This chapter analyzes the extent of satisfaction of the employees with respect to various HRD variables and the effectiveness of the HRD parameters.
Chapter 9  

Effectiveness of Existing HRD Policies: An Analysis

The previous chapter has made it clear that apart from good salary structure, good working conditions and congenial atmosphere to work, the level of development of the workforce is affected by the system of performance appraisal, existing promotion policies and training imparted to the employees. 'There is nothing higher than the person' say the Upanishads. As a man grows to maturity, he seeks satisfaction with the external world along with some inner meaning and some psychological satisfaction. Satisfaction is a concluding product of met expectations and hopes. Met expectations stand for the difference between what an individual looks forward to receive from his job and what he receives as a matter of fact. If he is given less than what he expects from his job, he becomes dissatisfied.

Sentiments of satisfaction or dissatisfaction are complex, varied and wide-ranging. Employees may possibly be satisfied with a number of conditions at their work place and at the same time be markedly dissatisfied with other aspects of their job. Dissatisfaction at work occurs at the time when circumstances at work and in life are such that they obstruct the fulfillment of intensely preferred and most wanted human requirements. Such a feeling affects directly a substantial population consisting of the employers, the employees and their families.

The employer apart from offering good pay package is also supposed to provide the employees with bonus as per the act, different monetary benefits, health measures, statutory welfare amenities, safety devices, uniform, etc. Withholding or making available these provisions in less quantity and/or bad quality leads to discontentment among the staff members. In way or the other, it can be held out that the level of satisfaction of the respondents in respect of these provisions speak volumes about their quantity and quality. In addition, the inter-personal relations within the operational surroundings, system of grievance redressal, performance appraisal system, availability of training, promotion policies, etc. also influence the level of satisfaction of an individual. Again, the satisfaction level of the employees with regards to the above items points out towards the attitude of the employers. It reflects the policies in respect of the human resources that have been put in practice by the employers of the different industrial units considered for the purpose of the present study. Being satisfied with the different variables of HRD also articulates much about the level of development of the employees.
9.1 EMPLOYEES’ SATISFACTION WITH HRD VARIABLES:

Table 9.1 presents the rating given by the respondents on the basis of the level of satisfaction derived by them in respect of various HRD variables such as wages, working hours, monetary benefits, health measures, statutory welfare amenities, uniform, relation with employers, relation with co-workers, grievance redressal system, performance appraisal, training imparted, promotion policies, etc. These responses have been acquired with the help of five point Likert Scale which begins from Very high, High, Moderate, Some and ends with Not at all. Further, coding of the scale has been done by assigning 5 to Very high, 4 to High, 3 to Moderate, 2 to Some and 1 to Not at all. Accordingly, the mean score equaling 3 or more has been well thought-out to be good and less than 3 discloses an unpleasant situation with respect to different variables of HRD. The subsequent pages have been devoted to understand and analyze the perception of the respondents as to their satisfaction about the different HRD variables.

9.1.1 WAGE & SALARY STRUCTURE:

The compensation that is paid to the employees is one of the deciding factors for building a workforce that proves to be an asset for the company. Determination of sound wage and salary structure ensures payment of proper compensation to the personnel which in turn affect their satisfaction level. The reactions of the employees have been divided on the basis of the level of their satisfaction derived by them with respect to wage and salary structure as is prevalent in their respective industrial establishment.

13.20 percent of the recruits have reported to be very highly pleased with the wage and salary structure as is provided to them whilst about two-fifth proportion of the sample has been found to be highly satisfied. 37.60 percent of the employees have been moderately satisfied. The number of workforce contented to some extent has been barely 7.20 percent. A meager number of employees (1.60 percent) have been found to be unhappy with the wage and salary structure prevailing in their respective organization.
### Table 9.1 - Extent of satisfaction of the employees with respect to different HRD variables

