## CHAPTER VII

**FINDINGS, CONCLUSION AND SUGGESTIONS**

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7.1: SUMMARY OF FINDINGS:

This chapter envisages an overall summary of findings of this study. This present study is an attempt to analyse the HUMAN RESOURCE MANAGEMENT PRACTICES OF T.V.SUNDRAM IYENGAR AND SONS LIMITED, MADURAI. This study is an effort to investigate the influences of demographic variables on HRD factors.

For this purpose, important hypothesis have been formulated and tested. From this study certain conclusions have emerged both accepting and rejecting the formulated hypothesis. The study has been conducted with the sample of 140 (forming 60 percent of the sample population) respondents of T.V.SUNDRAM IYENGAR AND SONS LIMITED, MADURAI. Questionnaire consisting of Human Resource Management practices like working conditions, safety and welfare measures, employer and employee relationship, employee empowerment, grievance redressal, package and Human Resource Management practices has been administered with the respondents and information has been collected. The data are analysed with appropriate statistical tools and conclusions have been drawn.

7.1.1: Descriptive data regarding the respondents according to their designations namely workmen, staff and executives are presented below.

A. Executives:

1. It is found that out of 36 executives, 35 executives are male employees and remaining one is a female employee belonging to People Service Department.
2. Eighty percent of the executives belong to the age group of above 25 years which means their level of understanding and awareness would obviously be more relating to the Company.
3. Seventy three percent of the executives belong to an age group of above 5 years.
4. Seven percent of the recruitment process is done through internal opportunities, which means, by the way of promotions, transfers, job rotation, backup plans and so on and thirty three percent of the recruitment procedure is done through press and online advertisements including on job portals and finally sixty percent of the selection process is done on the basis of employee referrals on which the management could rely upon and at the same time this gives their employees a privilege of being honoured.
5. Eighty percent of the responders do not face any critical problems in recruiting and training the personnel.

6. It could be inferred that, the company has an eminent system of orientation (i.e., induction) and training programmes.

7. It is evident from the response that above eighty percent of the respondents are aware about the implementation of Human Resource Audit.

8. Seventy three percent of the responders are aware of the progression of the Human Resource Management System by the Information Technology department of the company.

9. Seventy three percent of the executives opine that, Human Resource Information System definitely reduces the manual labour in many ways and very much eager to adapt it in the Company as soon as possible.

10. Eighty percent of the respondents imply the fact that Human Resource Accounting is being implemented in the concern with due care and diligence.

11. The company adapts a tool called as Performance Management System for assessing its executives, whereas all other categories of employees are being assessed by their immediate superiors.

12. Forty percent of the respondents assess their employees’ once in a year and thirty three percent of them assess their workers twice in a year and around twenty seven percent of the respondents evaluate them once in a quarter.

13. Sixty percent of them mention the training programs offered by the management to the new recruits at their time of joining as a career development activity but, forty percent of the executives don’t look at the training program to be an imperative opportunity for the career development of an employee.

14. Eighty Seven percent of the respondents give promotions to their employees’ purely on the basis of the competence and qualification they posses. Merely thirteen percent of them assert that, promotions are sometimes given based on seniority due to certain unavoidable circumstances.

15. It is a kindling response that cent percent of the respondents positively react to the provision of reward and incentives to their employees who achieve the goals.

16. Eighty seven percent of the respondents have a perfect backup plans.

17. It is evident sixty seven percent of the executives’ accept that their exist a practice of absenteeism among the employees.
18. It is a convincing response that cent percent of the executives have a habit of conducting an exit interview with the parting employees.

19. Eighty seven percent of the executives’ perceive the Workers’ Participation in Management just as an information sharing and only 13 percent of them mean it to be a type of formal consultation.

20. It could be reckoned that sixty percent of the executives deny the fact of quality circles in their Company whereas forty percent of them accept the concept of quality circle.

21. It could be inferred that sixty two percent of the respondents say that the union representatives are elected through election and the remaining participants declare that the representatives might sometimes be selected either in a unanimous way or by the show of hands if there is a need.

22. It is revealed from the above table that eighty percent of the executives’ opt for suggestion scheme and works committee as the most familiar ways of implementing Workers’ Participation in Management (WPM) within their hamlet of authority and responsibility whereas only twenty percent of the responders seek other modes of Workers’ Participation in Management (WPM).

23. It is an overwhelming response that cent percent of the executives have declared that there is always an opportunity given for being heard to the employees before taking any kind of disciplinary action.

24. The result pronounces that eighty seven percent of the executives resolve any kind of dispute through conciliation officer who is popularly known as enquiry officer within the premises of the Company. Only two percent of the responders opt (tribunals)/courts, that too in case of very critical issues which is beyond the control of the Management.

25. It can be recited that cent percent of the executives accept the concept of Management By Objectives which is called as Key Result Area (KRA) in its Company term.

26. The results clearly records that sixty percent of the executives’ proclaims that dealership line of business plays a prominent role in retaining the customers for the company, whereas distribution and My TVS stands in second and third place.
B. Staff:

1. Seventy eight percent of the respondents are male employees and 22 percent denotes female employees.

2. It could be explained that out of sixty respondents, six employees belong to the age group of below 25 years, Thirty four employees belong to the age group of between 25-40 years and twenty employees belong to the age group of above 40 years. It is obvious that majority of the respondents fit into the category of 25 years – 40 years.

3. It is understood that majority of the respondents (i.e.,46 percent) belong to the category of 5 to 15 - years of experience.

4. Ninety two percent of the respondents undergo training once they have been placed in their respective jobs either by way of on-the-job or off-the-job training.

5. Sixty two percent of the employees are satisfied with the provision of rewards and incentives to them.

6. Seventy percent of the respondents are being assessed periodically by the Management to review their performance in the job, whereas thirty percent of the respondents have no idea regarding the assessments which are going on in their department or outlet.

