1. INTRODUCTION AND DESIGN OF THE STUDY

1.1. INTRODUCTION

The crucial role of human resource department is to maximize the utilization of human resources to maintain and enhance the successfulness of the organization. In the present competitive business environment the role and functions of human resource department is continuously changing, globally. Based on technological changes, the human resource department gets always renovated with its role towards the quality performance of the organization. Traditionally, very few organizations gave importance to human resources. Large size organizations that are involved in every day operational activities, prefer to have recruitment and selection, performance appraisal, training and development, payment and pension system, industrial relations, and so on (Tony Keenan, 1998). The past decades the human resource department’s most important role were operation and reactive rather than proactive and strategic. In the present days, overall organizations objectives are incorporated with strategic elements. The strategic role of human resource department integrated its human resource system and policies and derived those towards overall business strategy of the organization (Torrington, 1995 and Hendry, 1995). Strategic process includes various activities that analyse the current strengths and weaknesses, the evaluation of threats from competitors, and identification of potential opportunities for the organization in future.
The major objective of strategic role of human resource department is to establish quality oriented culture within the organization. For this, the human resource department makes number of changes in its organizational activities. The quality oriented role of human resource department require a continually reinforcing communication system with quality message, self – managed team with high responsibility, appraisal system with strategic support, team work, quality circles and so on. Since, the organization’s human resource department play key role in directing employees in a strategic direction.

1.2. HUMAN RESOURCE MANAGEMENT

An organization is made up with two significant resources namely human/people resource and non-human resource (Khanka 2003). The first one is living one, that is human/people, and the another one is non-living one, that is material, money, machinery, etc. Hence, people are the most significant resource in the organization, L.F.Urwick remarked that “business houses are made or broken in the long-run not by markets or capital, patents, or equipments, but by men” (Gupta, 2002).

Drucker (1970) described “man, of all the resources available to man can grow and develop”. Jucius (1980) defined human resource as “a whole consisting of inter-related, inter-dependent, and interacting physiological, psychological, sociological and ethical component”. Megginson (1982) observed that “from the national point of view, Human Resource are knowledge, skills, creative abilities, talent, and attitudes obtained in the population; whereas from the view-point of the
individual enterprise, they represent the total of the inherent abilities, acquired knowledge and skills are exemplified in the talents and aptitudes of its employees”. Sumantra Ghosal (1999) classify human capital into three categories “intellectual capital, social capital, and emotional capital. Intellectual capital consists of specialized knowledge, tacit knowledge and skills, cognitive complexity, and learning capacity. Social capital is made up of network of relationships, sociability, and trust worthiness. Emotional capital consists of self-confidence, ambition and courage, risk-bearing ability, and resilience”. Flippo (1984) noted “human resource management is the planning, organizing, directing and controlling of the procurement, development, compensation, integration, maintenance, and separation of human resources to the end that individual, organizational and social objectives are accomplished”.

The National Institute of Personnel Management (NIPM, 1973) of India defined Human Resource Management as “that part of management which is concerned with people at work with their relationship within an enterprise. Its aim is to bring together and develop into an effective organization of the men and women who make up an enterprise and having regard for the well-being of the individuals and of working groups, to enable them to make their best contribution to its success”.

Decenzo and Robbins (1973) said that “human resource management is concerned with the people dimension in management. Since every organization is made up of people, acquiring their services, developing their skills, motivating them to higher levels of performance and ensuring that they continue to maintain
their commitment to the organization are essential to achieving organizational objectives”. Sur Mary (1973) described “Personnel Management is a responsibility of all those who manage people as well as being a description of the work of those who are employed as specialists. It is that part of management which is concerned with people at work and with their relationships within an enterprise. It applies not only to industry and commerce but to all fields of employment”.

Human Resource Department is responsible for recruitment, career and development, training and development, motivation, job satisfaction, leadership, communication system, performance appraisal system, etc.