<table>
<thead>
<tr>
<th>HRD VARIABLES</th>
<th>EXTENT OF SATISFACTION</th>
<th>NOT APPLICABLE</th>
<th>TOTAL</th>
<th>MEAN</th>
<th>σ</th>
<th>C.V.</th>
<th>SKEWNESS</th>
<th>χ²</th>
<th>P VALUE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wage &amp; salary structure</td>
<td>66 (13.20) 202 (40.40) 188 (37.60) 36 (7.20) 8 (1.60)</td>
<td>0 (0.00)</td>
<td>500</td>
<td>3.564</td>
<td>0.866</td>
<td>24.299</td>
<td>-0.503</td>
<td>318.64</td>
<td>&lt; 0.01</td>
</tr>
<tr>
<td>Payment of bonus</td>
<td>45 (9.00) 152 (30.40) 95 (19.00) 26 (5.20) 102 (20.40)</td>
<td>80 (16.00)</td>
<td>500</td>
<td>3.029</td>
<td>1.350</td>
<td>44.582</td>
<td>-0.719</td>
<td>118.50</td>
<td>&lt; 0.01</td>
</tr>
<tr>
<td>Working hours</td>
<td>99 (19.80) 202 (40.40) 167 (33.40) 23 (4.60) 9 (1.80)</td>
<td>0 (0.00)</td>
<td>500</td>
<td>3.718</td>
<td>0.894</td>
<td>24.045</td>
<td>-0.315</td>
<td>291.04</td>
<td>&lt; 0.01</td>
</tr>
<tr>
<td>Monetary benefits</td>
<td>40 (8.00) 152 (30.40) 213 (42.60) 56 (11.20) 39 (7.80)</td>
<td>0 (0.00)</td>
<td>500</td>
<td>3.196</td>
<td>1.005</td>
<td>31.446</td>
<td>0.195</td>
<td>247.30</td>
<td>&lt; 0.01</td>
</tr>
<tr>
<td>Health measures</td>
<td>75 (15.00) 206 (41.20) 176 (35.20) 36 (7.20) 7 (1.40)</td>
<td>0 (0.00)</td>
<td>500</td>
<td>3.612</td>
<td>0.875</td>
<td>24.225</td>
<td>-0.443</td>
<td>303.82</td>
<td>&lt; 0.01</td>
</tr>
<tr>
<td>Statutory welfare amenities</td>
<td>63 (12.60) 185 (37.00) 184 (36.80) 51 (10.20) 17 (3.40)</td>
<td>0 (0.00)</td>
<td>500</td>
<td>3.452</td>
<td>0.953</td>
<td>27.607</td>
<td>-0.575</td>
<td>249.40</td>
<td>&lt; 0.01</td>
</tr>
<tr>
<td>Safety devices &amp; measures</td>
<td>98 (19.60) 216 (43.20) 152 (30.40) 21 (4.20) 13 (2.60)</td>
<td>0 (0.00)</td>
<td>500</td>
<td>3.730</td>
<td>0.911</td>
<td>24.424</td>
<td>-0.296</td>
<td>299.74</td>
<td>&lt; 0.01</td>
</tr>
<tr>
<td>Uniform</td>
<td>60 (12.00) 96 (19.20) 52 (10.40) 17 (3.40) 20 (4.00)</td>
<td>255 (51.00)</td>
<td>500</td>
<td>3.649</td>
<td>1.160</td>
<td>31.790</td>
<td>-0.303</td>
<td>85.80</td>
<td>&lt; 0.01</td>
</tr>
<tr>
<td>Relation with employers</td>
<td>96 (19.20) 291 (58.20) 98 (19.60) 13 (2.60) 2 (0.40)</td>
<td>0 (0.00)</td>
<td>500</td>
<td>3.932</td>
<td>0.723</td>
<td>18.388</td>
<td>-0.094</td>
<td>536.74</td>
<td>&lt; 0.01</td>
</tr>
<tr>
<td>Relation with co-workers</td>
<td>113 (22.60) 290 (58.00) 84 (16.80) 11 (2.20) 2 (0.40)</td>
<td>0 (0.00)</td>
<td>500</td>
<td>4.002</td>
<td>0.720</td>
<td>17.991</td>
<td>0.003</td>
<td>540.50</td>
<td>&lt; 0.01</td>
</tr>
<tr>
<td>Performance of trade unions</td>
<td>0 (0.00) 16 (3.20) 20 (4.00) 9 (1.80) 7 (1.40)</td>
<td>448 (89.60)</td>
<td>500</td>
<td>2.865</td>
<td>1.001</td>
<td>34.934</td>
<td>-0.134</td>
<td>23.580</td>
<td>&lt; 0.01</td>
</tr>
<tr>
<td>Grievance redressal system</td>
<td>58 (11.60) 150 (30.00) 153 (30.60) 76 (15.20) 63 (12.60)</td>
<td>0 (0.00)</td>
<td>500</td>
<td>3.128</td>
<td>1.185</td>
<td>37.884</td>
<td>0.108</td>
<td>90.18</td>
<td>&lt; 0.01</td>
</tr>
<tr>
<td>Your job</td>
<td>93 (18.60) 252 (50.40) 118 (23.60) 29 (5.80) 8 (1.60)</td>
<td>0 (0.00)</td>
<td>500</td>
<td>3.786</td>
<td>0.867</td>
<td>22.900</td>
<td>-0.247</td>
<td>369.82</td>
<td>&lt; 0.01</td>
</tr>
<tr>
<td>Promotion policies</td>
<td>57 (11.40) 184 (36.80) 156 (31.20) 64 (12.80) 39 (7.80)</td>
<td>0 (0.00)</td>
<td>500</td>
<td>4.312</td>
<td>1.080</td>
<td>32.609</td>
<td>-0.637</td>
<td>170.58</td>
<td>&lt; 0.01</td>
</tr>
<tr>
<td>Training imparted</td>
<td>69 (13.80) 196 (39.20) 147 (29.40) 59 (11.80) 29 (5.80)</td>
<td>0 (0.00)</td>
<td>500</td>
<td>3.434</td>
<td>1.052</td>
<td>30.635</td>
<td>-0.538</td>
<td>191.08</td>
<td>&lt; 0.01</td>
</tr>
<tr>
<td>Performance appraisal</td>
<td>70 (14.00) 214 (42.80) 141 (28.20) 61 (12.20) 14 (2.80)</td>
<td>0 (0.00)</td>
<td>500</td>
<td>3.530</td>
<td>0.970</td>
<td>27.419</td>
<td>-0.485</td>
<td>244.94</td>
<td>&lt; 0.01</td>
</tr>
<tr>
<td>Your life</td>
<td>118 (23.60) 229 (45.80) 127 (25.40) 21 (4.20) 5 (1.00)</td>
<td>0 (0.00)</td>
<td>500</td>
<td>3.868</td>
<td>0.855</td>
<td>22.104</td>
<td>-0.154</td>
<td>329.60</td>
<td>&lt; 0.01</td>
</tr>
</tbody>
</table>

*Note: Figures in parentheses depict percentages.
Source: Data collected through Questionnaires.*

'Not applicable' has not been considered for calculating the value of mean, σ, C.V., skewness and χ².
The average count of the responses as per the Table 9.1 has been worked out to be 3.564 which is more than the moderate point of satisfaction at 5 point scale. It discloses that the views of the employees lie between the moderate and the high level of satisfaction. A lot of disparity in the responses of the sample from the mean has been disclosed by the computed value of standard deviation (0.866) and coefficient of variation (24.299). Negative value of skewness (-0.503) denotes that the disparity in the responses have been inclined to fall above the mean. On applying the $\chi^2$ test, its calculated value (318.64) has been found to be showing significant difference at 1 percent level of significance which leads to the conclusion that majority of the recruits have been near about highly pleased with the wage and the salary structure being provided to them.

9.1.2 PAYMENT OF BONUS:

Payment of bonus increases the spending capacity of an individual which makes him happy whereas non-payment of bonus to the eligible workforce creates discontentment along with paving the road towards industrial dispute. The level of their satisfaction of the personnel in respect of payment of bonus to them has been analyzed in the next paragraph which describes the policy adopted by the industrial units in this regards.

As is clear from the Table 9.1, 9 percent of the workforce has been found to be very extremely pleased with the payment of bonus whereas substantial number of the staff (30.40 percent) has been highly satisfied. Approximately one-fifth proportion of the recruits has placed their satisfaction at the moderate level. The number of employees who have been satisfied to some extent has been 5.20 percent. About one-fifth proportion of the employees has disclosed their dissatisfaction as regards the payment of bonus to them.

The mean score of the responses (3.029) has been near the moderate level of satisfaction at 5 point scale. It lays bare that the recruits have been moderately satisfied. Further, standard deviation, and skewness has been 1.350 and -0.719 respectively. There has been 44.582 percent variation in the
responses from the average. The negative value of skewness denotes that the deviations in the responses have been towards the upper side. The $\chi^2$ test value has been found to be more than the table value at 1 percent level of significance which rejects the null hypothesis and confirms the conclusion that the employees have been in the vicinity of having a little more than moderate level of satisfaction with the bonus being paid to them.

9.1.3 WORKING HOURS:

Long working hours have always been tiresome and drains an individual of his efficiency and interest to work thereby resulting in feeling of being dissatisfied. The analysis of the feeling of being satisfied with the hours that the employees have to work reflects the attitude of the management towards them.

Approximately one-fifth proportion of the workforce has revealed to be incredibly highly pleased with the working hours whereas two-fifth strength of the sample has been found to be highly satisfied. About one-third of the employees have been moderately satisfied. The number of recruits happy to some extent has been 4.60 percent. A negligible number of employees (1.80 percent) have not been found to be at all contended with the working hours in their industrial units.

