

5.1. INTRODUCTION

The industrialization in industries made rapid changes in organizational activities. The industries are reconstructing its structure to meet the competition. Whether it is a manufacturing, service, and construction industries, quality is the major task. Similarly human resource plays an important part in the organization. Whenever the technology changes and during market updation the organization must renovate its human resources, for this the human resource department engaged in various activities. The activities were namely recruitment, career and development, training and development, motivation, employee satisfaction, leadership, communication system, and performance appraisal. And also engaged with the quality related activities like internal quality assurance efforts, physical goods quality, Relationship management, and service quality aspects.

The research includes the objectives of to study the role of Human Resource Department (recruitment process, career and development, training and development, motivation system, employees satisfaction, leadership role, communication system, and performance appraisal system) in private limited companies in Tirunelveli District, to study the quality related activities (internal quality assurance efforts activities, physical goods quality, relationship management, and service quality aspects) in private limited companies in Tirunelveli District, and to find the impact of the role of Human Resource
Department on quality related activities in private limited companies in Tirunelveli District.

The research includes 290 samples of employees of various private limited companies across Tirunelveli District. The sample belongs to spinning mills, wind mills, textile mills, garment industries, wrap manufacturing, roof manufacturing, and water purification company etc. The present study deals with the role of human resource department in private limited companies while implementing total quality management.

5.2. SUMMARY OF FINDINGS

The researcher identified that, male employees occupy more number of position than female employees. Almost all the employees belong to BC community. While considering the educational qualification of employees, they are literate, technicians are ITI and diploma holders. Managers and Supervisors are graduates. More than half of the employees are married.

Most of the company recruit the employees whenever required, followed by periodical, and rarely. Sources of recruitment are mostly reference, internal source, and advertising. Physical test is mostly followed in many companies, followed by job knowledge test and mental capability test. Many companies recruit manpower as per vacancy position. There is significant difference among respondents’ age, education, income, and nature of employment with recruitment practices.
Most of the employees in the private limited companies said that career development happens through work skill development, followed by self development activities, environmental adoptability skill.

The employees are trained whenever the companies updating its process. Most of the companies followed work based training method, followed by group training, apprentice, and probationary based work. Training process is classified into two namely Training Policy and Execution of Training. Training Policy covers ‘novelty in training’, ‘measurement of performance before and after training’, ‘presence of regular training’, ‘appropriateness of training methods’, ‘objective of training’, and ‘identification of workers for training’. Execution of Training include ‘place of training’, ‘resource persons for training’, ‘training whenever technologies changed’, and ‘timings of training’. Weighted average analysis resulted that under training policy following variables are rated as very good namely appropriateness of training methods, objectives of training, and identification of workers for training. And also the variables like novelty in training, measurement of performance before and after training, and presence of regular training are rated as good. Under execution of training all the variables are rated as good namely place of training, resource persons for training, training whenever technologies changed, and timing of training. There is a significant difference among respondents’ age, education, income, and nature of employment with training and development activities. The impact of training process classified into three factors namely Ability Development, Work Enhancement, and Work Commitment Ability Development consists of ‘increase in communication skills’,
‘improved decision making skills’, ‘increase in interpersonal relationship’, ‘improve safety awareness’, ‘reduction in wastage’, and ‘increase the confidence level of doing the job’. Work Enhancement includes ‘improvement in the timely action’, ‘easier way of doing job’, ‘increase in work efficiency’, ‘increase in involvement’, and ‘improved consistency in the process’. Work Commitment covers ‘increase in understanding of organizational goals’, ‘increase in understanding of the role’, ‘participation in all TQM activities’, and ‘increase in the team participation’. While analyse the impact of training with weighted average all the variables under the ability development is rated as high, variables like easier way of doing job, increase in work efficiency, and increase in involvement are rated as very high under work enhancement in impact of training, under the category of work commitment the variables increase in understanding of organizational goal and participation in TQM activities are rated as very high. The chi-square analysis resulted that there is a significance relationship between age, sex, educational qualification, marital status, monthly income, and nature of employment of employees with impact of training. Moreover, while age increases impact of training decreases, male respondents’ have less impact of training, and impact of training is higher in unmarried category.