1.2.1. Importance of Human Resource Department

The function of human resource department today is concerned with much more than simple filing, housekeeping, and recordkeeping (Tim Hatcher and Spring, 2005). The strategies followed by the human resource department is integrated within the organization, human resource department analyses the firm’s human resource problems and develops solutions to them. Action oriented individual based approaches make worldwide interdependent in the organization human resource (Johnson, 2005). Today it is difficult to imagine any organization achieving and sustaining effectiveness without efficient human resource department programmes and activities.

The increasing strategic formulation towards human resource in the organization lead the human resource department contribute more in setting the goals and mission of the firm (Holbeche, 2002). Due to this, the human resource
department act seriously to take accountability on performance, legal compliance, employee satisfaction, absenteeism, turn over, training effectiveness, and return on investment, grievance rates, and accident rates. In order to earn more profit, reasonable goals in each of the above components need to be achieved (Lawler, 2005).

Nowadays, human resource department’s function is more integrated and strategically involved. Major activities like recruiting, selecting, training, developing, rewarding, compensating and motivating the workforce is recognized and practiced by every functional level managers of an organization instead of HR managers in the traditional HR management (Ivancevich 2009). In most of the organizations, effectiveness is measured by the balance of complementary characteristics such as reaching goals, employing the skills, abilities of employees, efficiency, and ensuring the influx and retention of well-trained and motivated employees.

1.2.2. Human Resource Management in India

Traditional India was famous for craftsmanship and the society itself was structured according to occupations (Gary, 2009). In olden days, certain group of people belongs to similar category choose anyone person as their leader and follow his guidance. Arthasastra clearly described the job of supervisor and performance – linked compensation for goldsmiths. High-quality goods were made by Indian craftsmen and were shipped to Europe and other continents at early 17th century. Employer – employee relation were formulated in the name of master – servant
relationship in ancient India. Industrial sectors were established in India only after 1850. Merchants, typically from Europe were developed trade ties and established factories in India. Cotton and jute mills were the initial industries followed by industries like steel, lather, coal, and others. During this time all the companies were adopted Personnel Management System as the British rulers were running the Government Institutionalized System.

In the industrial sector, conditions of labour and work were critical one. Enquiry commissions of the government and committees studied the situation and their recommendation led to the formation of labour and social security legislations. Based on the Royal Commission on Labour was set up from 1929 to 1931 which appointed Labour Officers.

After Indian independence in 1947, considerable changes happened in the personnel management approach of organizations. During the time of post-independence, mixed economy model was encouraged in industrial organizations. After that industrial organizations were broadly classified as public sector and private sector (Venkata Ratnam, 1991).

In 1970s and 1980s typically the human resource management functions in organization was extended to Personal and Administration, Industrial Relations, and Labour Welfare. During the mid 1980s human resource management in Indian organization grew various phases of philanthropic viewpoint.
1.2.3. Role of Human Resource Department

Human Resource Management must ascertain specific organizational needs for the use of its competence, and also evaluating the use and satisfaction among other departments; further to educate management and employees about the availability and use of Human Resource Management service. Human resource department executives have to play an increasingly dominant role at the organization’s strategic planning, and must continuously educate the members of other departments about the human resource implications of various decisions (Ivancevich, 2009).

1.2.3.1. Formulation Role of Human Resource Department

Globalization leads more competition among firms that causes for more performance, so the Human Resource Department in the organization is pursuing improved performance by boosting the competence and commitment levels of their employees. It makes Human Resource Department’s knowledge and expertise crucial to the strategy formulation process. The company’s expectation on Human Resource Department is to capitalize the organization’s Human Resource strength and opportunities; and minimize or neutralize its threats and weakness. In the present high competitive and complex business environment, attracting and retaining qualified and component employees become a real challenge of the organization (Gary, 2009).
1.2.3.2. Execution Role of Human Resource Department

Strategic execution is traditionally the heart of the Human Resource manager’s job. Human Resource managers formulate strategies, policies, and practices for the company’s corporate and competitive strategies (Gary, 2009). Human Resource Department of most of the companies are responsible for downsizing and restructuring efforts, out placing employees, instituting pay for performance, reducing health care cost, communication and employee development, competitive customer service and retraining employees.