It is visible from the Table 9.1 that the average count of the responses has worked out to be 3.718 which is near to 4 i.e. the high point of satisfaction at 5 point scale. It discloses that the employees have been at a near highly satisfied level. The computed value of standard deviation and coefficient of variation disclose a lot of disparity in the responses of the sample. The responses from the mean vary to the extent of 24.045 percent. The disparity in the responses tends to fall above the mean and has been denoted by the negative value of skewness (-0.315). The value of Chi-square (291.04) has been significant at 1 percent level of significance, thereby supporting the outcome of the analysis that the recruits have been highly satisfied with the working hours in their respective industrial units.


9.1.4 MONETARY BENEFITS:

Provision of monetary benefits other than salary is a good source of satisfaction for those employed with the private sector enterprises provided these benefits are given as per the spirit of the law. High level of satisfaction indicated by the respondents reflects the positive approach of the employers where as low level of satisfaction points out towards the callous attitude of the management in terms of non-provision or provision just for name sake of the different monetary benefits. Keeping this in mind, the forth coming paras have been devoted towards analyzing the data tabulated in Table 9.1 to study the extent of satisfaction of the employees in view of various monetary benefits.

8 percent of the workforce has perceived to be very highly satisfied with the quantum of monetary benefit that has been provided to them whereas 42.60 percent of the employees have reported to be moderately happy followed by 30.40 percent who have been highly pleased. The number of employees found satisfied to some extent with the availability of monetary benefits has been 11.20 percent. A small number of the recruits (7.80 percent) have been discontented with the monetary benefits being made available to them.

It is clear from the Table 9.1 that the mean score of the responses indicating the level of satisfaction has worked out to be 3.196 which is slightly more than 3 i.e. the moderate level of satisfaction at 5 point scale. It reveals that the employees have been moderately satisfied. Moreover, the calculated value of standard deviation and coefficient of variation reveal a lot of variation in the responses of the sample. There has been 31.446 percent variation in the responses from the mean. Positive value of skewness denotes that the variation in the responses have a tendency to fall below the mean. Value of the $\chi^2$ test has been significant at 1 percent level of significance. This indicates that the employees have been moderately satisfied with the monetary benefits being provided to them.

Katuwal and Randhawa (2007) in their study revealed that monetary benefits have been one of the issues where the workers become dissatisfied.
9.1.5 HEALTH MEASURES:

Making available good working environment to the recruits increases their efficiency and creates an amicable working atmosphere. This makes the workforce contended with their work and they put themselves forward in the direction of achieving the objectives of their organization. The perception of the workforce has been arranged on the grounds of the level of their satisfaction in Table 9.1 to get an insight concerning their satisfaction with the different health measures being adopted by their employers with the intention of providing humane conditions of work to all those in employment with them.

A little more than two-fifth strength of the employees has been highly pleased with the health measures that has been provided to them followed by 15 percent who have perceived to be very greatly satisfied. Noteworthy number of the personnel (35.20 percent) has revealed moderate level of satisfaction. The number of recruits satisfied to some extent has been no more than 7.20 percent. A meager number of employees (1.40 percent) have reported to be not at all happy with the provisions made for their health.

The average calculation of the responses has worked out to be 3.612 which is near to the high point of satisfaction at 5 point scale. It discloses that the recruits have been near high level of satisfaction. Difference in the responses of the sample has been disclosed by the value of standard deviation (0.875). 24.225 percent variation in the responses from the mean has been revealed by the value of coefficient of variation. The negative value of skewness denotes that the variation in the responses has been towards the upper side which further reveals that majority sample considers the level of satisfaction from the health measures to be above the average point of satisfaction. Moreover on applying the Chi-square test, its calculated value (303.82) shows significant difference at 1 percent level of significance. This conveys that the employees have been near about highly pleased with the health measures being provided to them.

Rajalakshmi (2006)\(^3\) pointed out the unemployment among the youth not being worrisome in comparison to the deteriorating working conditions.
9.1.6 STATUTORY WELFARE AMENITIES:

Provision of statutory welfare amenities by the employers provide relief to the industrial employees from their worries related to the work place and increases their satisfaction. The satisfaction that a person derives from his operational settings is generally related to the quantum and the quality of services provided by the employers. Hence, the level of satisfaction of the employees has been analyzed with respect to the provision of statutory welfare amenities in their respective industrial units.

12.60 percent of the recruits have been found to be very well satisfied with the provision of statutory welfare amenities. 37 percent of the personnel have perceived high level of satisfaction. Significant number of the employees (36.80 percent) has placed their satisfaction at the moderate level. The number of recruits contended to some extent has been found to be 10.20 percent. A small number of the employees (3.40 percent) have been found to be displeased with the statutory welfare amenities being provided to them.

Further, it has been made visible from the Table 9.1 that the mean score of the responses (3.452) has been between the moderate and the high level of satisfaction at 5 point scale. It lays bare that employees have been at a more than moderately happy level. Presence of variation in the responses of the sample from the average has been conveyed by the calculated value of standard deviation (0.953) and coefficient of variation (27.607 percent). Negative value of skewness stands for the deviations in the responses to be towards the upper side. The above analysis has been sustained by means of the $\chi^2$ test whose value shows worth mentioning difference at 1 percent level of significance. This shows that the employees have been in the vicinity of being near about highly satisfied with the statutory welfare amenities being provided to them. This speaks volumes about the quantum and the quality of the services being provided by the employers.

Jan (1991) revealed lack of statutory welfare amenities in adequate terms and failure of worker's organizations in making such provisions.
9.1.7 SAFETY DEVICES AND MEASURES:

Safety includes those activities that make an effort to minimize or to do away with hazardous conditions that can cause physical injury. Work-related safety is concerned with risks in areas where people work like offices, manufacturing plants, construction sites, etc. Industrial units provide safety devices and take suitable measures so that the employees do not face any problem while performing their routine work. The extent of satisfaction of the workforce with due regards to the devices provided and measures taken by the employer for the safety of those employed in their industrial units articulates a lot about the quality and quantity of the provisions made.