Most of the employees in private limited companies are motivated by incentive, followed by job rotation, award system, promotion, and punishment (Demotion/ transfer). Most of the respondent said that work interest make more work involvement followed by knowledge on new things in work. Motivation system is classified three factors namely nature of job, organizational climate, and
behavioural and monetary policies. Nature of job covers ‘opportunity to learn new skills’, ‘opportunity to do difficult job’, ‘assignment of extra responsibilities’, ‘promotion for extraordinary performance’, ‘recognition for extraordinary performance’, ‘periodic career (promotion) advancement’, ‘recognition for skills and knowledge’, and ‘permanency of job’. Organizational Climate includes ‘adequate facilities in the organization’, ‘skilful colleagues’, ‘intelligence to work’, ‘presence of all safety equipments’, ‘sufficient job related knowledge and skills’, ‘friendly colleagues’, ‘good policies and procedures’, ‘good working environment’, ‘organization’s potential to grow’, and ‘permission to take decision at work’. Behavioural and Monetary Policies covers ‘maintenance of good discipline’, ‘having interesting things to do in organization everyday’, ‘salary /wages /bonus /allowances /increment’, and ‘medical / counselling / vacation /insurance’. All variables under nature of job are rated as agree except the variable permanency of job which is rated as strongly agree. All variables under organizational climate and behavioural and monetary policies are rated as agree. The ANOVA resulted that there is a significant difference among different age groups, income levels, nature of employment of respondents and motivation. And there is no significant difference among educational qualification of respondents and motivation system in the private limited companies. Employees rated take challenges in work and enjoy the job as strongly agree; and exert more effort, regularly update knowledge, and feel proud of being an employee of the firm as agree. The chi-square analysis resulted that there is no significant relationship
between age, sex, educational qualification, marital status, monthly income, and nature of employment of respondents and impact of motivation.

Most of the employees are highly satisfied with modernization of work environment, relationship of co-worker, working system, pay structure, facilities in the organization, management system, and rules and regulation. Satisfaction is classified into two categories namely Support System and Execution Process. Support System covers ‘providing chances to perform’, ‘employees motivation scheme’, ‘goal directedness’, ‘participative management’, ‘recruitment tactics’, ‘training and development’, ‘job security’, and ‘quality control system’. Execution Process includes ‘implementation of employees suggestion’, ‘grievance redress mechanism’, and ‘performance appraisal system of organization’. And also the fringe benefits are classified into Monetary Benefits and Non-Monetary Benefits. Monetary Benefits covers ‘employees family counselling programme’, ‘child education’, ‘mobile phone allowance’, ‘employees career counselling programme’, ‘house rent allowance’, ‘vacational benefits’, and ‘leave policies & procedures’. Non - Monetary Benefits include ‘transport allowance’, ‘medical benefits’, and ‘retirement benefits’. Employees are highly satisfied with safety provisions, ventilation facilities, and canteen, the employees are highly dissatisfied with recreational facilities, and they are satisfied with the remaining facilities under work environment. All the employees are satisfied with peer members’ relations. Recruitment tactics, training & development, job security, and quality control system are rated highly satisfied by employees. The variables under execution process also rated as satisfied. The only variable under monetary benefits rated as
highly satisfied is salary. Employee profit sharing and employee stock option plan (ESOP) are rated as highly dissatisfied by employees. Under non-monetary benefits leave policies and procedures is rated as satisfied and employees career counselling programme is rated as moderate. The chi-square analysis resulted that there is significant relationship between age, sex, educational qualification, marital status, monthly income, nature of employment of respondents and level of satisfaction. The ANOVA analysis resulted that there is significant difference among different age groups, educational qualification, monthly income, nature of employment and satisfaction.