7. Sixty two percent of the respondents agree to the fact that there exists a proper channel in the Company for the redressal of grievances. Remaining thirty eight percent of the respondents do not agree to the fact, it may be due to either they wouldn’t have experienced any grievance or they may be unaware of the existence of redressal system purely due to their sincerity.

8. It is clearly visible that fifty six percent of the respondents have got their grievances solved in an effective way and for the remaining forty four percent of the respondents, it may be in the process of getting solved of the solution may not be in favour of their expectation.

9. Fifty percent of the respondents feel secured as far as their superiors’ response is concerned with. Remaining fifty percent of the respondents are of different opinions and it may be due to their relationship with the superiors’, superiors’ attitude and the environment within which they work.

10. Sixty percent of the respondents have got an excellent opportunity of being heard. As far as the forty percent of the respondents are concerned, they would not have
involved in any illegal acts or the acts involved by them might not have called for serious probing.

C. Workmen:

1. Since the job of the workmen is of technical in nature, women are not involved anywhere, that is why the whole lot of sample is taken from the available male respondents.
2. Fifty percent of the respondents belong to the age group of 25 years to 40 years.
3. Forty eight percent of the respondents belong to the group of more than 15 years of experience which means the quality of data provided would be relied upon for the accurate results.
4. It is clearly understood that ninety two percent of the employees are permanent workers and this information adds credit to the study.
5. It is remarkable that ninety four percent of the respondents undergo training and this step shows a positive sign for the development of the workmen as well as for the company.
6. It is understood that fifty two percent of the employees found the training to be very much useful and thirty percent feel that it was adequate to perform their job.
7. Fifty six percent of the respondents were given stipend and especially those were the workmen who underwent training outside Tamil Nadu.
8. It is obvious that forty six percent of the respondents work for 8 hours and nearly 52 percent of the respondents work more than 8 hours which is specified here as overtime (OT) and overtime work (OT) is be paid by the concern.
9. It is a known fact that cent percent of the respondents work for 6 days in a week which is fair and just as per the provisions of the law.
10. Fifty two percent of the respondents work in shifts, this conveys that that group of workmen may belong to Strategic Business Unit (SBU) which deals with heavy commercial vehicles such as Ecomet, Jcp and the like.
11. Invariably 100 percent of the respondents admit their awareness regarding the existence of the canteen inside the campus.
12. It is known that ninety eight percent of the employees are provided with the refreshment during their working hours.
13. Ninety percent of the respondents feel good and are satisfied with respect to the quality of the food items provided by the canteen and a very few respondents (i.e.) ten percent of them are not satisfied with the quality, it may be because of they may not adapt themselves to a different taste and the fact is acceptable.

14. Ninety eight percent of the respondents accept the fact that they are being provided with two sets of uniforms every year.

15. Ninety four percent of the respondents take up the medical facilities from Employees’ State Insurance hospital.

16. Seventy two percent of the respondents have used the fine opportunity of getting salary advance or loan.

17. It is obvious that nearly cent percent of the respondents have taken up insurance policies as group along with their co-workers through the management.

18. Seventy percent of the respondents strictly do not have any accessibility towards the top management, and the researcher accepts the fact to be very practical.

19. It is concluded that about 80 percent of the respondents feel comfortable with representing their grievances to their immediate supervisor and that is what is happening in reality.

20. It is good to see that about 92 percent of the respondents have an opportunity of being heard whenever they are encountered with either small or big issue.

21. It is apparent that every month, the workers get their payment as usual through directly crediting to the employees’ bank account.

22. It is a spell bound response of the workers towards their receipt of bonus from the Company as per the provisions of the concerned law.

7.1.2:

I. Section one: The Demographic Profile of the sample respondents.

1. As far as the gender of the respondents concerned, male respondents are more when compared to the female respondents and this implies that the company has majority of male employees.

2. When the marital status of the respondents is considered, 83 per cent of the respondents got married and 17 percent of the respondents’ are not married.

3. It is inferred from the age of the respondents that 56 percent of them belong to the age group of 25 to 40 years and 33 percent of them comes under the age group of more than 40 years and only 11 percent of them are within the age group of 25 years.
4. It is known from the data collected that 74 percent of the respondents have more than five years of experience as far as the Company is concerned and only 26 percent of them have less than 5 years of experiences. Moreover among that 74 percent, half of the respondents have an experience of more than 15 years which shows their loyalty and commitment towards the company.

5. As for the designation of the respondents, 31% of the respondents are workmen engaged directly in production and 43% of the respondents are staff engaging themselves in production as well as support services of the company. It resembles that 26 percent of the respondents are executives comprising officers, managers and leaders indulging them in the administration of the Company.

6. It could be known from the data collected that 29 percent of the respondents earn below rupees ten thousand per month by way of salary and more than 71 percent of them earn more than rupees ten thousand per month and their level of satisfaction would be deliberately more than those who earn less than rupees ten thousand.

7. It is clear from the data collected that around 26 percent of the respondents have a very small family counting less than three members, Nearly 61 percent of them have a family size of more than three members but less than six members and finally close to 13 percent of the respondents are in a family with more than six members.

8. It is concluded that majority of the respondents (about 49%) have completed their HSC/ITI/DIPLOMA relating to automobiles and nearly 20 percent of the respondents have done their degree programme, almost 29 percent of the respondents are professionals and the remaining 2 percent of them comes under the category of others are those who may have not completed even their schooling and may be uneducated.

II. Section Two: The level of satisfaction based on the independent variables and analysing of the independency between them through Chi-square test.

A. The Mean and Standard Deviation of Respondents in Relation to the Working Conditions:

1. On the basis of the gender, the female employees (mean=1.7143) have scored higher than the male employees (mean=1.6190). So the female employees are highly satisfied with the working conditions in the company than the male employees.
2. As regards the age of the employees, those who belong to the age group of more than 40 years (mean=1.8478) have scored higher than those belonging to the age group of below 25 years (mean=1.5625) and those belonging to the age group of between 25 years and 40 years (mean=1.5128). This shows that the employees above 40 years are highly satisfied with the working conditions when compared with their counterparts.