It is clear from the Table 9.1 and the Figure 9.7 that about one-fifth of the working force has perceived to be very much pleased with the safety devices provided and measures taken for their well-being by their employers while 43.20 percent have indicated high level of satisfaction. Substantial number of the employees (30.40 percent) has reported to be moderately satisfied with the provisions made available by their respective industrial units for their safety. The number of recruits employees with respect to safety devices and measures found to be contented to some extent has been merely 4.20 percent. A negligible number of the recruits (2.60 percent) have been found to be dissatisfied with the provision of safety devices and measures and have complained that many of the devices have worn out and requires replacement.

that the mean score of the responses indicating the level of satisfaction has worked out to be 3.730 which is near 4 i.e. the high level of satisfaction at 5 point scale. It reveals that the recruits have been near highly satisfied. Moreover, the calculated value of standard deviation and coefficient of variation reveal variation in the responses of the sample. There has been 24.424 percent variation in the responses from the mean. Negative value of skewness denotes that the variation in the responses have a tendency to fall above the mean. The value of $\chi^2$ has also been significant at 1 percent level of significance. This indicates that the employees have been highly satisfied with the safety devices and measures being provided to them by their employers.
9.1.8 UNIFORM:

According to Merriam Webster's Dictionary, a uniform is a dress of a distinctive design or fashion worn by members of a particular group and serving as a means of identification. Employees have to face high risks and hazards in the sphere of their working life. Hence, they are required to wear such uniform at the place of their work that would minimize the effects of these hazards. The replies of the workforce have been considered to analyze the level of their satisfaction relating to the uniform that they have been required to wear in the due course of their job.

It is understandable from the Table 9.1 and Figure 9.8 that approximately one-half proportion of the sample has not been required to wear uniform during the duty hours whereas approximately one-fifth proportion of the workforce has been found to be highly satisfied with their uniform followed by 12 percent of the personnel who have reported to be very highly satisfied. 10.40 percent of the employees have placed their satisfaction at the moderate level. The number of recruits pleased to some extent has been only 3.40 percent. No more than 4 percent of the employees have been found to be in not so comfortable position with the uniform that they are required to wear while working in their company.

The mean score of the responses as per the Table 9.1 has worked out to be 3.649 which is more than the moderate and very near to 4 i.e. the high level of satisfaction at 5 point scale. It lays bare that the employees have been near highly satisfied. A lot of disparity in the responses of the sample from the mean has been disclosed by the computed value of standard deviation (1.160) and coefficient of variation (31.790). The disparity in the responses has inclined to fall above the mean and has been denoted by the negative value of skewness (-0.303). On applying the $\chi^2$ test, its calculated value (85.80) has been found to be showing significant difference at 1 percent level of significance which leads to the conclusion that the workforces have been in the vicinity of being highly satisfied with the uniform that they wear while working.
9.1.9 RELATION WITH EMPLOYERS:

Over and above the general physical welfare conditions, employees expect better inter-personal relationship at the workplace. Having a good rapport and friendly relation with the boss does not lead to satisfaction but having a relationship jam-packed with differences and conflicts make the employees dissatisfied with their work. The reactions of the employees in respect of relations with their employers have been studied on the basis of the level of their satisfaction.

As is clear from the Table 9.1, 58.20 percent of the employees have perceived to be highly satisfied with the dealings with their employers followed by about one-fifth who have been found to be exceptionally pleased. Almost one-fifth of the recruits have placed their satisfaction at the moderate level. The number of workforce happy to some extent has been just 2.60 percent. A negligible number of employees (0.40 percent) have been discontented with the present state of relations with their employers.

The average count of the responses (3.932) has been very near to the high point of satisfaction at 5 point scale. It discloses that the recruits have been at near highly satisfied level. Further, standard deviation and skewness has been found to be 0.723 and -0.094 respectively. There has been 18.388 percent variation in the responses from the average. The negative value of skewness denotes that the deviations in the responses have been towards the upper side. The $\chi^2$ test value has been found to be more than the table value at 1 percent level of significance which rejects the null hypothesis and confirms the conclusion that the employees have been highly satisfied with the present state of their dealings with their respective employers.

9.1.10 RELATION WITH CO-WORKERS:

An employee takes pride in his work and work place provided he feels of being a part of the work place. These sentiments are deep-rooted in him for the reason that he has developed and maintained good relations with his co-workers. Having friendly relations on and off with the co-workers provides a
sense of fulfillment and satisfies the psychological urge of an individual to be belonging to one or the other social group. Hence, the level of their satisfaction of an employee with respect to his relation with the co-workers speaks a lot about his mental happiness.

22.60 percent of the workforce has reported to be very highly satisfied with their relations with the co-workers followed by 16.80 percent of the recruits have perceived moderate level of satisfaction. Substantial number of the staff (58 percent) has been found to be highly pleased. The number of employees who have been happy to some extent has been only 2.20 percent. A paltry number of the sample (0.40 percent) has not found their co-worker relations in high spirits.

As per Table 9.1, the average calculation of the responses has worked out to be 4.002 which is almost equal to 4 i.e. the high point of satisfaction at 5 point scale and it discloses that the employees have been highly satisfied. Difference in the responses of the sample has been disclosed by standard deviation (0.720). The coefficient of variation (17.991 percent) discloses presence of variation in the responses from the mean. Furthermore, the value of skewness has turned out to be affirmative indicating that the variations in the responses have been towards the lower side. The value of Chi-square (540.50) as calculated has been found to be significant at 1 percent level of significance. This conveys that the employees have been highly satisfied with their relations with the co-workers.

9.1.11 PERFORMANCE OF TRADE UNION:

According to the Merriam Webster's Dictionary, labour union is an organization of workers formed for the purpose of advancing its members' interests in respect to wages, benefits, and working conditions. When the labour force becomes conscious and aware about their rights, they unite together to form trade unions so as to reduce their weak bargaining power, exploitation at the hands of their employers and make their presence feel in the eyes of their employers. The responses of the employees have been considered to study the
extent of their satisfaction with due regards to the performance of the trade unions.

A good number of the workforce (89.60 percent) has approved about the absence of trade union in their industrial units. Surprisingly, not even a single employee has been found to be very highly pleased with the working of the trade unions. 3.20 percent of the personnel have placed their satisfaction at the high level. 4 percent of the employees have perceived moderate level of satisfaction. The number of recruits who have been contented to some extent has been only 1.80 percent whereas 1.40 percent has faced disappointment with the functioning of the trade unions.

As per the Table 9.1, the mean score of the responses has worked out to be 2.865 which is very near to 3 i.e. the moderate level of satisfaction at 5 point scale and it reveals that the recruits have been near moderately satisfied. A lot of difference in the responses of the sample has been disclosed by standard deviation (1.001). The coefficient of variation (34.934 percent) makes known presence of too much variation in the responses from the mean. Furthermore, the value of skewness has turned out to be negative indicating that the variation in the responses tends to fall above the mean. The value of Chi-square (23.58) as calculated has been found to be significant at 1 percent level of significance. This indicates that the employees have been moderately satisfied with the performance of the trade unions.

