## CHAPTER THREE

### HUMAN RESOURCE MANAGEMENT PRACTICES- AN OVERVIEW

<table>
<thead>
<tr>
<th>S.NO</th>
<th>CONTENTS</th>
<th>PAGE NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1</td>
<td><strong>Human Resource practices in T.V.Sundram Iyengar and Sons Limited, Madurai.</strong></td>
<td></td>
</tr>
<tr>
<td>3.2</td>
<td><strong>Functions of People Service Department:</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.2.1:Recruitment &amp; Selection</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.2.2:On Boarding Process</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.2.3:Personal File/Record Maintenance</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.2.4:Training and Development</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.2.5:Employee Relations and Welfare</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.2.5.1: Incentives and welfare Measures</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.2.5.2:Salary Components</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.2.5.3:Educational Service</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.2.5.4:Corporate Social Responsibility</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.2.5.5: Trade Union</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.2.6:Performance Appraisal and Promotion</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.2.6.1:Meaning:Performance Appraisal</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.2.6.2:Performance Management System and Promotion</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.2.7:Full and Final Settlement</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.2.7.1:Process of Relieving Order</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.2.7.2:Full and Final Process after submission of settlement forms</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.2.7.3:Responsibility Matrix</td>
<td></td>
</tr>
<tr>
<td>3.3</td>
<td><strong>Conclusion</strong></td>
<td></td>
</tr>
</tbody>
</table>
3.1: Human Resource practices in T.V. Sundram Iyengar and Sons Limited, Madurai.

TVS & Sons Limited, Madurai practices a novel method of recruiting people through its Human Resource Department. It is the first automobile corporate to implement such a new type of process in people service even it has not been practiced in IT sectors. The Human Resource Department which is otherwise called as People Service Department (PSD) acts as a major support for the various businesses in the corporate. The People Service Department team works in the central registered office at Madurai. In practice, all other outlets of the company have one People Service Department executive in respective designations to take care of the human resource activities. Like the company having its own structure, the People Service department has its own structure comprising of Human Resource Business Partner (HRBP), Human Resource Employee Relations (HRER), Human Resource Organisational Capability (HROC) and Human Resource Transactions. Each and every team on its own contributes to the progress of the concern to a maximum extent. The functions of these four teams can be seen in general. Each and every division deals with various components.

(i) Human Resource Business Partner: This section works by linking itself with other sections with respect to any programme delegated to it by other departments or outlets. Human Resource business partnering is a process whereby human resource professionals work closely with business leaders and/or line managers to achieve shared organizational objectives, in particular designing and implementing Human Resource systems and processes that support strategic business aims. This process may involve the formal designation of ‘Human Resource business partners’ that is Human Resource professionals who are embedded within the business, sometimes as a part of a wider process of restricting Human Resource functions. However, it is important to note that many varying definitions of Human Resource business partnering exist and where Human Resource business partners operate; there are wide variations in their role.

(ii) HR Transactions: Human Resource transactions of the company include back end activities such as recruitment, on-boarding process, work force administration and full and final settlement and so on. From the point of view of the researcher, the Company is on its way of developing a Human Resource Management System or the so called Human Resource Information System, which is referred to the systems and processes at the intersection of

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88 Femina’s Summer Training Report, TVS & Sons Limited, Madurai, 2013.
89 http://www.cipd.co.Uk/hr-resources/factsheets/hr-business-partnering.aspx
between Human Resource Management (HRM) and Information Technology (IT). It merges Human Resource Management as a discipline and in particular its basic Human Resource activities and processes with the information technology field, whereas the programming of data processing systems evolved into standardized routines and packages of Enterprise Resource Planning (ERP) software. On the whole, these Enterprise Resource Planning systems have their origin on software that integrates information from different applications into one universal database. The linkage of its financial and human resource modules through one database is the most important distinction to the individually and proprietary developed predecessors, which makes this software application both rigid and flexible\textsuperscript{90}.

(iii) HR Employee Relations: The researcher observed in this Company a few strategies for a healthy employee relationship in the organization, such as involving the members willingly and not by imposing work on them, encouraging individuals to share their work with each other by forming committees, assigning targets and motivating them to contribute equally and to achieve those targets within a desired time frame, having lunch time together with diverse topics on discussion, indulging effective communication among the members especially written modes be promoted for better transparency, organizing morning meetings, birthday and New Year parties, communal harmony, praising the individual if he/she has done something exceptionally well, rewarding him suitably, displaying the names of the top performers on the notice boards for others so as to predict him/her as a role model and finally to encourage everyone to perform well to live up to the expectations of the superiors as well as the management.

A healthy relation among employees promotes a positive ambience at the workplace and employees feel happy and satisfied at work. This is what is exactly going on in TVS & Sons Limited, Madurai and the result is the employees look forward to going to office daily and also works hard to realize their teams as well as organisation’s goals\textsuperscript{91}.

(iv) HR Organizational capability: This section works for people administration, Training and Development, compensation to employees, payroll process and other allied matters. Provident Fund trust is maintained by the Corporate even before the emergence of Provident Fund Act 1952 is something noteworthy an organizational capability is a company’s ability to manage resources, such as employees, effectively to gain an advantage over competitors. The

\textsuperscript{90} http://en.wikipedia.org/wiki/Human-resource-management-system.
\textsuperscript{91} http://www.managemenrstudyguide.com/importance -of-employee-relations.htm
company’s organizational capabilities focus on the business’s ability to meet the customer demand. In addition, organizational capabilities must be unique to the organization to prevent replication by competitors. Organizational capabilities are anything a company does well that improves business and differentiates the business in the market. Developing and cultivating organizational capabilities can help small business owners gain an advantage in a competitive environment by focusing on the areas where they excel.

3.2: Functions of People Service Department: The main functions of people service department in T.V.Sundram Iyengar & Sons Limited, Madurai is being designed as follows:

Diagram 3.1
Functions of People Service Department

The above shown functions are being practiced by the department in reality.
3.2.1: Recruitment & Selection: It is a process of attracting, screening and selecting of manpower in order to suit the requirement of the job. The recruitment process is done by the HR transactions team who are responsible for identifying the required candidates for the respective strategic business units. Anyway, the recruitment process is being segregated into two parts. They are pre-recruitment and post-recruitment processes.