1.2.4. Changes in Human Resource Department

Human resource department in the organizations are needed to concentrate more with the changes that happens in the technology economy etc globally. Because, Present-day changes in human resource department are taking place at a rapid pace that cannot be handled by traditional management concepts, organizational structures and systems. So, Human Resource Department must renovate all its aspects based on the changes in the business environment. There are four key changes namely globalization, liberalization, market changes and technological changes affect every business through the changes in the business environment.

1.3. TOTAL QUALITY MANAGEMENT

Organizations are growing everywhere only because of increase of conscious in competitive potential quality (Bhat, 2009). In the early days quality was a complicated one because it was not being monitored. Now, the competitions
not only focus on price but also on quality. And also higher standards are demanded in the face of diminishing resources.

Quality of a product or service in simple terms is its suitability for use by the customer. Quality is to be perceived by customer. Perception of the supplier also important, but the customer experience of quality of a product or service is more important. Quality does not mean an expensive product; on the contrary, it is fitness for use of the customer. The definition of quality as per the ISO 9000 standard is “The totality of features and characteristics of a product or service, that bear on its ability to satisfy a given or implied need”. The integrity in delivering what a customer has a legitimate right to expect in view of what was promised at the time of agreement or purchase (Bhat, 2009).

1.3.1. Internal Quality Assurance Efforts Activities

Quality assurance is the activity of providing the evidence needed to establish confidence, among all concerned, that the quality-related activities are being performed effectively (Shridhara Bhat 2009). ISO 8402-1986 defines quality assurance as “All those planned or systematic actions necessary to provide adequate confidence that a product or service will satisfy given requirement for quality”. The quality assurance Efforts includes quality planning, quality control, quality improvement, quality audit, and reliability and also quality assurance activities provide protection against quality problems through early warnings of trouble ahead.
1.3.2. Physical Goods Quality

Production is the process of converting the resources available to an organization into products (Shridhara Bhat 2009). According to the transcendental view, quality is synonymous with “innate excellence”. Product-based definitions view quality as a precise and measurable variable. Differences in quality reflect differences in the quality of some ingredient or attribute possessed by a product. Final product inspection is required to judge the quality of manufacturing, to discover and help to resolve production problems that may arise and to ensure that no defective items reach the customer.

1.3.3. Relationship Management

The quality of goods or services received from suppliers, the upstream portion of the supply chain, is a significant effect on the quality of goods and services that downstream customers receive. Suppliers are those companies that provide the organization with goods and services that help them to satisfy the needs of their own customers (Robert J. Trent, 2001). According to Terry A. Carlson, “Superior quality, consistent service, and competitive pricing are just the price of entry to get into the game”. World-class suppliers are continuously make effort to improve their products and services, with the ability, willingness, processes and business strategies to reach the loyal customers for mutual success (Tim Minahan, 1998). This attempt is helps the suppliers to be an industry leader and also developing new technologies and products.
1.3.4. Service Quality Aspects

Service quality is the continuous activity of before and after sales process of every company. Service is defined as “a social act which takes place in direct contact between the customer and representatives of the service company” (Shridhara Bhat 2009). Service quality is defined as “the delivery of excellent or superior service relative to customer expectations”. The concept of service quality stated “customer satisfaction is a function of perceived quality of service, which is a measure of how actual quality compares to expected quality”. The importance of quality in service of firm is with loyal, long-time customers can financially outperform competitors with higher customer turnover.