9.1.12 GRIEVANCE REDRESSAL SYSTEM:

The objective of the system of grievance redressal is to reduce discontent and dissatisfaction which influences co-operation and productivity adversely and puts a check on arbitrary managerial action. The joint consultative machinery is given the duty to maintain industrial peace and harmony by attending and settling the grievances and other matters to the mutual satisfaction of the concerned parties. The extent of their satisfaction of the employees in respect of the grievance redressal system as existed in their respective industrial establishments point out towards the working of JCM.
11.60 percent of the workforce has revealed to be very highly pleased with the arrangements made for redressing the grievances of the workmen whilst 30 percent of the sample has been highly satisfied. 30.60 percent of the employees have reported to be moderately happy with the system of redressal of employee grievance. The number of recruits satisfied to some extent has been 15.20 percent. Significant proportion of the personnel (12.60 percent) has been disappointed with the grievance redressal system as existed at their workplace.

The mean score of the responses has worked out to be 3.128 which is slightly more than the moderate level of satisfaction at 5 point scale. It reveals that the employees have been moderately satisfied. The calculated value of standard deviation and coefficient of variation reveal lots of variation in the responses of the sample. There is 37.884 percent variation in the responses from the mean. Positive value of skewness (0.108) signifies that the variation in the responses tends to fall below the mean. While applying the $\chi^2$ test, the calculated value of $\chi^2$ (90.18) has been found to be statistically significant at 1 percent level of significance which indicates that the employees have been moderately satisfied with the system of redressing their grievances thereby leading to the conclusion that the JCM is not functioning properly.

Sharma (2006) found that the employees were satisfied with the set up for prevention and settlement of industrial dispute.

### 9.1.13 ON THE JOB SATISFACTION:

Job satisfaction plays an important role in general satisfaction. High satisfaction with one's job is one of the features of a properly administered organization. Recognition and taking steps in the direction of helping the workers to satisfy their basic needs has been considered as a moral duty by such organizations. Moreover, a person remains satisfied with his job provided it helps him in meeting his personal needs. How far an employee is able to meet his personal needs with the help of his present job has been analyzed on the grounds of the level of satisfaction that they have derived from their job.
18.60 percent of the workforce has revealed to be very highly satisfied with their present day job. Almost half of the total sample has been found to be highly satisfied. A good number of the employees (23.60 percent) have placed their satisfaction at the average level. But 5.80 percent of the recruits have been pleased with their job to some extent only. There have been a meager 1.60 percent of the personnel who have been dissatisfied with their job.

The mean score of the response has been worked out to be 3.786 which is very near to the high level of satisfaction at 5 point scale. It lays bare that the employees have been highly satisfied with their job. The worked out value of standard deviation and coefficient of variation convey presence of variation in the responses of the sample. There has been 22.900 percent variation in the responses from the average. Negative value of skewness (-0.247) indicates that the deviations in the responses have been towards the upper side. While applying the $\chi^2$ test, the calculated value of $\chi^2$ has been found to be 369.82 which is statistically significant at 1 percent level of significance indicating that the workforce has been in the vicinity of being highly satisfied with their job which leads to the conclusion that the employees have been able to meet their personal needs with the help of their present job. Thus, there cannot be even a little doubt about the job yielding positive results and producing a harmony, a balance and richness in life.

Goyal’s (1995)* research work has revealed that majority of the textile workers were satisfied with their job.

9.1.14 PROMOTION POLICIES:

Promotion means the upgrading of an employee to a job involving more work and greater responsibility and enjoying better pay, status and facilities. A sensible promotion policy helps to raise the satisfaction level and morale of an employee which consequently leads to his development. The intensity of satisfaction drawn by the employees stands for the level of formulation of a proper promotion policy and its implementation on the part of the management of the respective industrial units.
11.40 of the sample have revealed to be very highly satisfied with the policies related to promotion. 36.80 percent of the workforce has been highly satisfied. Significant number of the employees (31.20 percent) has placed their satisfaction at the moderate level. The number of employees pleased to some extent has been 12.80 percent. A paltry 7.80 percent of the recruits do not find the promotion policies to be reaching up to the level so as to satisfy them.

It is visible from the Table 9.1 that the mean score of the responses i.e. 3.312 is little more than the moderate point of satisfaction at 5 point scale. It lays bare that employees have been moderately satisfied. The calculated value of standard deviation and coefficient of variation convey a great deal of variation in the responses of the sample. The responses from the mean vary to the extent of 32.609 percent. The disparity in the responses tends to fall above the mean and has been denoted by the negative value of skewness (-0.637). The value of Chi-square (170.58) has also been significant at 1 percent level of significance, thereby supporting the outcome of the analysis that the workforces have been near the moderate level of satisfaction with the promotion policies which means that the management has taken so-so interest in the formulation and implementation of the promotion policies.

Srimannarayana (2008)'s in his study found the HRD climate moderate with the dissatisfaction of the employees on the basis of promotion decisions being the factor contributing to such a situation. Sharma, Rajwanti and Sharma, Jaipal's (2010)'s study found that an atmosphere of general discontentment prevailed among employees over the promotion policy of the corporation.

**9.1.15 TRAINING IMPARTED:**

Work-related training is essential because new techniques, innovative methods, latest tools, up-to-the-minute materials, new sources of power, and more than before use of automation continue to bring widespread changes. Employees working at different levels rely upon formal training programmes for their development. The level of their development from the provision of
training to them directly affects their level of their satisfaction and speaks volumes about the success of such training programmes.

13.80 percent of the employees have perceived to be very highly satisfied with the training given to them whereas nearly two-fifth of the sample has indicated high level of satisfaction. 29.40 percent of the recruits have placed their satisfaction at the moderate level with the quality of training being given to them. The number of employees pleased to some extent has been 11.80 percent. A small number of the workforce (5.80 percent) has not been happy with the training imparted to them.

It is clear from the Table 9.1 that the mean score of the responses has been 3.434 which is in between the moderate and the high level of satisfaction at 5 point scale. It lays bare that recruits have been middling between the moderate and the highly satisfied level. Moreover, the calculated value of standard deviation and coefficient of variation convey presence of variation in the responses of the sample. There has been 30.635 percent variation in the responses from the average. Negative value of skewness denotes that the deviations in the responses have been towards the upper side. The value of the $\chi^2$ test has also been significant at 1 percent level of significance. This shows that the recruits have been in the environs of being near about highly satisfied with the training given to them.

Ramana & Bhsha's (1999) study indicated that majority of the employees were satisfied with the training methods, materials and the quality of the faculty that trained them. Sharma, Rajwanti and Sharma, Jaipal (2010) in their study revealed that majority of the employees were not satisfied with the training given to them.

9.1.16 PERFORMANCE APPRAISAL:

Proper evaluation of an employee's performance while on work/job in a regular and systematic manner apart from encompassing his future prospects for development also raises his satisfaction from his job. He has better chances to move ahead in life, to remove his weaknesses and deficiencies and to lead
towards self-development. The responses of the workforce showing their satisfaction towards the system of performance appraisal as existing in their respective industrial units has been analyzed by means of Table 9.1.