Pre-recruitment process includes receiving manpower indent containing the details of the vacancy like position cadre, experience and job description. Various profiles are taken from internal and external sources. Internal sources includes data bank, job portals such as naukri, times job sites and employee referral. External sources includes campus interview, manpower consultancies, advertisement through press and employment exchange. In general, the authority of selecting a personnel lies with Strategic Business Unit Chief and the candidates are selected with the help of the line manager. Before recruiting, it is significant to know whether the candidate is being selected as an additional employee or the purpose is to replace him in the place of another employee for varied reasons. If a particular candidate is selected for replacing, then the details with respect to the person for whom he is being replaced need to be mentioned with clarity. The process followed in recruiting personnel for the department is as follows:

- The applicants are sorted through internal and external sources.
- The applications are shortlisted with the assistance of line manager.
- Then the department sends call letters to the shortlisted applicants.
- The printed application format is got filled up from the applicants.
- The transactions team verifies/scrutinizes the certificates and the filled in application.
- If there is a need, a written test is conducted.
- After the preliminary formalities, the candidate is directed to the line manager with the evaluation format.
- The line manager analyzes the concerned evaluation form.
- Then, the proposed candidate is sent for the medical examination.
- The team sends an employment notification to the government.
- The team also serves the appointment order in order to adhere to the formalities such as nomination, Employees State Insurance, Company Hospital, treatment, conveyance and the like.
- The selected candidate is exposed to general induction, time office and canteen procedure.
The selected candidate then reports to the Strategic Business Unit for which he has been selected and applies for Employee code, Employee Provident Fund number and Employee Pension Scheme number.

The team opens up a personal docket, bank account and updates the payroll data.

The post recruitment process includes on boarding, record maintenance, induction program, employee relations and Welfare and at last full and final settlement of an employee.

3.2.2: Joining Guidelines for Smooth on boarding: It is the next step after recruitment. On boarding which is also known as organizational socialization refers to the mechanism through which new employees acquire the necessary knowledge, skills and behaviours to become effective organizational members or insiders. Tactics used in this process includes formal meetings, lectures, videos, printed materials and computer – based orientations to introduce newcomers to the new job and to the new corporate. The on boarding activities are undertaken by the respective People Service Department executive who bears the actual responsibility.

New employees are provided with induction booklet to make them understand the businesses and important policies. If they come across any policy related queries then it need to be addressed within 3 working days to the concerned email address. The employees need to report to the outlet People Service Department executive on the date of joining, they will create an employee code (Ecode) request to the on boarding team for generating the employee code and to receive the Provident Fund, Employee Pension Scheme number from the Provident Fund section. Generally the employees are asked to fill certain statutory forms namely Provident Fund Nomination Forms (PF Form 2) – 3 copies, Gratuity Form (Form “F”) – 1 copy and General Nomination Form – 1 copy. In addition to the statutory forms, other requirements such as joining report, Code of conduct acknowledgement, superannuation Nomination Form-2 copies, Employee’s State Insurance-3 copies (ESI) form, Provision of details for health insurance card-4 copies, Investment declaration form and previous Company relieving letter. After the employee completes the filling up of the above statutory forms, he needs to handover the forms to outlet People Service Department executives for getting the Company seal and authorized signature from respective outlet/office.

The newly selected employees are supposed to send the welcome kit check list, feedback form and identity card (ID card) requisition form through the attached self
addressed envelope to the onboarding team within two days from the date of joining. The employee will receive the appointment order from the concerned outlet People Service Department executive. E-Mail ID will be created based on the line manager’s approval within two days from the date of employee code (Ecode) generation. Once an employee receives the official mail identity (ID), he/she must send the information such as his/her full name, designation, strategic business unit, function, full address, landline number, fax number, mobile number and mail identity (ID) through e-mail to the on-boarding team. The purpose of sending the information is to maintain the business card.

The employees need to contact the Industrial Credit and Investment Corporation of India (ICICI) bank representative in the respective location for opening the salary account. The application form (Annexure 1) is enclosed along with the welcome kit. The employees should provide their original identity (ID) proof and photocopy along with their passport size photo to the representative. After the successful opening of the account, the account number should be provided to the respective outlet People Service Department executive for the salary process. Those who are joining in locations other than given in the Annexure 1 will have to carry specimen signature card to the nearest Industrial Credit and Investment Corporation of India (ICICI) branch for account opening. The employees need to fill and sign in the application form in black ink for their Mobile Closed User Group (CUG) connection (Subscriber Identity Module-SIM Card). They also need to fill the Annexure II and attach the documents mentioned in it and send all these forms with self attested photo to the Transactions Team, Chennai for its connection activation. Number will be provided to the employees within four working days after the receipt of the filled application form. At the time of leaving the organization, the employee should deactivate his Subscriber Identity Module (SIM) Card and handover the same to the respective outlet People Service Department executive. These guidelines are provided to the newly recruited entrants wishing them a great and successful career with TVS.

**Superannuation Nomination Form:** This form is required to be filled after the completion of the employee’s probationary period as mentioned in the appointment order. Deputy Manager and above level executives (i.e.) Upto M4 Grade) are eligible for the superannuation from the date of confirmation. As per the guideline the concerned employee once confirmed and opting for the superannuation should fill in four copies of the “Superannuation Nomination Form” and those not opting should fill in three copies of the “Not opting Form” which will be available with the respective outlet People Service
Department executives. Grade employees (i.e.) [Deputy General Manager and above] are eligible for the superannuation from their date of joining.

**Employee’s State Insurance (ESI) Form:** Employee’s State Insurance (ESI) covered employees are required to get into consultation with the outlet People Service Department executive for filling up the Employee’s State Insurance (ESI) form and it has to be submitted to the respective outlet/office.

**Health Insurance:** Non-Employee’s State Insurance covered employees are required to submit their dependants’ details to the outlet People Service Department executive for their Health Insurance Card. The outlet People Service Department Executive will send the data of the respective employee on 20th of every month to the central office at Madurai to the concerned Deputy Manager who in turn Co-ordinates with Royal Sundaram insurance and within 30 days the employee can collect his/her health card from the respective PSD Executive.

**3.2.3: Personal File or Record maintenance:** This is a procedure of keeping the personal details of all employees on track for future reference and the personal docket of an employee includes company application, interview evaluation form, educational qualification certificates, ID forms, address proof, medical fitness certificate, photocopy of appointment order, compensation details, nomination forms, other details on payment increment, transfer orders, promotional aspects, loan offered and the like need to be filed in the docket. At last service register of an employee is mandatory for maintenance.