1.4. PROCESS RELATED HR PRACTICES AND TQM

Implementation of Total Quality Management process in the organization is causing changes in the role of Human Resource Department (Schonberger 1994). The most important thing is that the organization implementing Total Quality Management systems require significant changes in the employees of the organization. So, the Human Resource Department in the organizations should train, evaluate, recognize, reward, group and manage the employees differently. Therefore, it is required to find the linkage between HR practices and TQM implementation into two broad categories.

1.4.1. Positive Linkage between HR and TQM

The employees’ skill acquisition and development in organization’s working system lie at the heart of a successful quality strategy (Crosby 1979 and
Deming 1982, & 1986). The quality management is seen as benefiting the employees, as it allows for job enlargement, multi-skill and enhanced responsibility for quality control at the point of production or service delivery (Piore and Sabel, 1984). Quality Management is the potential to institutionalise employee participation on permanent basis (Hill, 1991). The factors such as employee involvement and empowerment are critical in achieving a pervasive total quality culture (Olian and Rynes, 1991). Human Resource issues are extremely important for creating quality-oriented organizations (Bowen and Lawler, 1992).

Introducing a TQM in an organization requires a significant training to educate people about the nature of TQM; to develop people with skills and techniques to participate in problem solving; and also to advance career development (Brown, 1993). The Human Resource systems often get in the way of cultural change which is one of the goals of TQM. Organizations needed to align Human Resource systems with quality goals (Caudron, 1993). The change in corporate cultures is done by combining employees’ involvement with continuous improvement that is explicitly linking the design of an employee involvement programme to the attainment of TQM objectives (Magjuka, 1993). Most of the time, TQM create a participative environment for employees in the decision-making and employee empowerment (Oliker, 1992). The role of Human Resource Department continues to increase with the implementation of quality management programmes (Price Water House, 1995).
1.4.2. Negative Linkage between HR and TQM

In some of the organizations, quality management, as a process, results in increasing subordination of employees in return for little or no extra reward, and work intensification (Braverman, 1974). While working with quality management system employee get tensions between quality and commitment (Ogbonna and Wilkinson, 1990). The employers are relatively preoccupied with the harder quality management considerations such as costs and production performance as compared to softer aspects like employee commitment (Seddon, 1989). In some organizations, there may be tensions between the production-oriented hard aspects of TQM, which tend to emphasise working within prescribed procedures and the soft aspect which stress employee involvement and commitment (Wilkinson, 1992). Failure of majority of the TQM programmes implemented are due to cumbersome bureaucracy, standardisation, routinisation of tasks, incorrect training, failure to integrate TQM into the corporate culture, failure to empower teams, rigid organization structure, etc. (Harari, 1993 and Brown et al. 1994).

1.5. STATEMENT OF THE PROBLEM

In Tirunelveli district, there are several major and medium size manufacturing companies functioning with ISO certification. Some of the companies are exporting their goods to foreign countries. These companies are providing more employability and livelihood to more people who reside nearby the concerns. There is a very big quality competition among the companies which wanted to be in the global market. But, all the employees are not equal with skills
and talents in the manufacturing companies. In this regard, the companies are following different types of quality oriented practices in their organization to meet their competition with existing employees. While the organization implementing these quality oriented practices that necessitate changes in the existing practices. And also the organization needed to know the difficulties in the new practice implementation. Quality of the organization not only depends on changes in a particular activity of the organization, but it requires a wholistic change. When the changes are happening in all activities in the organization, that determine the quality practices of an organization. So, the organization needed to take much concentration on its top to bottom activities systematically. Whatever changes that happen in the organization that should be first effected from the HR practice as human resources (HR) are engaged with all the activities of the organization. So, HRM plays a very vital role in the organization to implement a TQM practices. HR departments need to adopt changes in all its activities like recruitment, career and development, training and development, motivation, employee satisfaction, leadership, communication system, and performance appraisal system in order to have an effective TQM implementation. HR department need to access the existing and analyse the gaps to be covered to raise into a new platform of quality standards. Only the HR department can impart the quality culture in the organization. Thus, the role of HR departments needs to be studied to test the understanding on the importance of HR department in the success of the organization.
1.6. SCOPE OF THE STUDY

The study covers the private limited companies in Tirunelveli District. Private limited companies in the field of Cement, Cotton yarn, Calcium carbide, Sugar, Cotton seed oil, Printing papers and Flour Mill, wind mill, Pin, Clip, Matches, Beedi, Vessels making and Engineering industries. The employees’ opinion on HR practices and quality activities are studied. The study results represent the collected opinion of the employees of private limited companies in Tirunelveli District.