14 percent of the employees have revealed to be very highly contended with the arrangements made for appraising their performance whilst 42.80 percent of the respondents have been found to be highly satisfied. 28.20 percent of the recruits have placed their satisfaction at the moderate level. The number of employees pleased to some extent has been found to be 12.20 percent. A trivial number of employees (2.80 percent) have reported displeasure with the methods of performance appraisal being used by their employers.

The average calculation of the responses has worked out to be 3.530 which is between the moderate and the high level of satisfaction at 5 point scale. It discloses that the employees have been sandwiched between the moderate and the high level of satisfaction. The worked out value of standard deviation and coefficient of variation discloses a lot of difference in the responses. There has been 27.479 percent variation in the responses from the mean. The negative value of skewness (-0.485) stands for the variation in the responses to be towards the upper side. While applying the $\chi^2$ test, the calculated value of $\chi^2$ has been found to be 244.94 which is statistically significant at 1 percent level of significance indicating that the employees have been close to the high level of satisfaction in respect of the system used for appraising their performance in their respective industrial units.

9.1.17 OFF THE JOB SATISFACTION:

Each and every individual is a responsible person not only while he is on the job, but wherever on the earth he is, right through the 24 hours of a day. Whenever he is not capable of adjusting himself adequately to some problem that he is facing, he is likely to be lost in thought with it and this would impinge on his efficiency and self-confidence which is likely to further affect his life and feeling of being happy and satisfied.
The reactions of the respondents concerning their satisfaction with their life have been well thought-out in the Table 9.1 which reveals that 45.80 percent of the recruits have been highly satisfied with their life followed by 23.60 percent who have perceived to be extremely pleased. Almost one-fourth strength of the sample has placed their satisfaction at the moderate level. The number of workforce happy to some extent has been just 4.20 percent. Few employees (1 percent) have reported to be discontented with their life.

The average count of the responses has worked out to be 3.868 which is very much near to 4 i.e. the high point of satisfaction at 5 point scale. It discloses that the recruits have been near the highly satisfied level. Further, standard deviation, coefficient of variation and skewness has been found to be 0.855, 22.104 and -0.154 respectively. There has been 22.104 percent variation in the responses from the mean. The negative value of skewness means that the disparity in the responses tends to fall above the mean. The $\chi^2$ test value has been found to be more than the table value at 1 percent level of significance which rejects the null hypothesis and confirms the conclusion that the employees have been highly satisfied with their life.

Goyal (1995) found that most of the workers were satisfied with their life.

**9.2 EFFECTIVE SCORE OF HRD PARAMETERS:**

The employees have varying pictures of the usefulness of the various parameters of HRD and no two persons are ever expected to think exactly alike. What a person thinks of HRD parameters is a function of what he has experienced. His experience is dependent on what has been made available by his employers. Hence, the effective scores given by the respondents on the basis of their perception towards effectiveness of the different parameters of Human Resource Development points out towards the implementation of the policies by the management in respect of HRD and has been presented by means of Table 9.2.
Table 9.2 - Effective scores given by the respondents in respect of different HRD parameters: Industrial unit wise distribution

<table>
<thead>
<tr>
<th>INDUSTRIAL UNITS</th>
<th>Compensation and work schedule</th>
<th>Maintenance of work environment</th>
<th>Industrial relations</th>
<th>Development of employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dabur India Ltd.</td>
<td>142 (81.14)</td>
<td>152 (86.86)</td>
<td>152 (86.86)</td>
<td>148 (84.57)</td>
</tr>
<tr>
<td>Himalaya International Ltd.</td>
<td>134 (76.57)</td>
<td>131 (74.86)</td>
<td>134 (76.57)</td>
<td>137 (78.29)</td>
</tr>
<tr>
<td>Hindustan Unilever Ltd.</td>
<td>145 (82.86)</td>
<td>164 (93.71)</td>
<td>159 (90.86)</td>
<td>147 (84.00)</td>
</tr>
<tr>
<td>GPI Textiles Ltd.</td>
<td>155 (88.57)</td>
<td>152 (94.29)</td>
<td>165 (86.86)</td>
<td>151 (86.29)</td>
</tr>
<tr>
<td>Sara Textiles Ltd.</td>
<td>144 (82.29)</td>
<td>152 (85.71)</td>
<td>150 (86.86)</td>
<td>136 (77.71)</td>
</tr>
<tr>
<td>Ankur Pharma</td>
<td>149 (85.14)</td>
<td>161 (92.00)</td>
<td>147 (84.00)</td>
<td>142 (81.14)</td>
</tr>
<tr>
<td>Pidilite Industries Ltd.</td>
<td>150 (85.71)</td>
<td>158 (90.29)</td>
<td>160 (91.43)</td>
<td>149 (85.14)</td>
</tr>
<tr>
<td>Torrent Pharmaceuticals Ltd.</td>
<td>145 (82.86)</td>
<td>155 (88.57)</td>
<td>154 (88.00)</td>
<td>147 (84.00)</td>
</tr>
<tr>
<td>Wings Pharmaceuticals Pvt. Ltd.</td>
<td>147 (84.00)</td>
<td>155 (88.57)</td>
<td>154 (88.00)</td>
<td>151 (86.29)</td>
</tr>
<tr>
<td>Luminous Power Technologies Pvt. Ltd.</td>
<td>145 (82.86)</td>
<td>145 (82.86)</td>
<td>149 (85.14)</td>
<td>146 (83.43)</td>
</tr>
<tr>
<td>Penguin Electronics Ltd.</td>
<td>123 (70.29)</td>
<td>133 (76.00)</td>
<td>133 (76.00)</td>
<td>124 (70.86)</td>
</tr>
<tr>
<td>Super Cassettes Industries Ltd.</td>
<td>138 (78.86)</td>
<td>129 (73.71)</td>
<td>135 (77.14)</td>
<td>135 (77.14)</td>
</tr>
<tr>
<td>Aar Aar Castings Pvt. Ltd.</td>
<td>149 (85.14)</td>
<td>148 (84.57)</td>
<td>159 (90.86)</td>
<td>141 (80.57)</td>
</tr>
<tr>
<td>H.M. Steels Ltd.</td>
<td>154 (88.00)</td>
<td>160 (91.43)</td>
<td>167 (95.43)</td>
<td>163 (93.14)</td>
</tr>
<tr>
<td>Him Teknoforge Ltd.</td>
<td>151 (86.29)</td>
<td>142 (81.14)</td>
<td>156 (89.14)</td>
<td>136 (77.71)</td>
</tr>
<tr>
<td>M/s Radiant Castings</td>
<td>150 (85.71)</td>
<td>153 (87.43)</td>
<td>163 (93.14)</td>
<td>154 (88.00)</td>
</tr>
<tr>
<td>Valley Iron and Steel Co. Ltd.</td>
<td>141 (80.57)</td>
<td>139 (79.43)</td>
<td>149 (85.14)</td>
<td>141 (80.57)</td>
</tr>
<tr>
<td>Mansa Print and Publishers Ltd.</td>
<td>136 (77.71)</td>
<td>132 (75.43)</td>
<td>129 (73.71)</td>
<td>128 (73.14)</td>
</tr>
<tr>
<td>M/s Ruchira Papers Ltd.</td>
<td>146 (83.43)</td>
<td>148 (84.57)</td>
<td>154 (88.00)</td>
<td>150 (85.71)</td>
</tr>
<tr>
<td>Ambuja Cements Ltd.</td>
<td>130 (74.29)</td>
<td>138 (78.86)</td>
<td>137 (78.29)</td>
<td>133 (76.00)</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>2874 (82.11)</strong></td>
<td><strong>2947 (84.20)</strong></td>
<td><strong>3006 (85.89)</strong></td>
<td><strong>2859 (81.69)</strong></td>
</tr>
</tbody>
</table>