3. On the basis of the years of experience, the employees with more than 15 years (mean=1.7885) have scored higher than those with less than five years of experience (mean=1.5000) and those with an experience of between 5 to 15 years (mean=1.5577). This shows that the employees with more than 15 years of experience are highly satisfied, next to whom comes the employees with more than 5 years but less than 15 years and finally the employees with less than 5 years of experience towards the working conditions.

4. In relation to the designation of the employees, the workmen (mean=1.8333) have scored more than the staff (mean=1.6333) and the executive (mean=1.4545). This implies that the workmen is highly satisfied with the working conditions when compared to the staff and executive, this is because, the workmen is the category of workers, who directly involve themselves in the production and might have close access to the prevailing working conditions.

5. On the basis of the income received by the employees of the company, it is inferred that those who earn more than Rs.10,000 but less than Rs.30,000 (mean=1.6909) have scored higher than those who earn less than Rs.10,000 (mean=1.6585) and those who earn more than Rs.30,000 (mean=1.5227). This clearly states that the employees with more than Rs.10,000 but less than Rs.30,000 are highly satisfied than the other two categories of the employees which may be due to the adequacy of the amount of income they receive for their livelihood and so they may overlook the working conditions.

6. When analysing the working conditions related to the marital status of the respondents, obviously the unmarried employees (mean=1.8333) have scored higher than the married employees (mean=1.5862). This implies that the unmarried employees are highly satisfied when compared to the married employees regarding the working conditions as married employees’ expectation would definitely be high as they have more responsibilities than the unmarried employees.

7. When seen with the family size of the employees, the employees from a family of more than 6 members (mean=1.7222) have scored higher than those from a family of 3 to 6 members (mean=1.6512) and those from a family of less than 3 members
This shows that the employees with more number of family members are highly satisfied with the working conditions when compared to their counterparts. This may be because of the saturation level obtained by them at this level of their family conditions.

8. On the basis of the educational qualification of the employees, the employees with UG/PG degree (mean=1.8214) have scored higher than the professionals (mean=1.6250), employees with HSC/ITI/DIPLOMA (mean=1.5735) and finally other employees (mean=1.2500). It is obvious that the employees with UG and PG degree are highly satisfied than their counterparts.

B. The Mean and Standard Deviation of Respondents in Relation to the safety and welfare measures:

1. On the basis of the gender, the male employees (mean=1.8016) have scored higher than the female employees (mean=1.7857). So the male employees are highly satisfied with the safety and welfare measures of the company than the female employees. This fact says that the male employees are always concerned with the safety of their job because majority of them might be the bread winners in their own family.

2. As regards the age of the employees, those belonging to the age group of less than 25 years (mean=2.0000) have scored higher than those who belong to the age group of more than 25 years but less than 40 years (mean=1.8462) and those who belong to the age group of more than 40 years (mean=1.6522). This implies that the employees with less than 25 years of age group are highly satisfied when compared to their counterparts.

3. On the basis of the years of experience of the employees, those with more than 5 years but less than 15 years of experience (mean=1.9038) have scored higher than those with more than 15 years of experience (mean=1.8077) and those with less than 5 years of experience (mean=1.6389). It is obvious that, the employees belonging to 5 to 15 years of experience are highly satisfied when compared to their counterparts with regard to the safety and welfare measures.

4. In relation to the designation of the employees, the staff (mean=1.9833) have scored higher than the workmen (mean=1.7500) and the executive (mean=1.5909). It is obvious from the score that the staff are highly satisfied with the safety and welfare measures when compared to their counterparts.
5. On the basis of the income received by the employees of the concern, it could be inferred that those who earn more than Rs. 10,000 but less than Rs. 30,000 (mean = 1.9455) have scored higher than those who earn less than Rs. 10,000 (mean = 1.6829) and those who earn more than Rs. 30,000 (mean = 1.7273). This clearly states that the employees with more than Rs. 10,000 but less than Rs. 30,000 are highly satisfied than the other two categories of the employees.

6. When analysing the safety and welfare measures related to the marital status of the respondents, obviously the married employees (mean = 1.8448) have scored higher than the unmarried employees (mean = 1.5833). This implies that the married employees are highly satisfied when compared to the unmarried employees regarding the safety and welfare measures as married employees’ expectation would definitely be high as with respect to safety as they have more responsibilities than the unmarried employees.

7. When seen with the family size of the employees, the employees from a family of 3 to 6 members (mean = 1.8256) have scored higher than those from a family of less than 3 members (mean = 1.8056) and those from a family of more than 6 members (mean = 1.6667). This shows that the employees with more than 3 but less than 6 family members are highly satisfied when compared to their counterparts.

8. On the basis of the educational qualification of the employees, the employees with HSC/ITI/DIPLOMA (mean = 1.9625) have scored higher than the employees with UG/PG degree (mean = 1.7857), professionals (mean = 1.6250) and finally other employees (mean = 1.5000). It is obvious that the employees with HSC/ITI/DIPLOMA are highly satisfied with the safety and welfare measures offered by the Company.

C. The Mean and Standard Deviation of Respondents in Relation to the employer and employee relationship:

1. On the basis of the gender, the male employees (mean = 1.6984) have scored more than the female employees (mean = 1.5714). This implies that the male employees are highly satisfied with the employer and employee relationship existing in the company.

2. As regards the age of the employees, the employees belonging to the age group of 25 years to 40 years (mean = 1.7949) have scored higher than those who belong to the age group of less than 25 years (mean = 1.6250) and those who belong to the age group of more than 40 years (mean = 1.5217). This finding says that the employees between the
age group of 25 to 40 years are highly satisfied with respect to the employer and employee relationship.

3. On the basis of the years of experience of the employees, the employees with more than 5 but less than 15 years of experience (mean=1.8269) have scored higher than those with less than 5 years of experience (mean=1.6667) and those with more than 15 years of experience. It clearly states that the employees with more than 5 but less than 15 years of experience are highly satisfied as regards the employer and employee relationship when compared to their counterparts.