**3.2.4: Training and Development:** The orientation programme is given for all the category of employees. The programme orients about the company’s profile including the nature of business, existing of various strategic business units (SBUs) and scope of their operation, business code of conduct and opportunities available for their career growth if their performance is overwhelming. Out of the responses gathered from the employees of the concern, the researcher has tried her level best to provide a consolidated data on the conduction of formal orientation and training programmes for recruits.

An induction program is being organized at TVS Training Academy, Madurai on a monthly basis by the transactions team. Business leaders from various businesses and

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92. MR. Krishnamoorthy, Officer, People Service Department, TVS and Sons Limited, Madurai.
functions are invited to share facts about their business. It is a two-day program which includes classroom sessions complimented by factory visit and parts warehouse visits. This program is aimed at new entrants to understand the business process, enable them to perform better in their work locations and extend them a warm welcome to the TVS family. Induction programme is imparted through e-induction. There is also a practice that, whenever a recruit joins the team, he will be introduced among the fellowmen of the same department. He will also be deputed for inter departmental orientation upon prior intimation. The new entrant is also sent to other outlets to acquaint himself with the knowledge apart from training conducted at the training academy for inculcating soft and technical skills. The executives’ also feel that, there are various other new orientation programs planned, which will be shortly implemented among the recruits.

Induction program is scheduled both on the basis of particular department and also on the basis of the strategic business unit (SBUs’). Anyway the employees accept the formal training programs executed in the corporate. Training is planned at various departments depending on the employees’ role. Strategic Buisness Units’ generally provide product training.

“IMPACT” is the new joiner program at the employees’ level. Impact was coined with a thought that it creates a positive vibe about TVS in the minds of the new entrants. Moreover Induction Programme being the first touch point of a new joinee, this will certainly strive to create an ever lasting impression by enriching their knowledge and understanding about the organization and thereby making it a fruitful learning experience. In short, it can be said that, the training program include training of all sorts. In case of shared services, the most opted method of induction is on-the-job training.

The employees say that the training process starts with a meticulous process of training need identification done with the objective of bridging the skill gap of an employee. This is done considering the career path of the individuals and the team. Thus, identified training needs are incubated and nourished to a training module which can impact the desired skills. Such modules are populated according to the target strength and spread across the year in a training calendar. These fact full responses enumerate the way the corporate deep roots
the TVS culture in its employees. Generally the training modules are divided into two sections (i.e.) Training on schedule and Training on demand with their learning outcomes.

3.2.5: Employee relation & Welfare: The organization has a team of HR professionals who are well trained in statutory and legal aspects of the business to take care of the welfare and employee relation activities. Even though various statutory laws are available for promoting the welfare of and preventing the employees from the exploitation of employers, there should be somebody to supervise whether the laws and legal compliances are being implemented as and when they are required. As far as the observation done by the researcher, the company has its own standing operating procedure which is being strictly adhered to by it. Regarding the salary components, welfare facilities and other allowance, it is really exciting to know that the employees are really lucky to be a part of this concern because the company provides them with ample of good deeds even though the take home is comparatively less with respect to other companies. This bagful of positive provisions & good deeds to the employees speak about the generosity of the corporate towards its employees. The team involves itself in availing licenses for outlets and factories, updating man power details and job opportunities in the corporate with the employment exchange and similar kind of activities.

At TVS, care for its employees is a time honoured tradition. From recruitment to retirement, the company is committed to enhancing the quality of the employees’ lives. Its welfare initiatives range from continuous training and skill upgradation programmes to well-planned townships, medical centres and educational assistance, honouring of employees associated with the organisation for a long duration with certificate symbolising the year of service and cash reward, Handing over the settlement payment on the day of retirement and special leave with cash given to employees for their children's marriage.

3.2.5.1: Incentives and welfare measures:

An incentive scheme is a plan or a programme to motivate individuals for good performance. An incentive is most frequently built on monetary rewards, but may also include a variety of non-monetary rewards or prizes.

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Besides base compensation and incentives, employees are provided with various types of benefits and services by the organization. These benefits and services are not linked to employees’ productivity but are provided to different classes of employees either as a matter of statutory requirement or on voluntary basis or a combination of both. Such benefits are called by various names such as “fringe benefits”, “Employee welfare”, “Wage Supplements”, “Subwages”, “Supplementary Compensation”, “Social Security”, “transpecuniary incentive”, etc. However, the term fringe benefits are more common in practice. The term fringe benefits has not been defined precisely because the items that are included in this category show greater variation. Some of the items are covered by statutory provisions while many others are provided voluntarily.\(^9^5\)

Some of the facilities that are provided by the esteemed Concern are as follows.

- Provision of helmet, accident leave, provision of cost of spectacles, service memento, cycle advance, death relief fund, education assistance, cash award & scroll, night shift allowance, staff advance, conveyance reimbursement, marriage present-management gift, provision of safely shoe, supply of dentures & hearing aid, Saturday working allowance, family planning, provision of various training facilities, festival advance and provision of medical benefits through the hospitals. In addition to the above welfare measure the following pay & perks have also been provided to its employees. They are dearness allowance, house rent allowance, skill allowance, service weightage, cashier allowance, attendance incentive scheme, bonus and special ex-gratia, washing allowance, adhoc allowance, technical allowance, posting & testing allowance, transfer allowance, privilege leave encashment, medical reimbursement, provision of uniform, special allowance, education allowance, entertainment allowance, soft furnishing allowance, leave travel assistance, lunch allowance and reimbursement towards professional advancements\(^9^6\).

The quantum of the allowances might differ and also certain allowance may be deleted in the course of time. This fact is being authenticated by the researcher because provision of allowances depends on the company’s capacity to earn more profit inspite many challenges existing in the environment in which the company survive.


The company might have its own policy to decide the quantity and the provision of welfare facilities which is to be offered to different levels of employees' which is subject to any change by the Management at any time it desires. From the point of view of the researcher, it is really astonishing to know the quantum of care taken by the company towards its employees for their well being.

3.2.5.2: Salary Components and Incentives:

The employees of the concern are divided into the groups namely; Union, Non-Union and executives. The salary components differ in case of each group according to their grades, years of experience, inflation, performance and achievements.