1.7. OBJECTIVES OF THE STUDY

The research “The role of Human Resource Department in the private limited companies in Tirunelveli District in implementing Total Quality Management” has the following objectives.

1. 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.

2. 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.

3. To find the impact of the role of Human Resource Department on quality related activities in private limited companies in Tirunelveli District.
1.8. RESEARCH METHODOLOGY

1.8.1. Research Design

This study is based on descriptive research, as the researcher interview the employees of private limited companies in Tirunelveli district, based on the variables identified from the reviewing earlier researchers.

1.8.2. Sampling Design

There are 25 major and medium size companies functioning across the district such as Cement, Cotton yarn, Calcium carbide, Sugar, Cotton seed oil, Printing papers and Flour Mill, wind mill, Pin, Clip, Matches, Beedi, Vessels making and Engineering industries. Both permanent and temporary employees are working in these organizations. The exact details of the employees and HR department are unknown.

Population of this study covers all employees those who are working in any of the private limited companies across Tirunelveli district. All employees who are working in the organization either permanent or temporary positions were taken into account. Moreover, top level managers, and middle level supervisors, also are included in the study.

1.8.2.1. Sample Size

There were 500 questionnaires distributed to the employees of various private limited companies of 11 Taluks across the district. In this 302 questionnaires were responded and 290 are usable.
1.8.2.2. Sampling Procedure

The researcher interviewed both permanent and temporary employees of private limited companies, based on availability and willingness of the employees to share information. Hence, the researcher followed non-probability sampling. Purposive sampling method is adopted for this study. Those employees in work at the organization and also those who are in residence after their shift work were contacted by the researcher.

1.8.3. Data Collection

Data for this study were collected from primary sources. Primary data was collected from employees of various private limited company Tirunelveli district. Interview schedule was prepared and pretested to collect the data from all levels of employees of spinning mills, textile mills, latex and gloves manufacturing, roof manufacturing, wind mill, mineral water manufacturing, and package wraps manufacturing companies across the district.

1.8.3.1. Pilot Study

The structured questionnaire for interview schedule was examined with some field expert to validity check. Then, the pilot study was conducted with small of 35 respondents and 25 were fully responded and tested. Reliability test was conducted with Cranach’s alpha method, it convergent rate of 0.82. So, the variables used in the interview sechedule are considered as highly reliable to this study. Pilot study helps the researcher to find the concepts, problems and
difficulties in the research area. And also helps the researcher to formulate the research design, sampling technique, and method of data collection.

1.8.3.2. Data collection Instrument

The interview schedule used in this research acquires more quality information which is related to the study. The interview schedule contains several parts that includes demographic factors in this respondents profiles are given detail like age, sex, community, religion, educational qualification, marital status, number of family members, and monthly income of family. Under the heading employment, employment statuses are marked like experience, position, salary, and other sources of income. Human Resource department related activities are examined like recruitment process, career development, training and development, motivational factors, employees’ satisfaction, role of leader, communication system, and performance appraisal system. Quality related activities like internal quality assurance efforts activities, physical goods quality, relationship management activities, and service quality aspects were also included in the interview schedule.