4. In relation to the designation of the employees, the staff (mean=1.8500) have scored higher than the executive (mean=1.5909) and the workmen (mean=1.5278). This shows that the staff are highly satisfied with regard to the employer and employee relationship.

5. Taking the income of the employees to be the independent variable, the employees earning more than Rs.10,000 but less than Rs.30,000 (mean=1.7636) have scored higher than those with an earning of less than Rs.10,000 (mean=1.6585) and those with the earning of more than Rs.30,000 (mean=1.6136). This orates that the employees belonging to the income group of Rs.10,000 to Rs.30,000 are highly satisfied when compared to their counterparts.

6. By referring the marital status of the employees, the married employees (mean=1.6983) have scored higher than the unmarried employees (mean=1.6250). It implies that the married employees are highly satisfied with regard to the relationship when compared to the unmarried employees which may be because of various personal reasons and benefits since they have their own family with more commitments.

7. Getting to view the family size of the employees, the employees with less than 3 members (mean=1.8056) have scored higher than the employees with more than 6 members (mean=1.6667) and with those having more than 3 but less than 6 members (mean=1.6395). This portrays that the employees with less than a family of 3 members are highly satisfied with respect to the employer and employee relationship when compared to its counterparts.

8. With regard to the educational qualification of the employees, the employees with HSC/ITI/DIPLOMA (mean=1.7941) have scored higher than the professionals (mean=1.6500), UG/PG degree holders (mean=1.5357) and finally the employees with other qualification (mean=1.2500). This reports that the employees with
HSC/ITI/DIPLOMA are highly satisfied with regard to the employer and employee relationship.

D. The Mean and Standard Deviation of Respondents in Relation to the employee empowerment measures:

1. On the basis of the gender, the female employees ($\text{mean}=1.0714$) have scored more than the male employees ($\text{mean}=1.0238$). It reveals that the female employees are highly satisfied regarding the employee empowerment measures and this may be because of the individual respect and dignity provided to the female employees in the 102 year old prestigious institution.

2. With regard to the age of the employees, the employees belonging to the age group of less than 25 years ($\text{mean}=1.1250$) have scored higher than those who belong to the age group of between 25 years to 40 years ($\text{mean}=1.0256$) and than those who belong to the age group of more than 40 years ($\text{mean}=1.0000$). This obviously implies that the employees with less than 25 years are highly satisfied with the components of employee empowerment when compared with their counterparts.

3. In relation to the years of experience, the employees with less than 5 years of experience ($\text{mean}=1.0833$) have scored higher than those with the experience of more than 5 years but less than 15 years ($\text{mean}=1.0192$) and those with the years of experience of more than 15 years ($\text{mean}=1.0000$). This indicates that the employees with less than 5 years of experience are highly satisfied in relation to the employee empowerment when compared to their counterparts.

4. On the basis of the designation, the executive ($\text{mean}=1.0682$) have scored higher than the staff ($\text{mean}=1.0167$) and the workmen ($\text{mean}=1.0000$). The finding proclaims that employees belonging to the designation of executives are highly satisfied regarding the employee empowerment measures when compared to its counterparts.

5. Based on the income of the employees, the employees who come within the income group of less than Rs. 10,000 ($\text{mean}=1.0488$) have scored higher than those who lie under the income group of more than Rs. 10,000 but less than Rs. 30,000 ($\text{mean}=1.0364$) and those who fall under the category of more than Rs. 30,000 ($\text{mean}=1.0000$). This reveals that the employees who earn less than Rs. 10,000 are highly satisfied with respect to the employee empowerment, because they would have not expected those measures being taken by the Company for their well being with a meagre amount of income.
6. Coming to the marital status of the respondents, the married employees (mean=1.0345) have scored higher than the unmarried employees (mean=1.0000). This fact visibly putforths the truth of the married employees having highest score might be because of their prior experience in any other company, a few personal considerations they get due to their marital status, more number of the married employees as the respondents or their attitude and maturity in understanding the efforts taken for their empowerment.

7. Taking the family size of the employees into consideration, the employees with a family members of more than 3 but less than 6 members (mean=1.0465) have scored higher than those with more than 6 family members (mean=1.0000) and those with less than a family of three members (mean=1.0000). This shows that the employees who belong to the family group of 3 to 6 members are highly satisfied when compared to their counterparts.

8. According to the educational qualification of the employees, the employees with HSC/ITI/DIPLOMA (mean=1.0441) have scored higher than the professionals (mean=1.0250) and UG/PG degree holders (mean=1.000) and finally the employees with other qualification (mean=1.0000). This fact depicts that the employees with HSC/ITI/DIPLOMA are highly satisfied with respect to the employee empowerment measures when compared to their counterparts.

E. The Mean and Standard Deviation of Respondents in Relation to the package offered:

1. On the basis of the gender, the female employees (mean=1.7143) have scored more than the male employees (mean=1.6508). This finding reveals that the female employees are highly satisfied with respect to the package offered by the company.

2. With respect to the age of the employees, the respondents belonging to the age group of between 25 years to 40 years (mean=1.6923) have scored higher than those who belong to the age group of more than 40 years (mean=1.6739) and those who belong to the age group of less than 25 years (mean=1.4375). It reveals that the employees who are more than 25 years but less than 40 years are highly satisfied with reference to the total package provided by the Company.

3. Taking into consideration the years of experience, the employees with more than 5 years but less than 15 years (mean=1.7308) have scored higher than the employees
who have more than 15 years of experience (mean=1.6538) and the employees who have less than 5 years of experience. It is obvious that the employees with more than 5 years but less than 15 years of experience are highly satisfied. More or less the reason for the highest mean value may same as in the case of age group of the respondents.

4. In accordance with the designation of the employees, the staff (mean=1.7167) have scored higher than the workmen (mean=1.6111) and the executive (mean=1.6136). This shows that the staff category of employees are highly satisfied when compared to their counterparts.