(i)The salary component for the Union group of employees which comprises staff & workmen is as follows:

Basic pay, dearness allowance, house rent allowance, service weightage, skill allowance, other allowances (including productivity linked incentive (PLI) Scheme and it differs case to case), education allowance (available to all employees), adhoc allowance (available to those who are not covered under the productivity linked incentive (PLI) Scheme) and washing allowance (available to staff and workmen). Besides these allowances, attendance allowance, nightshift allowance and overtime allowance are offered to those workers who fulfil the conditions so as to receive the above said allowances.

Productivity Linked Incentive (PLI) scheme is extended to the employees those who are directly connected with the operation, otherwise called as service support.

(ii)The salary component for the Non-Union group of employees which comprises of sales consultant I & II and Technical specialist is as follows:

Basic pay, house rent allowance, special allowance, uniform allowance, other allowances, education allowance, washing allowance, field allowance and fixed conveyance.

This group is of supervisory nature. The so called Non-Union group does not have attendance allowance, night shift allowance, overtime allowance and productivity linked incentive scheme is not applicable to the group.
(iii) The salary components of executives are divided into three dimensions.

a) Officer: Basic pay, house rent allowance, transportation allowance, education allowance, other allowances (if any), provident fund, employees state insurance (ESI) (in case, he/she is out of coverage), Gratuity.

b) Manager: Basic pay, house rent allowance, transportation allowance, education allowance, other allowances (if any), leave travel assistance, Company’s medical benefit, Superannuation (available to new joiners on monthly basis), provident fund & gratuity.

c) Leaders: The pay structure of the respective group is not made known to the other group of employees so they are represented as secret cell97.

3.2.5.3: Educational Service: The group extends its wings of service to the field of higher education by operating schools which really produces young minds with originality, creativeness, independency and proactive behaviour which again is an attribute to the groups’ management capability. TVS Primary School, Madurai-11, TVS Higher Secondary School, Madurai-11, TVS Lakshmi Matric Higher Secondary School, Madurai-1198

3.2.5.4: Corporate Social Responsibility: T.V. Sundram Iyengar & Sons Ltd. has been carrying out corporate social responsibility activities much before its due recognition and has recognised the responsibility to serve the community they operate in. TVS believes that all stakeholders must benefit, whether it is employee welfare or involvement of the employees in fulfilling the needs of the society. The company had joined hands with the local administrative body and tested drinking water samples, recommended corrective measures along with educative handouts and distributed preventive medicine for affected people for eradication of malaria during last monsoon season. The company has been conducting regular health check-ups, eye donations, blood donation camps, distribution of wheel-chairs, awareness camps, assistance to Salvation Army Leprosy hospital, distribution of uniforms and scholarship for education to the needy, were conducted in all outlets across the country99.

97 Mr. Sadagopan, PSD, South Veli Street, TVS & SONs Ltd, Madurai.
98 www.lvstvsschools.com
99 http://www.tvs.in/socialresponsibility.aspx
3.2.5.5: Trade Union: Trade Union – TVS & SONS Limited, Madurai

According to section 2 (h) of the Trade Union Act, 1928, a trade Union means, “any combination, whether temporary or permanent, formed primarily for the purpose of (a) regulating the relations (1) between workmen and employers, or (2) between workmen and workmen, or (3) between employees and employers; or (b) for imposing restrictive conditions on the conduct of any trade or business, and includes any federation of two or more trade unions”\(^{100}\).

As already mentioned in many places, TVS & Sons Limited is highly known for its integrity between the management and the employees. Anyhow, it is highly impossible to run such a very big hereditable institution for over 102 years without even a small contradiction. This fact is true in the case of the corporate, but then it somehow managed to resolve all sort of issues with a flexible mentality, by putting themselves in the place of employees to experience their difficulty, by agreeing for a mutual talk which benefits both but all these were possible only because of a strong and longstanding bridge which connects the management and the workers. It is affiliated to the Indian National Trade Union Congress (INTUC) in 1945. The Union included outsiders till the year 1992, in which Mr. Ramanujam functioned as the executive officer and he was also Indian National Trade Union Congress (INTUC) – General Secretary during the course of time. The researcher asked about thirteen questions and has extracted maximum data and have complied and presented as clear as possible. The Executive who answered the entire researcher’s query is the present Union General Secretary for the whole TVS Group located throughout India. It is a well known fact that it is a registered Trade Union which bears No: 316 for Central and No: 556 for State (i.e., Chennai). This registration status is continued by paying a yearly subscription to the concerned authority. A very surprising fact is that, like any other Trade Unions, the TVS group’s Trade Union doesn’t have any outsiders as its members and this is a strong proof for the existing peace, unanimity and the cordial relationship of the corporate with their employees. Especially it doesn’t have even a single political party within its hamlet of the trade Union.

Controlling the widespread outlets by having one common trade union at one place would worsen any situation therefore for their own convenience they have formed a separate

\(^{100}\) Khanka S.S., Human Resource Management (Text and cases), S.Chand & Company Ltd, New Delhi, 2007, Pg:314.
trade union structure for each and every State and finally any kind of issue that is faced by any of the State’s outlet is as fast as possible communicated to the Union General Secretary and the result is speedy justice to the employees.

With regard to the number of members in the trade Union in Madurai, it consists of nearly 113 members comprising of workmen and staff up to 7 grades. For the purpose of membership, Rs.15 is deducted from salary on a monthly basis and out of that Rs.10 will be withheld with the (respective) branch and Rs.5 will be sent to the central unit. (Madurai). The organization structure of the union includes the following lines of authority. In case of the central union,

**Diagram 3.2**

**General Structure of Central Union**

President

Vice – president

General Secretary

Assistant Secretary

Treasurer

As in our constitution, the Prime Minister is considered to have all the powers even though the president is the first citizen of the country, likewise, in the trade union also, the General Secretary has got the maximum authority but then the consent of the President is sought for any further proceedings. Each branch consists of one-person called as settlement committee to represent any issues relating to final settlement on behalf of the members.

In case of a branch, the organization structure of the trade union is as follows:

82
Diagram 3.3
Organisation Structure of branch trade union

President

Treasurer

Committee member

The monetary settlements are dealt in by the secretary and the treasurer and the final resolution is filed with the central office relating to the bank account. Committee member is the one who represents the issues of various sorts to the union on behalf of the employees who come within his jurisdiction or authority because it is not possible for each and every individual to meet the union office bearers due to their busy schedule.