Leaders play a vital role in every organization to direct the subordinates to do their work properly. Most of the respondents said that the role of leader is job instruction, followed by team building, extract work for target. Leadership quality is classified into three factors namely motivation, problem solving, and listening to subordinates. Motivation covers ‘influence to accomplishment of goals’, ‘allow subordinates to work independently’, ‘remove barriers in a emergency situation’, ‘delegation of authority’, ‘induce subordinates to work with confidence’, ‘keep good relationship with subordinates’, ‘create healthy environment’, ‘keep good relationship with top management’, and ‘use of authority appropriately’. Problem Solving includes ‘examine problems in a right way’, ‘write and speak cordially’, ‘keep emotions in balance’, ‘keep the time’, and ‘development of team work’. Listening to Subordinates covers ‘have open door policy’, ‘counsel subordinates whenever required’, and ‘have technical knowledge’. The ANOVA analysis resulted that there is significant difference among different age groups, educational
qualification, and nature of employment of respondent with assessment of quality of leader. And also the analysis resulted that there is significant difference among monthly income of respondents and quality of leader. The chi-square analysis resulted that there is significant relationship between age, sex, marital status, monthly income, Nature of employment of respondents and impact of leadership. And also the analysis resulted that there is no significant difference between educational qualification of respondent and impact of leadership.

There are several communication systems followed by various companies to convey the message to the employees, customers, and suppliers. Most of the respondents said that the organization communicate the employees by meeting, followed by direct oral communication, telephone, printed letters, centralized oral announcement, printed notice/circular, group counselling, and e-mail. The factor analysis classified the total twenty two variables into two factors namely effectiveness and appropriateness. Effectiveness covers ‘orders are given through proper channel’, ‘understandable language’, ‘oral explanations by authorities’, ‘clear and quality instructions’, ‘goals of organization are communicated on time’, ‘well known appraisal system’, ‘important matters are communicated repeatedly’, ‘employees give letters through proper channel’, ‘employees have regular interaction with the superior’, ‘authorities put regular effort to reduce barriers in communication’, and ‘employee report every issue to authorities’. Appropriateness includes ‘employees freely communicate in trade union’, ‘encouragement to grapevine communication’, ‘policy decisions are informed’, ‘management provides all information needed for decision making’, ‘employees give written
request to authority’, ‘employees give feedback / suggestion without hesitation’, ‘regular printed circulars’, ‘providing latest developments in the field’, ‘employees discuss every issue with their colleagues’, ‘interdepartmental communication’, and ‘circulars are given / shown to every employees’. The ANOVA analysis resulted that there is a significant difference among age, educational qualification, and nature of employment of employees and communication system. And also the analysis resulted that there is no significant difference among income and communication system. The weighted average analysis resulted that all the variables of impact of communication system is rated as high. The chi-square analysis resulted that there is a significant difference between age, sex, marital status, nature of employment of respondents and impact of communication, and also the study resulted that there is no significant difference between educational qualification, monthly income of respondent and impact of communication.

The organization measure the performance of the employees to evaluate the work efficiency and individual capability. Most of the employees said that the companies adopted individual appraisal, followed by team work based appraisal, overall result based appraisal, output based appraisal, and on-time appraisal. The ANOVA analysis resulted that there is a significant difference among educational qualification, nature of employment of respondents and performance appraisal. And also there is no significant difference among age, income of respondents and performance appraisal. The chi-square analysis resulted that there is no significant relationship between respondents’ age, sex, educational qualification, nature of
employment and performance appraisal, and also resulted that there is a significant relationship between respondents’ monthly income and performance appraisal.

Quality is the major task for every organization and all the companies are spent much of amount to quality improvement activities. The analysis resulted that most of the respondents said that the quality check is regularly done in the organizations. The employees participate in quality check participate by motivation, followed by voluntarily, and by compulsion. The ANOVA analysis resulted that there is a significant difference among different age groups, income, and nature of employment of respondent and IQAE (Internal Audit and Quality Circle), and also resulted that there is no significant difference among educational qualification of the respondents and IQAE (Internal Audit and Quality Circle). The ANOVA resulted that there is no significant difference among different age group, education, income, nature of employment of respondent and IQAE (self directed work team and Management By Objectives). The result of multiple regression analysis shows that age, sex, educational qualification, marital status, monthly income, nature of employment do not have significant relationship between IQAE, whereas satisfaction is significantly and positively relationship with IQAE.