5. In relation to the income level of the employees, the respondents who earn less than Rs.10,000 per month (mean=1.7073) have scored higher than those with an income level of between Rs.10,000 per month to Rs.30,000 per month (mean=1.6545) and those within the income group of more than Rs.30,000 per month (mean=1.6136). So, it is clear from the table that, the employees with less than Rs.10,000 per month as their pay are highly satisfied when compared to its counterparts.

6. With regard to the marital status of the employees, the unmarried employees (mean=1.6667) have scored higher than the married employees (mean=1.6552). This reports that the unmarried employees are highly satisfied with the package provided to them by the Company than the married employees and logically the financial need for the married employees would be more when compared to their counterpart.

7. On the basis of the family size, the employees with more than 6 family members (mean=1.8333) have scored more than those with a family size of more than 3 but less than 6 members (mean=1.7209) and those with a family size of less than 3 members (mean=1.4167). The result depicts that the respondents with more than 6 family members are highly satisfied when compared to their counterparts.

8. On the basis of the educational qualification of the employees, the employees belonging to the group of HSC/ITI/DIPLOMA (mean=1.7353) have scored more than the employees with UG/PG degree (mean=1.6071) and professionals (mean=1.6000) and finally the employees with other qualification (mean=1.2500). This proclaims that the employees falling within the educational qualification group of HSC/ITI/DIPLOMA are highly satisfied when compared to their counterparts.
F. The Mean and Standard Deviation of Respondents in Relation to the grievance redressal system:

1. On the basis of the gender, the male employees (mean=1.7222) have scored higher than the female employees (mean=1.7143). This reveals that the male employees are highly satisfied when compared to the female employees and moreover the mean scores between the male and female employees differ only in a small fraction and this fact denotes that all most all the respondents are more or less equally satisfied with respect to the grievance redressal procedure adapted by the Company.

2. In accordance to the age of the employees, the employees belonging to the age group of less than 25 years of experience (mean=1.8750) have scored more than those who belong to the age group of more than 25 years but less than 40 years (mean=1.7692) and those who belong to the age group of more than 40 years (mean=1.5870). This marks that the employees with less than 25 years of age are highly satisfied with regard to the grievance procedures when compared to their counterparts.

3. On the basis of the years of experience, the employees with more than 5 years but less than 15 years (mean=1.7885) have scored higher than the employees with less than 5 years (mean=1.7500) and the employees with more than 15 years of experience (mean=1.6346). This finding certifies that the employees with more than 5 years but less than 15 years of experience are highly satisfied with the grievance redressal system of the concern.

4. With respect to the designation of the respondents, the staff (mean=1.7500) have scored higher than the executive (mean=1.7045) and the workmen (mean=1.6944). This records that the staff are highly satisfied regarding the grievance redressal system of the Company.

5. On the basis of the income of the respondents, the respondents who earn more than Rs.30,000 (mean=1.7727) have scored higher than those earning less than Rs.10,000 (mean=1.7371) and those with more than Rs.10,000 but less than Rs.30,000 (mean=1.6727). This unveils that the respondents with more than Rs.30,000 are highly satisfied when compared to their counterparts.

6. According to the marital status of the employees, the married respondents (mean=1.7241) have scored higher than the unmarried respondents (mean=1.7083). This shows that the married respondents are highly satisfied when compared to the unmarried respondents.
7. Taking the family size of the employee, the employees with less than 3 family members (mean=1.8333) have scored higher than those with more than 6 family members (mean=1.7778) and those with more than 3 but less than 6 members (mean=1.6628). This describes that the employees with less than 3 family members are highly satisfied when compared to their counterparts.

8. On the basis of the educational qualification of the employees, the professionals (mean=1.8000) have scored higher than the employees with other qualification (mean=1.7500) and the employees belonging to the group of HSC/ITI/DIPLOMA (mean=1.6912) and the employees belonging to the group of UG/PG degree (mean=1.6786). The finding demonstrates that the professionals are highly satisfied when compared to their counterparts.

G. The Mean and Standard Deviation of Respondents in Relation to the HRM practices:

1. On the basis of the gender of the employees, the female respondents (mean=1.9286) have scored higher than the male respondents (mean=1.7063). This implies that the female respondents are highly satisfied with regard to the HRM practices comprising of recruitment, training and development, compensation, welfare measuers, retirement and so on.

2. With regard to the age group of the employees, the employees belonging to the age group of less than 25 years (mean=1.8750) have scored higher than those who belong to the age group of more than 40 years (mean=1.7609) and those who belong to the age group of more than 25 years but less than 40 years (mean=1.6795). This portrays that the employees of less than 25 years of age are highly satisfied when compared to their counterparts.

3. On the basis of the years of experience of the employees, the employees with less than 5 years of experience (mean=1.7778) have scored higher than the employees with more than 5 years but less than 15 years (mean=1.7308) and the employees with more than 15 years of experience (mean=1.6923).

4. According to the designation of the concern, the staff (1.7667) have scored higher than the executive (mean=1.7500) and the workmen (mean=1.6389). This deliberately concludes that the staff are highly satisfied with respect to the HRM practices when compared to their counterparts.
5. As regards the income of the respondents, the employees belonging to the income group of more than Rs.10,000 but less than Rs.30,000 (mean=1.7636) have scored higher than those who earn less than Rs.10,000 (mean=1.7561) and those who earn more than Rs.30,000 (mean=1.6591). This finding states that the employees earning more than Rs.10,000 but less than Rs.30,000 are highly satisfied when compared to their counterparts.

6. In relation to the marital status of the employees, the married respondents (mean=1.7328) have scored highly than the unmarried respondents (mean=1.7083). This reveals that the married employees are highly satisfied with respect to the HRM practices followed in the concern.

7. Taking into consideration, the family size of the employees, the respondents with more than 6 family members (mean=1.8889) have scored more than the employees with more than 3 but less than 6 family members (mean=1.7558) and the employees with less than 3 family members (mean=1.5833). It proclaims that the employees with more than 6 family members are highly satisfied regarding the HRM practices when compared to their counterparts.