As regards the registers maintained, all branches preserves day book, various correspondence which are sent and received, report of any branch visit which is done atleast once in year, minutes of the meetings held now and then, audit report and so on. Normally, general body meeting is conducted once in a year and monthly meeting is conducted at all branches. The general secretary strongly expresses with confidence that the management does everything in consultation with the union. He also says that the sportive team of management invites and takes into consideration any creative and practical ideas from any of members in the union.

When asked about the achievements done in these many years of his service, the executive was very privileged to introduce marriage leave along with a consolidated amount to the employees. This was led by him from the year 1978 and at last he succeeded in the year 2004. The amenity is that, for the employee’s marriage a present of Rs.5000 and 3 days of leave and for the marriage of employee’s son or daughter – a present of Rs.3000 and 3 days of leave and it worked quiet well. The executive is at present insisting to increase the number of holidays to 18 which is already in practice in Kerala and other States. This effort is totally to give heartfelt happiness and a moral satisfaction among the employees and their families. He is also in half-way emphazing to increase the death relief fund to Rs.1,00,000 which requires Rs.15 as monthly contribution from each and every employee. In case of the marriage present leave which was mentioned earlier, Rs.10 was deducted from the monthly salary of the Union staff and now the concern is about the managers who have also been
convinced towards marriage present leave for their contribution. In the same way each and every union member gets Rs.10,000 at the time of his retirement which is also been collected by deducting Rs.5 from all the union members.

The executive with whom, the researcher had the discussion have an experience of more than 40 years in the very same institution worked at varied designations.

When asked about the members present at the meetings, he says that, as a usual practice Joint Managing Director & Managing Director of the corporate, Sundaram Motors – Executive director, Human Resource-Senior General Manager, Finance Manager, Company Secretary , and if there is a need an advisor would also shall attend all the meetings concerned with the trade Union. The above said advisor could also be a retired employee having experience in trade union activities.

Speaking about the election, the representative is elected by election and the nomination is filed and a general notice is served before 7 days of the election. Rarely, the representatives are selected through show of hands and occasionally even a representative is selected unanimously. As regards the trade union system is concerned with, the management believes in compromising and discussing and not in competing.

While specifying about the objectives, policies or functions of the trade union, he told there is no any such written documents on trade union, where he explained all the three by another three words, those are focused employees’ welfare, mutually good interpersonal relationship between the management, union and the workers and finally transparent communication regarding any disturbing issue with the management and also with workers because he believes that there is cent percent possibility to arrive at a convincing solution with a open and fair talk with the concerned persons. Even at the time of recession during the year 2008, the employees wholeheartedly accepted to forgo Rs.500 in their HRA for compensating the loss of the company. Even in the year i.e., 2013, due to the high inflation and reduction in the value of rupee, the automobile industry’s market has gone down and in this circumstances, the employees of the corporate have again agreed to sacrifice Rs. 500 from their salary. This incidence really surprised the researcher about the love, belongingness, bond, affinity and understanding the employees have towards their company. That is a great symbol of strength and success of the TVS group.
When a question was raised regarding any individual approaching government officials with respect to any settlement, the executive told that if at any cost he/she has justice on their side; the management would consider the issue and take a firm decision on it. Until now, to the executive, those persons really lose their money and time and could get only half of such an amount, which if he/she had gone through the union might gained them a lot which they understand too late after many real and practical sufferings.

When probed into the history of any strikes and lockouts in the company, the word that not even took a moment came saying a strong “No” and the executive felt very happy, proud and in built confidence while uttering the word\textsuperscript{101}.

3.2.6: Performance Appraisal and Promotion:

3.2.6.1: Meaning: Performance Appraisal:

“Performance appraisal is as follows: It is the process of evaluating the performance and qualifications of the employees in terms of the requirements of the job in which he/she is employed, for the purposes of administration including placement, selection for promotion, providing financial rewards and other actions which require different treatment among the members of a group as distinguished from actions affecting all members equally”. Beach has defined performance appraisal as follows: “Performance appraisal is the systematic evaluation of the individual with regard to his or her performance on the job and his/her potential for development”.

3.2.6.2: Performance Management System and Promotion:

As far as TVS & SONS limited is concerned with promotion and increment are integrated with the performance potential appraisal of the employees. Each and every establishment has its own way of evaluating the performance of its employees, in the same way, the corporate maintains and implements a tigerish way of appraising its employees’ performance. The system is popularly being called as PMS (performance management system) by its employees\textsuperscript{1}. Anyway the above said system of performance appraisal is applied only in case of executives and for staff & workman the evaluation is done by their immediate supervisors.

\textsuperscript{101} Mr. Louis, Union General Secretary, TVS workers union, TVS and SONS limited, Madurai., Direct interview at Madurai branch on 2/10/13 between 11.00 am to 12.30 pm
Performance Management System (PMS) can be defined in the terms of the corporate as focusing equally on WHAT is achieved and HOW it is achieved. Wherein WHAT represents 4+1KRA (key result area) targets and comprehensive task assessment (CTA) and HOW indicates the behaviour parameters which is described as the 10 tenets in the TVS way.

A) **WHAT of performance** in a detailed manner has been devised as follows:

(i) **Target setting:** 4+1KRA (key result area) targets


At this point, the S.M.A.R.T way of setting targets is described as follows:

- **S** - Specific/stretching – absolute clarity
- **M** - Measurable in terms of quantity, time and money
- **A** - Achievable, that is, within the reach
- **R** - Relevant
- **T** - Timeline, that is, Time bound.

b. Define metrics and milestones.

(ii) **Comprehensive task assessment (CTA):**

This is about the description of the individual’s performance such as initiatives projects or any other special work done apart from the 4+1 targets. At this juncture, strengths and areas of improvements are also covered.

(iii) The format for WHAT of performance is designed in the following manner:

**Table 3.1**

<table>
<thead>
<tr>
<th>Target description</th>
<th>Metrics</th>
<th>Milestone: E/F/P/N</th>
<th>Achievement Description</th>
<th>Extent of Achievement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work plan Target</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Development plan Target</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- **Metrics:** The Management defines metrics for each target in terms of quantity, timeline, quality, monetary and the like.
- **Milestone:** The appraiser defines milestone (i.e.) E/F/P/N for each target based on the employee’s performance. Where

  E/F/P/N represents E: Exceeded, F: Fully met, P: Partially met and N: Not met.