Quality of goods is concern as important one in every company. All the private limited companies are having quality control department. Product quality is checked unit wise, followed by batch wise, randomly, and quantity wise. Quality is checked by technical check, followed by manual check, practical check, technological check. Physical goods quality is classified into two factors namely Quality Control Measures and Quality Checking Mechanism by factor analysis.
Quality control measures covers ‘every process is started after clearing quality check of previous process’, ‘rectify problems immediately’, ‘corrective action on every deviations’, ‘product failed in quality check are disposed as waste’, ‘products failed in quality check are recycled’, ‘result of quality check is shown to every employee’, ‘regular calibrations for machines and equipment’, and ‘products with complaints are taken back’. Quality checking mechanism includes ‘check the quality at every stage’, ‘qualified supervisors check the quality’, ‘use equipments to check quality’, ‘Quality is given more importance than profit’, and ‘regular customers feedback on quality’. The ANOVA analysis resulted that there is a significant difference among different age groups, education, and nature of employment of respondents and physical goods quality checking, and also there is significant difference among income of respondents and physical goods quality checking. The multiple regression analysis resulted that the age and satisfaction are significant and have positive relationship with physical goods quality, marital status is significant and negative relationship with physical goods quality, whereas sex, educational qualification, monthly income, and nature of employment are no significant relationship with physical goods quality.

Relationship management is practiced through sales order, database of both customer and supplier, customer enquiry, purchase order from supplier, inventory maintenance, new product intimation to customer, after sales service, and customer reference. Mostly telephone is used as medium, followed by postal, e-Mail, message through mobile, Fax, telegram. Stakeholders retention is done through follow up, followed by additional services, offer, bonus and gifts. The
factor analysis classified sixteen variables of customer relationship management into three factors namely customer service, relationship approach, and customer prospecting. Customer service covers ‘organization take steps to retain customers’, ‘organization has customer database’, ‘customer requirements are fulfilled timely’, ‘number of customers are increasing year by year’, ‘organization regularly remind the customer on service requirement’, ‘organization uses data bases to find their target customer’, ‘customers are encouraged to ask their queries’, and ‘customers’ queries increases the scope of our organization’. Relationship approach includes ‘timely delivery is done to customers’, ‘separate person is appointed to deal with customer complaints’, ‘communication with customers are in friendly nature’, and ‘customer complaints as an opportunity to improve quality’. Customer prospecting covers ‘organization has regular customers’, ‘customer satisfaction is studied regularly’, ‘customers are given easy access to the product information’, and ‘existing customer introduces new customers’. The ANOVA analysis resulted that there is a significant difference among different age groups, income of respondents and relationship management activities, and also resulted that there is no significant difference among education, nature of employment of respondents and relationship management. The multiple regression analysis resulted that age, nature of employment, and satisfaction are significant and have positive relationship with relationship management activities, whereas educational qualification and marital status are significant and have negative relationship with relationship management activities, however, sex and monthly income are no significant relationship with relationship management activities.
Complaints’ recovery is the major service activities, followed by customer approach, and voluntary service. When analyse the customer relation activities, follow-up is the major relationship activities, followed by enquiry with existing product, new product intimation, technology updating, and ask reference. The factor analysis classified the twelve variables into three factors namely Customer Retention, Quality of Service, and Customer Advancement. Customer retention covers ‘customer satisfaction is properly measured’, ‘action taken against customer complaints’, ‘proper communication with customers’, ‘customer retention strategies’, ‘employees are willing to provide even better services to the customer’, and ‘customers always thank for our services’. Quality Service includes ‘customers are serviced as assured’, ‘direct interaction with customer regarding service related enquiry’, and ‘service status has been properly informed to the customer’. Customer Advancement covers ‘regular study of customer expectations’, ‘customer service teams’, and ‘toll-free services’. The ANOVA analysis resulted that there is a significant difference among different age groups, education, income, nature of employment of respondents and service quality activities. The multiple regression analysis resulted that age and satisfaction are significantly and positively related with service quality activities aspects, whereas sex, educational qualification, marital status, monthly income, and nature of employment have no significant relationship with service quality aspects.