1.8.4. Tools for Analysis

Tools used for this study analysis is Percentage Analysis, Weighted Average Method, Factor Analysis, Chi-Square Test, ANOVA, and Regression Analysis.
1.8.4.1. Percentage Analysis

Percentage analysis refers to a special kind of ratio. With the help of absolute figures it will be difficult to interpret any meaning from the collected data, but when percentage are found out then it becomes easy to find the relatives difference between two or more attributes. Percentage is calculated as:

\[
\text{Percentage} = \frac{\text{No. of responses}}{\text{Total no. of respondents}} \times 100
\]

1.8.4.2. Weighted Average

If something in distribution is more important than order, then points must be born in mind, in order that average completed is representatives of the distribution. In such case weight average is to be given to various items the weight attached to each item being professional to the importance of the item to be the distribution.

\[
\frac{\sum wx}{\sum w}
\]

\[
\sum wx = \text{No. of Responses}
\]

\[
x = \text{Values}
\]

\[
\sum w = \text{Total No. of Respondents}
\]

1.8.4.3. Chi – Square Analysis

Chi – square test is applied in statistics to test the goodness of fit to verify. The distribution of observed data with assumed theoretical distribution. The chi – square test is one of the simplest and most widely used non – parametric by using the following formula:
\[ \chi^2 = \sum \frac{(O_{ij} - E_{ij})^2}{E_{ij}} \]

- \( O_{ij} \) = Observed frequency
- \( E_{ij} \) = Expected frequency

Expected frequency = Row total \times\ column total / Grand total

**1.8.4.4. ANOVA**

Under the one-way ANOVA, we consider only one factor and then observe that the reason for said factor to be important is that several possible types of samples can occur within that factor. We then determine if there are differences within that factor. The technique involves the followings steps:

<table>
<thead>
<tr>
<th>Source of variation</th>
<th>Sum of squares (SS)</th>
<th>Degree of freedom (d.f)</th>
<th>Mean square (MS)</th>
<th>F - ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between samples or categories</td>
<td>( = \sum \frac{(T_j)^2}{n_j} - \frac{(T)^2}{n} )</td>
<td>(k-1)</td>
<td>SS between/(k-1)</td>
<td>MS between/MS within</td>
</tr>
<tr>
<td>Within samples or categories</td>
<td>( = \sum X_{ij}^2 - \sum \frac{(T_j)^2}{n_j} )</td>
<td>(n-k)</td>
<td>SS within/(n-k)</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>( = \sum X_{ij}^2 - \frac{(T^2)}{n} )</td>
<td>(n-1)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**1.8.4.5. Multiple Regression Analysis**

A regression is a statistical tool used to find out the relationship between two or more variables. One variable is caused by the behaviour of another one. The former variable is defined as independent and the later variable is defined as the dependent. When there are two or more independent variables, the analysis that describes the relationship between the two is called multiple regression analysis.
The main objective of using this technique is to predict the variability of the dependent variable based on its co-variants with all the independent variables. It is useful to predict the level of dependent phenomenon through multiple regression analysis. Multiple regressions by using the following formula:

\[ Y = a + b_1X_1 + b_2X_2 + \ldots + B_kX_k \]

\[ Y = a + bX \]

\[ a = Y - bX \]

\[ b = \frac{\sum x_i y_i}{\sum x_i^2} \]

In multiple regression analysis, the regression coefficients (viz., \( b_1, b_2 \)) become less reliable as the degree of correlation between the independent variables (viz., \( X_1, X_2 \)) increases. If there is a high degree of correlation between independent variables, we have a problem of what is commonly described as the problem of multi-collinearity.