- **Achievement description:**

  This is a place where an employee evaluates himself which is familiarly known as ‘Self appraisal’ wherein he/she describes his/her achievements and rates himself or herself with an appropriate milestone.

- **Extent of Achievement:** This column needs to be filled in by the reporting manager and it is based on the comparative rating.

- Along with this 4+1 KRA Target, the appraiser is supposed to complete the **Comprehensive task assessment** (CTA) component and should give the final rating.

(iv) The following format is being used as a guideline on overall performance ranking. It would be noteworthy to mention that, the below mentioned is only a guideline input whereas the overall performance ranking is a combination of 4+1 and CTA; that is, apart from 4+1, the line manager has to assess the contributions of the appraise towards team work, attitude towards work, ability to learn and implement for better delivery and taking extra initiative for the betterment of the organization. In some cases, even if the above mentioned algorithm is met, it may not automatically lead to a particular rating. The line manager may decide to give any other rating with a justification of having done so, based on the Comprehensive Task Assessment (CTA).

<table>
<thead>
<tr>
<th>Table 3.2</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Guideline on overall performance Ranking</strong></td>
</tr>
<tr>
<td>Ratings</td>
</tr>
<tr>
<td>----------</td>
</tr>
<tr>
<td>O</td>
</tr>
<tr>
<td>V</td>
</tr>
<tr>
<td>G+</td>
</tr>
<tr>
<td>G</td>
</tr>
</tbody>
</table>

E/F/P/N represents E: Exceeded, F: Fully met, P: Partially met and N:Not met

Each and every goal fixed for an employee has its own name, description, due date for the achievement of the goal, current status of the progressing goal and finally the approver’s
comment on it. If an employee meets all the goals set for him/her and achieves “E” as his milestone, then he will be awarded with 3 marks. Likewise according to his/her milestones and achievement status, the employee shall be honoured by three, two or one mark.

B) How of Performance:

PI: Professional Integrity

CO: cost optimization

SD: Service delivery

The pillars of TVS way:

Diagram 3.4
Components of HOW of performance
TVS Way

(1) Professional Integrity   (2) Cost Optimization   (3) Service Delivery

(1) PI1: I will close all issues within agreed timelines.

PI2: I will lead by example, in a transparent manner.

PI3: I will ensure strict adherence to norms, policies and processes.

PI4: I will always act in the best interests of the organization.

(2) CO1: I will not incur any expenses which are not budgeted.

CO2: I will obtain the acceptance of superiors/right stakeholders before I incorporate any cost increase in the system.

CO3: I will continuously eliminate waste and maximize resource utilization.

(3) SD1: I will ensure delivery as agreed in Service Learning Agreements & Key Deliverables.

SD2: I will develop processes to improve and maximize service quality.

SD3: I will value and enhance my relationships with all stakeholders.
B) 9 Box Frame work

Table 3.3
9 Box Frame work

<table>
<thead>
<tr>
<th>WHAT OF PERFORMANCE</th>
<th>TVS WAY - How of Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>H3</td>
<td>White (1,3)</td>
</tr>
<tr>
<td>M2</td>
<td>Yellow (1,2)</td>
</tr>
<tr>
<td>L1</td>
<td>Red (1,1)</td>
</tr>
<tr>
<td>L1</td>
<td>M2</td>
</tr>
</tbody>
</table>

The figures and the components mentioned in the 9 box matrix explains how to rate an employee’s performance and in what way it can be integrated with increment and his/her promotion. The explanation goes like this,

- X-axis (What of performance) is based on 4+1 KRA and CTA.

- An individual shall be placed in the X-axis on either of the quadrants (1\textsuperscript{st} - low); (2\textsuperscript{nd} medium) or (3\textsuperscript{rd} - High) on the basis of comparative rating with his/her team and achievement status of O/V/G+/G/U. wherein the achievement status O/V/G+/G/U represents: O: outstanding, V: very good, G+: Above good, G: Good and U: Under performance.

- Y-axis : (How of performance) is based solely on TVS way behaviour tenets. On the basis of the tenets and score criteria, an individual shall get a score of needs improvement, 2-meets standard and 3-commendable. The tenets mentioned in how of performance carried three marks each based on which the rating 1- needs improvement, 2-meets standard and 3- commendable shall be given on an average.

- Once the appraiser knows where to place the appraise on the X and Y axis, placing them in the 9 box would definitely explain about their position in the talent pool of TVS.

In the 9 box matrix, if an employee on the basis of WHAT and HOW of performance scores (2,3), (3,3) and (3,2), then it is indicated in green colour which proclaims that, the particular employee would be given either increment or promotion or else with both (i.e) promotion and increment. If an employee stands with the scores of (1,3), (2,2) and (3,1) then
those boxes are highlighted with white colour and it insist that the employee can continue in the corporate without any other hikes, incentives or promotion at the same time, if an employee scores (1,2) and (2,1) in the 9 box matrix, then the respective employee places himself in a critical position that he needs to prove himself in his job so as to be retained in the corporate and the management offers him again an opportunity to showcase his/her efficacy in performing the job. These boxes in the matrix are spotted with yellow colour. Last but not the least, if an employee earns (1, 1) in the matrix, then he finds his own way out from the corporate because of his/her under performance. This box in the matrix is coloured with red on its background. As mentioned earlier, this system of appraisal is applicable only to executives and in general when enquired about the practical implementation of this system among the executives, the response is really not that much satisfied to the researcher because the employees are not comfortable and have no confidence in the appraisal process and also of the opinion that, most of the employees in the corporate are not aware of the system since it is in its evolution stage.

**D) Performance appraisal cycle:**

Once an employee enters the corporate there exists an on boarding process which is blended along with the company’s culture orientation. The next step would be to set up goals otherwise expectations, getting of feedbacks and fixing of ownerships. Next, the management looks forward and prepares itself for midyear review, yearend appraisal and evaluation. The concern has its own way of conducting midyear review and rationally devising the appropriate action plan. The process trespasses through two steps as follows:

**Step 1: Review of 4+1 KRA and CTA**

1) **Revisit the metrics:**

   (i) To check the progress on the already set targets and metrics.