5.3. CONCLUSION

Human Resource Department of every organization has a powerful one, the successfulness of organization has based on the effectiveness of the human
resource department. The major aim of Human Resource Department has effective utilization of human resource to attain the organization goal. In the present competitive business environment every organization has concentrate more to acquire knowledgeable employees.

Even though Human Resource Department recruit the right person to do the work, all selected persons are not having through knowledge about the job. So, the Human Resource Department needed to include their employees in training and development activities as well as preceding them to knowing their career perspectives. Employees are varied based on their learning capability and career approach.

Every employee’s willingness in learning and involvement in organizational activities are different, it determine their level of satisfaction, motivation, and performance. Even though the employees are working in the similar working environment, they are varied. It has a challenging task of Human Resource Department, to combine the employees in the way of effective communication and leadership.

In the present competitive situation, quality is the major task. Everywhere quality is spread. Who adopt the quality practices they can be a sustainable one in the competitive business environment. For that, every organization’s Human Resource Department has always renovated all its activities towards quality and also take more efforts to implement competency practice in its employees. Quality of the product is not only depending on the raw material but it is only possible by
the quality of human resource. Where the human power effectively utilized there the quality should be guaranteed.

5.4. SUGGESTIONS

Most of the employees working in private limited companies across Tirunelveli District are male and most of them young. Hence the private limited companies can fully utilize the skills and knowledge acquire by employees. All the employees are probably educated so the employees having a capability of understanding their role in the organization. If the companies provide counselling to them, it will yet to improve the quality. Even though the company occupy more male employees, the compensation is very low. So, the company needed to increase their compensation that can be assisting to run their life.

Mostly private limited companies are recruiting the employees through reference, it can cause only to the relatives are known person of existing employee. Instead of this, if they accommodate outside employees can utilize their different skills. Contract employees are also working simultaneous with permanent and temporary employees, even though they occupying the place during peak period of work, they anonymously included in training. They may assign duty to assist permanent and temporary employees to avoid mistakes and wastage.

Even though, the private limited companies motivate the employees to engage them in organizational activities, they needed to facilitate more in improvement of medical facilities, proper counselling providing, sufficient vacation, and proper insurance to employees. The organization needed to
concentrate more in employees’ recreational facilities to increase their satisfaction
and utilize the leisure hour in a useful manner.

Most of the employees get through lead as an instruction from the leader. If
the leader interacts with employees in frequent working hours, that will increase
the efficiency in team building and effort of employees towards goal. And also
help to reduce the conflict and avoid arises of problems. Oral communication
makes more effectiveness among employees, so better keep on this. And the
companies make a centralized oral communication process to avoid oscillation
among employees.

Even though, individual based performance appraisal system adopted in the
private limited companies. Mostly the employees are engaged in quality assurance
activities in by compulsion. So, the organization not only trained a particular
person to do a particular duty, trained all employees to involve in all the activities.
The organization must needed to appoint the experienced person to engage in
relationship management activities and also appoint young dynamic personalities
to involve in service quality activities to successful operation of the activities.

5.5. SCOPE FOR FUTURE RESEARCH

The changing environment of business, and new concepts are emerging at
every time. The researcher is chosen the research area based on interest as well as
acquire knowledge of the research area. There are several concepts available and
going to discuss in all the area of management research. Emerging of new
concepts in the fields is fundamentally creating new research ideas that are going
to test in the similar area. So, the research has been the endless process. This research gives more leads to the future researcher from the present research area. The forth coming researcher scrutinized this research may cause to create enormous research idea in their way. This research focused the private limited companies throughout the Tirunelveli District. Research may classify the every human resource practices and deals it with quality aspects of various manufacturing and service sector industries across different district or the state. The quality is an unavoidable at all categories of industries, based on this every companies eagerly concentrate on implementation of quality practices in the organization. But the companies are varied from quality implementation practices, so the future researcher can identify various quality aspects followed by different companies with similar human resource practices in the organizations. That may differ from this research result. So, it helps the researcher to find out the variation of similar factors with another kind of companies in various places.