Note: Figures in parentheses depict effective percentages.

Source: Data collected through Questionnaires.

These scores have been acquired with the help of seven point Likert Scale which varies from Highly negative to Highly positive. Further, coding of the scale has been done by assigning 7 to Highly positive, 6 to Moderately positive, 5 to Slightly positive, 4 to Undecided, 3 to Slightly negative, 2 to Moderately negative and 1 to Highly negative. Accordingly, the mean score equaling 4 or more has been well thought-out to be good and less than 4 makes known an unfavourable position with regard to the parameters of HRD. The scores given by the respondents for each parameter has been totaled unit wise and industry wise. Effective percentage for each industrial unit and for each industry has
been calculated by dividing the total score obtained by the maximum score and multiplying the answer so obtained by 100.

9.2.1 COMPENSATION AND WORK SCHEDULE:

It is evident from the Table 9.2 that the effective percentage for the scores given by the recruits employed in the industrial units namely GPI Textiles Ltd., Him Teknoforge Ltd. and H. M. Steels Ltd. have been 88.57 percent, 86.29 percent and 88 percent respectively. The relative number has been calculated to be 76.57 percent, 70.29 percent and 74.29 percent in case of Himalya International Ltd., Penguin Electronics Ltd. and Ambuja Cements Ltd. in the same order.

Thus, the above analysis leads to the conclusion that the employees working in GPI Textiles Ltd., Him Teknoforge Ltd. and H. M. Steels Ltd. have been receiving good compensation for the hard work done by them in the due course of their job and have a much more better work schedule as against the recruits employed with the Himalya International Ltd., Penguin Electronics Ltd. and Ambuja Cements Ltd.

9.2.2 MAINTENANCE OF WORK ENVIRONMENT:

The Table 9.2 makes clear the standing of the different industrial units concerning the perception of the respondents towards effectiveness of the parameter of HRD namely 'Maintenance of work environment'. The effective percentage for the scores made known by the staff working in the industrial establishments specifically Hindustan Unilever Ltd., GPI Textiles Ltd., and Ankur Pharma have been calculated to be 93.71 percent, 94.29 percent and 92 percent respectively. The corresponding figure has been found to be 74.86 percent, 73.71 percent and 75.43 percent for Himalya International Ltd., Super Cassettes Industries Ltd. and Mansa Print and Publishers Ltd. respectively.

As a result, it can be concluded from the above analysis that the employers of Hindustan Unilever Ltd., GPI Textiles Ltd., and Ankur Pharma have been considerate enough to understand the importance and the need of good working environment for the human resources employed by them. The above analysis also leads to the conclusion that the state of affairs has been just the opposite in case of Himalya International Ltd., Super Cassettes Industries Ltd. and Mansa Print and Publishers Ltd.
9.2.3 INDUSTRIAL RELATIONS:

The importance of industrial relations can be well understood in terms of success achieved by some industrial establishments who have been capable enough to create a working environment that enabled all employees to work with their full potential. Therefore, an attempt has been made by means of the Table 9.2 to analyze the effective scores given by the sample respondents as a result of their perception towards the effectiveness of the 'Industrial relations' in their respective industrial establishments.

The effective percentage calculated on the basis of the scores given by the sample has been found to be 91.43 percent, 93.14 percent and 95.43 percent respectively in case of Pidilite Industries Ltd., M/s Radiant Castings and H. M. Steels Ltd. as against Himalya International Ltd. (76.57 percent), Penguin Electronics Ltd. (76 percent) and Mansa Print and Publishers Ltd. (73.71 percent). Accordingly, one can accept as true from the above analysis that the management of Pidilite Industries Ltd., M/s Radiant Castings and H. M. Steels Ltd. has been sufficiently thoughtful enough to appreciate the significance of congenial industrial relations necessary for the betterment of the human beings employed with them. On the other hand, the workforce working in Himalya International Ltd., Penguin Electronics Ltd. and Mansa Print and Publishers Ltd. have to still wait for the industrial relations in their company to reach up to the mark of congeniality.

9.2.4 DEVELOPMENT OF EMPLOYEES

Industrial unit wise data tabulated in the Table 9.2 reveals the effective percentage in respect of the HRD parameter namely 'Development of employees'. In case of the industrial units i.e. GPI Textiles Ltd. and Wings Pharmaceuticals Pvt. Ltd., it has been found to be 86.29 percent each. Furthermore, the same has been 88 percent and 93.14 percent for M/s Radiant Castings and H. M. Steels Ltd. respectively. The sorry state of affairs in respect of development of employees has been revealed in case of Penguin Electronics Ltd., Mansa Print and Publishers Ltd. and Ambuja Cements Ltd. with their respective effective percentage being 70.86 percent, 73.14 percent and 76 percent. For the above reason, it can be concluded that the management of GPI Textiles Ltd., Wings Pharmaceuticals Pvt. Ltd., M/s Radiant Castings and H. M. Steels Ltd. have shown interest in the development of its employees.
Chapter 9  Effectiveness of Existing HRD Policies: An Analysis

After having analyzed the perceptions of the sample respondents in respect of effectiveness of the different HRD parameters for the different industrial units, the subsequent paragraphs have been devoted towards the analysis of the opinion of the sample with reference to the effectiveness of the different HRD parameters for the different industries. The scores given by the respondents for each parameter has been totaled industry wise and effective percentage has been calculated for each industry.