   (ii) To understand where the employees stand at the moment in the milestones which helps them to realize whether they are in pace with the time, whether they will reach the destination at the existing rate of speed or do they want to increase their speed of performance.

   (iii) To capture all the comprehensive tasks, done till the time of midyear review.

2) **Dialogue on Appraisal:**

   This segment really calls the management to discuss with appraiser/reporting head on the target achievement status, the enablers and obstacles that come across in the path to
achieve the target and finally to decide what can be done in order to overcome the obstacles faced.

**Step II: Action plan:**

Based on the step 1, the appraiser draws an action plan based on the current progress which indicates what how and when of the tasks, which means fragmenting of task into sub tasks, defining the method or process to execute the sub tasks and finally timelines within which the devised tasks need to be met\(^\text{102}\).

**3.2.7: Full and Final Settlement process:** As the last resort, if an employee enters into a concern one day or the other, he needs to definitely exit the company either for better prospects, health reasons, retirement, termination, death or other natural and manmade factors. Each and every company has its unique way of sending its old employee from its family of business, likewise TVS & Sons Limited also follows a standard form of saying good bye to its old employees.

In practice, there is a formal exit interview for the employees to know the reason for exit which helps to know the feedback of the employees’ which in turn directs the corporate to rectify the faults on its side.

The interview also helps to minimize the attrition rate of employees’ in future for better progress of their business. After the exit of an employee, an indent will be forwarded to the transaction team by the respective strategic business unit (SBU) for the replacement purpose. This insists the function of the people service department (PSD) once again which begins from recruitment and ends up with retirement, so this is a process which works on 24/7 basis as and when the need arises. Finally, once an employee gets retired it is fully the responsibility of Full and Final settlement team to proceed with the settlement procedures. The detailed operation of Key Result Areas team is enumerated as follows:

**3.2.7.1: Process of Relieving Order:** The Full and Final settlement team of PSD is responsible for relieving an employee from the organization after fulfilling all the legal formalities with respect to the employee. The functions of full and final settlement team are popularly known as full and final settlement transaction. In short, the responsibilities of full and final settlement team assimilates provision of full and final settlement kit, processing of relieving order, enacting of gratuity, provident fund, employee’s pension scheme, superannuation, leave travel arrangement and medical bill ex-gratia settlements and finally maintenance of legally required form and formats.

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\(^\text{102}\) Mr.Kumaresen, Deputy Officer, HR, Info From PPT, South Veli street, Madurai,(12.09.2013)
Diagram 3.5
Process of Relieving Order

Employee Resignation

Line Manager’s Approval

Outlet HR business partner (OHRBA) to forward the approved resignation letter, Employee’s Face sheet and Positive Assurance Report (PAR) to the F & F team.

F&F team prepares and sends relieving order, Full and Final settlement kit to outlet HR business partner (OHRBP)

Outlet HR business partner (OHRBA) obtains signature in the settlement forms and collects the required documents from the employee and forward them to the Full & Final settlement team.

Next, the outlet HR business partner (OHRBP) need to handover the relieving order on the Date of Leaving (DOL) and duplicate copy should be filed in the personal docket of the respective employee.

The personal docket should reach the Full and Final settlement team within 15 days from the date of leaving to process the statutory settlements.
In case an employee gets relieved himself/herself from the job, the usual practice is that the respective outlet HR Business Partner (OHRBP) need to forward the approved resignation letter of the employee and the positive assurance report (PA Report) to the full and final settlement team (F &F team). Once the team receives, the positive assurance (PA report) and the approved resignation letter, then it would prepare a relieving order and sends it to the respective outlet HR Business Partner (OHRBP). Outlet HR Business Partner (OHRB) would hand over the relieving order on the date of leaving (DOL) & the duplicate copy should be signed by the employee and it needs to be filed in the personal docket. The personal docket should reach the full and final settlement team within 15 days from the date of leaving in order to process the statutory settlements. The full and final settlement team by default maintains a form called employee’s face sheet which comprises of details required to fulfil his/her final settlement. Some of those details includes ecode, name, designation at the time of leaving, date of joining for the purpose of calculating provident fund and gratuity, date of relieving, mode of relieving, reason for leaving the job, address for any communication, and finally savings band name and address along with his/her account number with the same bank. The details are more or less similar for all types of settlements such as employee pension scheme, superannuation and such other benefits.

There is a kit for the Full & Final team which consists of settlement guidelines for employees, Full and Final settlement checklist named as positive assurance (PA) report, exit interview, clearance form, provident fund (PF) settlement request form, stamped receipt for PF settlement, gratuity fund claim form (Annex I), Application for gratuity (Form I), Form L, Form J, employees pension scheme (EPS) form 10C and other information related to full and final settlement. As per the legal requirements, all the forms given to the employees are statutory forms which are prescribed by the government for the appropriate occurrences.

3.2.7.2: Full and Final settlement Process after submission of settlement forms:

Diagram 3.6

Full and Final settlement Process after submission of settlement forms

(1) Gratuity    (2) Provident Fund Settlement    (3) Employee Pension Scheme    (4) Superannuation
1. Gratuity settlement:

Diagram 3.7
Gratuity settlement

Full and Final settlement team to receive the personal docket (PD) with relevant forms (Form I, Gratuity accumulation Annexure I, Form L, Gratuity receipt) from the outlet HR business partner (OHRBP), forwarded to the Central office, Provident Fund (CO, PF) for settlement.

The Central office, Provident Fund (CO, PF) process the gratuity settlement to the legal audit section (LAS)

Gratuity settlement will be directly credited to the beneficiary’s bank account

Conformation of settlement is done through Short Message Service (SMS)/ Electronic-mail/phone by Full and Final settlement team.

No more settlements are made through cheques and the settlements are deposited in the salary account directly. Form L and gratuity receipt to be sent along with personal docket

Once Full and Final settlement team receives the personal docket along with the relevant forms related to the employee from the outlet HR business partner (OHRBP), then it is forwarded to the central office of Provident Fund section for its settlement. In turn, the central office of Provident Fund section navigates the gratuity settlement to the Legal Audit section. There, the gratuity process shall be settled and it is directly credited to the beneficiary’s salary account. Once the gratuity amount has been settled, the confirmation is done through Short Message Service (SMS), e-mail or phone by the full and final settlement team. It is noteworthy to know that, no settlement is done through the cheque.
1. **Provident Fund Settlement:**

   **Diagram 3.8**
   
   **Provident Fund Settlement**

   - After receiving the relevant forms for Provident Fund from the outlet, the form will be forwarded to The Central office, Provident Fund (CO, PF) for settlement process.
   - The Central office, Provident Fund (CO, PF) will process the Provident Fund settlement.
   - Provident Fund cheque will be sent to outlet by the Central office, Provident Fund (COPF). The amount will be credited directly to the ICICI A/c of the employee.