8. On the basis of the educational qualification of the employees, the employees belonging to the group of HSC/ITI/DIPLOMA (mean=1.7794) have scored higher than the professionals (mean=1.7750) and the employees belonging to the group of UG/PG degree (mean=1.6071) and the employees with other qualification (mean=1.2500). This points out that the employees who fall under the group of HSC/ITI/DIPLOMA are highly satisfied when compared to their counterparts.

A. Chi-Square: Test of Independence:

1. The chi-square test between two variables insists that there is no association (p=.628>.05) between the gender and the working conditions and both are independent and the null hypothesis is accepted and the alternate hypothesis is rejected.

2. The chi-square test between two variables insists that there is no association (p=.892>.05) between the gender and the safety and welfare measures and both are independent and the null hypothesis is accepted and the alternate hypothesis is rejected.
3. The chi-square test between two variables insists that there is no association (p=.484>.05) between the gender and the employer and employee relationship and both are independent and the null hypothesis is accepted and the alternate hypothesis is rejected.

4. The chi-square test between two variables insists that there is no association (p=.310>.05) between the gender and the employee empowerment measures and both are independent and the null hypothesis is accepted and the alternate hypothesis is rejected.

5. The chi-square test between two variables insists that there is no association (p=.875>.05) between the gender and the package offered and both are independent and the null hypothesis is accepted and the alternate hypothesis is rejected.

6. The chi-square test between two variables insists that there is no association (p=.983>.05) between the gender and the grievance redressal procedure and both are independent and the null hypothesis is accepted and the alternate hypothesis is rejected.

7. The chi-square test between two variables insists that there is no association (p=.198>.05) between the gender and the HRM practices and both are independent and the null hypothesis is accepted and the alternate hypothesis is rejected.

8. The chi-square test between two variables insists that there is no association (p=.155>.05) between the different age group and the working conditions and both are independent and the null hypothesis is accepted and the alternate hypothesis is rejected.

9. The chi-square test between two variables insists that there is no association (p=.275>.05) between the different age group of the employees and the safety and welfare measures and both are independent and the null hypothesis is accepted and the alternate hypothesis is rejected.

10. The chi-square test between two variables insists that there is no association (p=.156>.05) between the different age group and the employer and employee relationship and both are independent and the null hypothesis is accepted and the alternate hypothesis is rejected.

11. The chi-square test between two variables insists that there is association (p=.034<.05) between the different age groups and the employee empowerment measures and both are dependent and the null hypothesis is rejected and the alternate hypothesis is accepted.
12. The chi-square test between two variables insists that there is no association (p=.573>.05) between the different age groups and the package offered and both are independent and the null hypothesis is accepted and the alternate hypothesis is rejected.

13. The chi-square test between two variables insists that there is no association (p=.282>.05) between the different age groups and the grievance redressal procedure and both are independent and the null hypothesis is accepted and the alternate hypothesis is rejected.

14. The chi-square test between two variables insists that there is no association (p=.556>.05) between the different age groups and the HRM practices and both are independent and the null hypothesis is accepted and the alternate hypothesis is rejected.

15. The chi-square test between two variables insists that there is no association (p=.356>.05) between the different years of experience and the working conditions and both are independent and the null hypothesis is accepted and the alternate hypothesis is rejected.

16. The chi-square test between two variables insists that there is no association (p=.282>.05) between the different years of experience of the employees and the safety and welfare measures and both are independent and the null hypothesis is accepted and the alternate hypothesis is rejected.

17. The chi-square test between two variables insists that there is no association (p=.156>.05) between the different years of experience and the employer and employee relationship and both are independent and the null hypothesis is accepted and the alternate hypothesis is rejected.

18. The chi-square test between two variables insists that there is no association (p=.061>.05) between the different years of experience and the employee empowerment measures and both are independent and the null hypothesis is accepted and the alternate hypothesis is rejected.

19. The chi-square test between two variables insists that there is no association (p=.863>.05) between the different years of experience and the package offered and both are independent and the null hypothesis is accepted and the alternate hypothesis is rejected.

20. The chi-square test between two variables insists that there is no association (p=.386>.05) between the different years of experience and the grievance redressal
procedure and both are independent and the null hypothesis is accepted and the alternate hypothesis is rejected.

21. The chi-square test between two variables insists that there is no association ($p=0.453>.05$) between the different years of experience and the HRM practices and both are independent and the null hypothesis is accepted and the alternate hypothesis is rejected.

22. The chi-square test between two variables insists that there is no association ($p=0.218>.05$) between the different designations and the working conditions and both are independent and the null hypothesis is accepted and the alternate hypothesis is rejected.

23. The chi-square test between two variables insists that there is association ($p=0.043<.05$) between the different designations of the employees and the safety and welfare measures and both are dependent and the null hypothesis is rejected and the alternate hypothesis is accepted.

24. The chi-square test between two variables insists that there is no association ($p=0.129>.05$) between the different designations and the employer and employee relationship and both are independent and the null hypothesis is accepted and the alternate hypothesis is rejected.

25. The chi-square test between two variables insists that there is no association ($p=0.146>.05$) between the different designations and the employee empowerment measures and both are independent and the null hypothesis is accepted and the alternate hypothesis is rejected.

26. The chi-square test between two variables insists that there is no association ($p=0.731>.05$) between the different designations and the package offered and both are independent and the null hypothesis is accepted and the alternate hypothesis is rejected.

27. The chi-square test between two variables insists that there is no association ($p=0.732>.05$) between the different designations and the grievance redressal procedure and both are independent and the null hypothesis is accepted and the alternate hypothesis is rejected.

28. The chi-square test between two variables insists that there is no association ($p=0.234>.05$) between the different designations and the HRM practices and both are independent and the null hypothesis is accepted and the alternate hypothesis is rejected.
29. The chi-square test between two variables insists that there is no association (p=.300>.05) between the marital status of the respondents and the working conditions and both are independent and the null hypothesis is accepted and the alternate hypothesis is rejected.