1.9. LIMITATION OF THE STUDY

The results of the study are applicable only to Tirunelveli District and can not be generalised as the personalis of the society may differ in other districts/industrial area. The study results may change when the technology adopted in the industries changed even in Tirunelveli District. The study result may change in the techonology oriented industries.
1.10. DEMOGRAPHIC PROFILE OF RESEARCH AREA

Tirunelveli District was formed in 1790 by the East India Company, later came under the direct control of the British Crown Queen Victoria. The name Tirunelveli has been composed from the three Tamil words i.e. ‘Thiru – Nel – Veli’ meaning ‘Sacred Paddy Hedge’. District having geographical area of 6759 sq.kms, in the Southeastern portion of Tamil Nadu is triangular in shape. It lies between 8°.05’ and 9°.30’ of the Northern latitude and 77°.05’ and 78°.25’ of Eastern longitude. The district is located in the southern part of Tamil Nadu and surrounded by Virudhunagar District on the north, Western Ghats on the West, Kanniyakumari District on the south, Tuticorin District on the East. The lifeline of the district river Tamiraparani feeds the district and quenches the thirst of residents of Tuticorin district too.

This District is having 3 Revenue Divisions comprising of 11 Taluks, 60 Firkas 19 Development Blocks, 616 Revenue Villages and 425 Village Panchayats. The population of this District is 30,72,880 as per 2011 census. The Density of Population per sq.km. is 455 persons as per 2011 census. The Sex ratio is 1024 females for every 1000 males in the District as per 2011 census. The Literacy rate is 76.09% in the District as per 2001 census.

The district has peculiar climate and receives rainfall in all the seasons which represent 947.6mm in 2010-2011. The maximum precipitation is contributed by the North East Monsoon(555.08mm) followed by the South west monsoon(189.6mm)and the Summer (127.7mm). and the Winter (74.5 mm)
Agriculture plays a Vital role in the District’s economy. The total cropped area was 171155 hectares, which worked out 25.32% of the total area of 675850. The important food crops are Paddy, Cholam, Ragi, Cumbu Maize and other minor millets. The commercial crops are Cotton, Chillies, Sugarcane and Groundnut.

The District is blessed with the Western Ghats from which all the perennial rivers follow and drain towards the east. The surface water of the District is drained into major river basin viz Thamiraparani, Vaippar, Nambiar and Hanumanathi. Thamiraparani is the major river basin in the District.

There are 25 medium and major industries such as Cement, Cotton yarn, Calcium carbide, Sugar, Cotton seed oil, Printing papers and flour Mill etc. Among the other industries in the District Pin, Clip, Matches, Beedi,Vessels making and Engineering industries are important. The important Village industries functioning in the district are Handloom, Poultry farming, Brick making, and Jaggary production. The Handloom products Lungi, Sarees etc are marketed in north India. Also the fine Korai mats from Pathamadi are world famous. Kallidaikurichi Pappads, Karukurichi mud pots, and Tirunelveli “Halva” are specialities which earned many laurels to the District.

Pappanasam Agasthiar falls also attracts tourist and pilgrims. There is a Wild life sanctuary at Mundanthurai and Kalakadu. Spotted deers, Liontailed monkeys, Elephants and Tigers are plenty. The Nellaiappar temple at Tirunelveli, Sankaranainar temple at Sankarankoil, Kasiviswanathar temple at Tenkasi and Vanamamalai Temple at Nanguneri are the land marks of the District signifying
the Hindu Culture. Palayamkottai has many Christian missions and Athankaraipallivasal & Pottalpudur Darga is considered to important sacred places for Muslims.

1.11. CHAPTER SCHEME

The thesis consists of five chapters.

The first chapter deals with introduction and design of the study, statement of problem, scope of the study, objectives of the study, research methodology, limitation of the study, and demographic area profile. These are all the major components deals in the first chapter.

The second chapter, review of literature has the overview on the earlier researches from various books, magazines, journals, and also from web sites.

The third chapter deals with about the theoretical concept of the origin of Human resource management, Total quality management, and its implementations.

The fourth chapter is analysis and inference about A Study on the Role of Human Resource Department in Implementing Total Quality Management in Private Limited Companies in Tirunelveli District. Analysis is done using percentage analysis, weighted average, Factor analysis, ANNOVA, Chi-square, and multiple regressions.

The fifth chapter includes findings, suggestions and conclusion of the study.