**Table 9.3 - Effective scores given by the respondents in respect of different HRD parameters: Industry wise distribution**

<table>
<thead>
<tr>
<th>INDUSTRY</th>
<th>HUMAN RESOURCE DEVELOPMENT PARAMETERS</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Compensation &amp; work schedule</td>
<td>Maintenance of work environment</td>
<td>Industrial relations</td>
<td>Development of employees</td>
</tr>
<tr>
<td>Food</td>
<td>421 (80.19)</td>
<td>447 (85.14)</td>
<td>445 (84.76)</td>
<td>432 (82.29)</td>
</tr>
<tr>
<td>Textile</td>
<td>299 (85.43)</td>
<td>304 (86.86)</td>
<td>315 (90.00)</td>
<td>287 (82.00)</td>
</tr>
<tr>
<td>Chemical</td>
<td>591 (84.43)</td>
<td>629 (89.86)</td>
<td>615 (87.86)</td>
<td>589 (84.14)</td>
</tr>
<tr>
<td>Electronics</td>
<td>406 (77.33)</td>
<td>407 (77.52)</td>
<td>417 (79.43)</td>
<td>405 (77.14)</td>
</tr>
<tr>
<td>Steel</td>
<td>745 (85.14)</td>
<td>742 (84.80)</td>
<td>794 (90.74)</td>
<td>735 (84.00)</td>
</tr>
<tr>
<td>Paper</td>
<td>282 (80.57)</td>
<td>280 (80.00)</td>
<td>283 (80.86)</td>
<td>278 (79.43)</td>
</tr>
<tr>
<td>Cement</td>
<td>130 (74.29)</td>
<td>138 (78.86)</td>
<td>137 (78.29)</td>
<td>133 (76.00)</td>
</tr>
<tr>
<td>Total</td>
<td>2874 (82.11)</td>
<td>2947 (84.20)</td>
<td>3006 (85.89)</td>
<td>2859 (81.69)</td>
</tr>
</tbody>
</table>

*Note: Figures in parentheses depict effective percentages.*

*Source: Data collected through Questionnaires.*

The Table 9.3 puts together the position of the different industries pertaining to the perception of the sample towards usefulness of the various parameters of HRD. The effective percentage in case of 'Compensation and work schedule' has been found to be 85.43 percent and 85.14 percent for the Textile and the Steel industry respectively. The corresponding figure has been 74.29 percent for the Cement industry. The effective percentage in support of the parameter 'Maintenance of work environment' made known by the staff working in the Chemical industry has been calculated to 89.86 percent as compared the figure of 77.52 percent for the Electronics industry.

Further, the effective percentage calculated for 'Industrial relations' on the basis of the scores given by the recruits employed in the Textile and the Steel industry has been 90 percent 90.74 percent respectively. The relative number has been found to be 78.29 percent for the Cement industry. In case of the HRD parameter specifically 'Development of employees', the effective
percentage has been 84.41 percent and 84 percent for the Chemical and the Steel industry as compared to 77.14 percent and 76 percent in case of the Electronics and the Cement industry. Hence, it can be concluded from the above analysis that the management of the Textile, Chemical and the Steel industry understand the importance of the HRD parameters and have taken such steps that lead towards the development of human resources in their industrial units. The above analysis in addition leads to the not so good state of affairs in case of the Electronics and the Cement industry.

To be brief, employees are satisfied with a number of conditions at their work place and at the same time are also dissatisfied with other aspects of their job. The analysis of the level of satisfaction derived by them in respect of various HRD variables reveals the picture of the industrial units in the minds of the employees. Determination of sound wage and salary structure ensures payment of proper compensation to the personnel which in turn affect their satisfaction level. Majority of the recruits have been near about highly pleased with the wage and the salary structure being provided to them but have been in the vicinity of having a little more than moderate level of satisfaction with the bonus being paid to them. They have been highly satisfied with the working hours in their respective industrial units with the monetary benefits being able to satisfy them to moderate extent only.

The satisfaction that a person derives from his operational settings is generally related to the quantum and the quality of services provided by their employers. Being near about highly satisfied with the provision of health measures and statutory welfare amenities indicates relief to the industrial employees from the worries related to their work place. Further, the employees have been highly satisfied with the safety devices and measures being provided to them. About one-half proportion of the sample has not been required to wear uniform during the duty hours and the remaining workforce has been in the vicinity of being highly satisfied with the uniform that they wear while working. The employees have been highly satisfied with the present state of their dealings with the employers and the co-workers. But a good number of the workforce (89.60 percent) has approved about the absence of trade union in their industrial units. The employees have been moderately satisfied with the system of redressing their grievances.
Job satisfaction plays an important role in general satisfaction. High satisfaction with one's job is one of the features of a properly administered organization. The workforce considered for the purpose of the study has been in the vicinity of being highly satisfied with their job which leads to the conclusion that the employees have been able to meet their personal needs with the help of their present job. Thus, there cannot be even a little doubt about the job yielding positive results and producing a harmony, a balance and richness in life. The recruits have been in the environs of being near about highly satisfied with the training given to them and in respect of the system used for appraising their performance in their respective industrial units. But they have been near the moderate level of satisfaction with the promotion policies. Whenever an employee is not capable of adjusting himself adequately to some problem that he is facing, he is likely to be lost in thought with it and this would impinge on his efficiency and self-confidence which is likely to further affect his life and feeling of being happy and satisfied but the respondents have indicated to be highly satisfied with their life.

Effective scores in respect of HRD parameters indicates that the employees working in GPI Textiles Ltd., Him Teknoforge Ltd. and H. M. Steels Ltd. have been lucky enough to receive good compensation for the hard work done by them in the due course of their job as against the recruits employed in Himalya International Ltd., Penguin Electronics Ltd. and Ambuja Cements Ltd. The employers of Hindustan Unilever Ltd., GPI Textiles Ltd., and Ankur Pharma have been considerate enough to understand the importance and the need of good working environment for the human resources employed by them whereas the state of affairs has been just the opposite in case of Himalya International Ltd., Super Cassettes Industries Ltd. and Mansa Print and Publishers Ltd.

The management of Pidilite Industries Ltd., M/s Radiant Castings and H. M. Steels Ltd. has been sufficiently thoughtful enough to appreciate the significance of congenial industrial relations necessary for the betterment of the human beings employed with them whilst the workforce working in Himalya International Ltd., Penguin Electronics Ltd. and Mansa Print and Publishers Ltd. have to still wait for the industrial relations in their company to reach up to the mark of congeniality. The management of GPI Textiles Ltd., Wings Pharmaceuticals Pvt. Ltd., M/s Radiant Castings and H. M. Steels Ltd. has shown interest in developing its employees. The management of the Textile, Chemical
and the Steel industry understand the importance of the HRD parameters and has taken such steps that lead towards the development of human resources in their industrial units where as the Electronics and the Cement industry have yet to take steps for the sorry state of affairs in terms of the HRD parameters.

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1. Nehru, Jawaharlal (2003), 'The Discovery of India', Jawaharlal Nehru Memorial Fund, New Delhi, 23rd impression, p. 90.
10. Sharma, Rajwanti and Sharma, Jaipal (2010), *op. cit.*