30. The chi-square test between two variables insists that there is no association (p=.308>.05) between the marital status of the employees and the safety and welfare measures and both are independent and the null hypothesis is accepted and the alternate hypothesis is rejected.

31. The chi-square test between two variables insists that there is no association (p=.690>.05) between the different marital status and the employer and employee relationship and both are independent and the null hypothesis is accepted and the alternate hypothesis is rejected.

32. The chi-square test between two variables insists that there is no association (p=.356>.05) between the marital status and the employee empowerment measures and both are independent and the null hypothesis is accepted and the alternate hypothesis is rejected.

33. The chi-square test between two variables insists that there is no association (p=.442>.05) between the marital status and the package offered and both are independent and the null hypothesis is accepted and the alternate hypothesis is rejected.

34. The chi-square test between two variables insists that there is no association (p=.255>.05) between the marital status and the grievance redressal procedure and both are independent and the null hypothesis is accepted and the alternate hypothesis is rejected.

35. The chi-square test between two variables insists that there is no association (p=.725>.05) between the marital status and the HRM practices and both are independent and the null hypothesis is accepted and the alternate hypothesis is rejected.

36. The chi-square test between two variables insists that there is no association (p=.462>.05) between the different educational qualifications and the working conditions and both are independent and the null hypothesis is accepted and the alternate hypothesis is rejected.

37. The chi-square test between two variables insists that there is no association (p=.633>.05) between the different educational qualification of the employees and the
safety and welfare measures and both are independent and the null hypothesis is accepted and the alternate hypothesis is rejected.

38. The chi-square test between two variables insists that there is no association (p=.807>.05) between the different educational qualification and the employer and employee relationship and both are independent and the null hypothesis is accepted and the alternate hypothesis is rejected.

39. The chi-square test between two variables insists that there is no association (p=.670>.05) between the educational qualification and the employee empowerment measures and both are independent and the null hypothesis is accepted and the alternate hypothesis is rejected.

40. The chi-square test between two variables insists that there is no association (p=.757>.05) between the different educational qualification and the package offered and both are independent and the null hypothesis is accepted and the alternate hypothesis is rejected.

41. The chi-square test between two variables insists that there is no association (p=.677>.05) between the different educational qualification and the grievance redressal procedure and both are independent and the null hypothesis is accepted and the alternate hypothesis is rejected.

42. The chi-square test between two variables insists that there is no association (p=.188>.05) between the different educational qualification and the HRM practices and both are independent and the null hypothesis is accepted and the alternate hypothesis is rejected.

43. The chi-square test between two variables insists that there is no association (p=.702>.05) between the different income levels and the working conditions and both are independent and the null hypothesis is accepted and the alternate hypothesis is rejected.

44. The chi-square test between two variables insists that there is no association (p=.477>.05) between the different income levels of the employees and the safety and welfare measures and both are independent and the null hypothesis is accepted and the alternate hypothesis is rejected.

45. The chi-square test between two variables insists that there is no association (p=.878>.05) between the different income groups and the employer and employee relationship and both are independent and the null hypothesis is accepted and the alternate hypothesis is rejected.
The chi-square test between two variables insists that there is no association (p=.365>.05) between the income levels and the employee empowerment measures and both are independent and the null hypothesis is accepted and the alternate hypothesis is rejected.

The chi-square test between two variables insists that there is no association (p=.4543>.05) between the different income groups and the package offered and both are independent and the null hypothesis is accepted and the alternate hypothesis is rejected.

The chi-square test between two variables insists that there is no association (p=.705>.05) between the different income groups and the grievance redressal procedure and both are independent and the null hypothesis is accepted and the alternate hypothesis is rejected.

The chi-square test between two variables insists that there is no association (p=.517>.05) between the different income groups and the HRM practices and both are independent and the null hypothesis is accepted and the alternate hypothesis is rejected.

The chi-square test between two variables insists that there is no association (p=.865>.05) between the different family size and the working conditions and both are independent and the null hypothesis is accepted and the alternate hypothesis is rejected.

The chi-square test between two variables insists that there is no association (p=.832>.05) between the different family size of the employees and the safety and welfare measures and both are independent and the null hypothesis is accepted and the alternate hypothesis is rejected.

The chi-square test between two variables insists that there is no association (p=.766>.05) between the different family size and the employer and employee relationship and both are independent and the null hypothesis is accepted and the alternate hypothesis is rejected.

The chi-square test between two variables insists that there is no association (p=.275>.05) between the family size and the employee empowerment measures and both are independent and the null hypothesis is accepted and the alternate hypothesis is rejected.

The chi-square test between two variables insists that there is no association (p=.121>.05) between the different family size and the package offered and both are
independent and the null hypothesis is accepted and the alternate hypothesis is rejected.

55. The chi-square test between two variables insists that there is no association (p=.274>.05) between the different family size and the grievance redressal procedure and both are independent and the null hypothesis is accepted and the alternate hypothesis is rejected.

56. The chi-square test between two variables insists that there is no association (p=.093>.05) between the different family size and the HRM practices and both are independent and the null hypothesis is accepted and the alternate hypothesis is rejected.

III. Section Three: Independent sample t-test and One-way Anova for analysing whether there is any significant difference in the opinion of the sample respondents.

1. It is found that there is a significant association between the opinion of gender about HRM practices and Employee Empowerment. Hence, the null hypothesis is rejected and the alternate hypothesis is accepted.

2. Further it is found that there is no significant association between the opinion of gender about the working conditions, Safety and Welfare, Employer & Employee Relationship, Package, Grievance Redressal. Hence the alternate hypothesis is rejected and null hypothesis is accepted.

3. It is found that there is no significant association between the opinions of marital status of the employees about all the HRM factors. Hence, the null hypothesis is accepted and the alternate hypothesis is rejected.

4. It is found that there is a significant association between the opinion of different age group of employees about the working conditions and the Employee Empowerment. Hence, the null hypothesis is rejected and alternate hypothesis is accepted.