   After receiving the relevant Provident Fund forms from the respective outlet, the forms are forwarded to the Central office of Provident Fund section for the purpose of settlement. The central office for Provident Fund section shall proceed with the Provident Fund settlement and sends the Provident Fund cheque to the outlet. The amount of Provident Fund shall directly be credited in the ICICI account of the employee.

2. **Employees Pension Scheme Settlement:**

   **Diagram 3.9**
   
   **Employees Pension Scheme Settlement**

   - After receiving the relevant forms for Employees Pension Scheme from outlet, the form will be forwarded to the Central office of Provident Fund section (CO, PF) for settlement process.
   - The Central office of Provident Fund section (CO, PF) will process the Employees’ Pension Settlement forms to regional Provident Fund office for Employees’ Pension Scheme settlement.
   - Directly the amount will be credited to the employee’s account by regional Provident Fund office.
The Employees Pension Scheme settlement forms received from the outlet are moved to the central office of Provident Fund section for speeding up of the settlement process. Further, the central office of Provident Fund section shall forward them to the regional Provident Fund office which in turn clears it up and credits the amount directly to the employee’s account.

3. Superannuation Settlement:

Diagram 3.10
Superannuation Settlement

After receiving the relevant forms for superannuation, the form will be forwarded to the central office of Provident Fund section (CO, PF) for settlement process.

The central office of Provident Fund section (CO, PF) will process the superannuation application forms to the Life Insurance Corporation (LIC) to get the quotation and pension claim form.

The quotation will be sent to the respective employee along with the pension claim form.

The filled superannuation pension claim form will be sent to the Life Insurance Corporation (LIC) through transaction by the central office of Provident Fund section (CO, PF).

The Superannuation pension will be directly credited to the employee A/c by Life Insurance Corporation (LIC).

As a usual practice, after the receipt of the relevant forms for superannuation, those forms are sent to the central office of Provident Fund section for tuning up of the settlement process by the Full and Final settlement team. The central office of Provident Fund section directs the superannuation forms to the Life Insurance Corporation (LIC) in order to receive the quotation and pension claim form. Once the required documents have been received by the central office of Provident Fund section (CO, PF), it is being send to the employee for his confirmation. Then, the filled in superannuation pension claim form is again directed to the Life Insurance Corporation (LIC) through a transaction by the central office of Provident Fund section (CO, PF). After the prolonged process, the superannuation (SA) pension shall be directly credited to the employee’s account by the Life Insurance Corporation (LIC).
3.2.7.3: Responsibility Matrix: The Responsibility matrix clearly depicts the various tasks that are needed to be completed on time by various employees in Full and Final settlement team & outlet HR business partner (OHRBP) for a smooth relieving process. This matrix gives details on various forms to be maintained and the core responsibilities of the Full and Final settlement team and the concerned outlet Human Resource.

<table>
<thead>
<tr>
<th>S.No. (A)</th>
<th>List of settlement forms (B)</th>
<th>Full and Final settlement Team (C)</th>
<th>Outlet Human Resource Business Partner (D)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Employee Face Sheet</td>
<td>To send the blank format</td>
<td>To fill the format &amp; Email to Full and Final team settlement team</td>
</tr>
<tr>
<td>2.</td>
<td>Full and Final team settlement team check list / Positive Assurance Report Form</td>
<td>Mark the relevant eligible forms which needs to be submitted</td>
<td>Get employee sign in relevant forms and send to Full and Final team settlement team</td>
</tr>
<tr>
<td>3.</td>
<td>Exit Interview</td>
<td>To send the bland format along with kit in soft form</td>
<td>Do interview and send filled forms</td>
</tr>
<tr>
<td>4.</td>
<td>Clearance form</td>
<td>The matrix is really appreciable from the point of view of the researcher</td>
<td>Check whether dues are cleared in each department and mentioned in the form</td>
</tr>
<tr>
<td>5.</td>
<td>Provident Fund Settlement request form</td>
<td>Filled forms soft copy</td>
<td>Take print &amp; get employee signature only</td>
</tr>
<tr>
<td>6.</td>
<td>Stamp receipt for Provident Fund settlement</td>
<td>Filled forms soft copy</td>
<td>Take print &amp; get employee signature only</td>
</tr>
<tr>
<td>7.</td>
<td>Gratuity Fund claim form (Annex1)</td>
<td>Filled forms soft copy</td>
<td>Take print &amp; get employee signature only</td>
</tr>
<tr>
<td>8.</td>
<td>Application for gratuity (Form 1)</td>
<td>Filled forms soft copy</td>
<td>Take print &amp; get employee signature only</td>
</tr>
<tr>
<td>9.</td>
<td>Form – L Notice for payment</td>
<td>Filled forms soft copy</td>
<td>To get Employer signature</td>
</tr>
<tr>
<td>10.</td>
<td>Settlement guidelines for employees</td>
<td>Prefilled format</td>
<td>To issue to the employee along with relieving order</td>
</tr>
<tr>
<td>11.</td>
<td>Employees Pension Scheme Form 10C/10D</td>
<td>Filled forms soft copy</td>
<td>Update with Loss of Pay detail and send filled forms</td>
</tr>
<tr>
<td>12.</td>
<td>Relieving order</td>
<td>To release the approved relieving letter</td>
<td>Send resignation letter, clearance, Exit Interview (scan)/Positive Assurance Report to be sent¹⁰³</td>
</tr>
</tbody>
</table>

¹⁰³. Mr.Kumaresen, Deputy Officer, HR, Info From PPT, south veli street, Madurai.
3.3: **Conclusion:** The HRM practices adopted by the company are most employees’ centric and value oriented, hence most of the employees are satisfied with the HRM practices of the company. This creates goodwill on the company among the employees. This makes the company to get a strong HR set up in the company. This facilitates the smooth running of the company, which is yielding the maximum satisfaction to the customers of the company.