5. Further it is found that there is no significant association between the opinion of different age group of employees about the Safety and Welfare, Employer & Employee Relationship, Package, Grievance Redressal and HRM practices. Hence the null hypothesis is accepted and alternate hypothesis is rejected.

6. It is found that there is no significant association between the opinions of employees with different years of experience about all the HRM factors. Hence, the null hypothesis is accepted and the alternate hypothesis is rejected.
7. It is found that there is a significant association between the opinion of employees with varied designations about safety and welfare measures. Hence, the null hypothesis is rejected and the alternate hypothesis is accepted.

8. Further it is found that there is no significant association between the opinion of employees of different designations about the working conditions, Employer & Employee Relationship, Package, Grievance Redressal, HRM practices and Employee Empowerment. Hence the null hypothesis is accepted and the alternate hypothesis is rejected.

9. It is found that there is no significant association between the opinions of employees with different educational qualification about all the HRM factors. Hence, the null hypothesis is accepted and the alternate hypothesis is rejected.

10. It is found that there is no significant association between the opinions of employees with different incomes about all the HRM factors. Hence, the null hypothesis is accepted and the alternate hypothesis is rejected.

11. It is found that there is a significant association between the opinions of employees with different family size about the package. Hence, the null hypothesis is rejected and the alternate hypothesis is accepted.

12. Further it is found that there is no significant association between the opinion of employees with different size of family members about the working conditions, Employer & Employee Relationship, safety and welfare measures, Grievance Redressal, HRM practices and Employee Empowerment. Hence the null hypothesis is accepted and the alternate hypothesis is rejected.

IV. Section Four: Technique of Correlation

1. It is found that there is no direct relationship between the gender and the other Human Resource Management (HRM) factors namely working conditions, employee and employer relationship, employee empowerment, safety and welfare measures, package and HRM practices and grievance redressal. As there is no correlation the null hypothesis is accepted and the alternate hypothesis is rejected.

2. It is found that there is direct relationship between the different age group of the employees and the working conditions(p=.020), employee empowerment(p=.039) and grievance redressal(p=.040). It could be inferred that there is a positive correlation between the different age group of employees to the extent of 19.6% with respect to working conditions and, there is a negative correlation to the extent of 17.5%
and 17.3% with respect to employee empowerment and grievance redressal, hence the null hypothesis is rejected and the alternate hypothesis is accepted.

Whereas, in case of remaining dependent variables namely safety and welfare measures (p=.104), employer and employee relationship (p=.170), package (p=.508) and Human Resource Management practices (p=.980), they do not have any relationship with the age of the employees, hence the null hypothesis is accepted and the alternate hypothesis is rejected with respect to those variables.

3. It is found that there is direct and positive relationship between the years of experience of the employees and the working conditions (p=.041) to the extent of 17.3% and there is a negative relationship between the years of experience and employee empowerment (p=.036) to the extent of 17.7%. Anyway since there is positive and negative correlation with regard to working conditions and employee empowerment, the null hypothesis is rejected and the alternate hypothesis is accepted with respect to same dependent variables.

Whereas, in accordance with other dependent variables such as safety and welfare measures (p=.540), employer and employee relationship (p=.295), package (p=.692), grievance redressal (p=.245) and Human Resource Management practices (p=.435), there is no relationship between the variables and the years of experience of the employees and hence the null hypothesis is accepted and the alternate hypothesis is rejected.

4. It is found that there is direct and positive relationship between the designation of the employees and the working conditions (p=.018) to the extent of 19.9%. Since there is a positive correlation between the designation and the working conditions, the null hypothesis is rejected and the alternate hypothesis is accepted.

Whereas, in accordance with other dependent variables such as safety and welfare measures (p=.530), employer and employee relationship (p=.569), package (p=.915), grievance redressal (p=.899), employee empowerment (p=.083) and Human Resource Management practices (p=.283), there is no relationship between the variables and the designation of the employees and hence the null hypothesis is accepted and the alternate hypothesis is rejected.

5. It is found that there is no direct relationship between the marital status of the employees and the other Human Resource Management factors namely working conditions (p=.123), employee and employer relationship (p=.676), employee empowerment (p=.360), safety and welfare measures (p=.158), package (p=.939) and
Human Resource Management practices ($p = 0.826$) and grievance redressal ($p = 0.903$). As there is no correlation the null hypothesis is accepted.

6. It is found that there is no direct relationship between the educational qualification of the employees and the other Human Resource Management factors namely working conditions ($p = 0.624$), employee and employer relationship ($p = 0.175$) employee empowerment ($p = 0.552$) safety and welfare measures ($p = 0.060$), package ($p = 0.124$) and Human Resource Management practices ($p = 0.240$) and grievance redressal ($p = 0.412$). As there is no correlation the null hypothesis is accepted.

7. It is found that there is no direct relationship between the monthly income of the employees and the other Human Resource Management (HRM) factors namely working conditions ($p = 0.314$), employee and employer relationship, ($p = 0.669$) employee empowerment ($p = 0.162$) safety and welfare measures ($p = 0.959$), package ($p = 0.529$) and Human Resource Management practices (HRM) ($p = 0.313$) and grievance redressal ($p = 0.644$). As there is no correlation the null hypothesis is accepted.

8. It is found that there is direct and positive relationship between employees with different family size and package ($p = 0.023$) to the extent of 19.2%, likewise there exists a direct and positive relationship between the family size of the employees and Human Resource Management practices (HRM) ($p = 0.027$) to the extent of 18.7%. Since there is a positive correlation between the family size of the employees and both the package and Human Resource Management practices (HRM), the null hypothesis is rejected and the alternate hypothesis is accepted with respect to the same dependent variables.

Whereas, in case of working conditions ($p = 0.331$), employee empowerment ($p = 0.912$), safety and welfare measures ($p = 0.584$), employer and employee relationship ($p = 0.500$) and grievance redressal ($p = 0.663$), there is no any relationship between the family size of the employees and the variables, hence the null hypothesis is accepted and the alternate hypothesis is rejected.

V. Section Five: MANOVA is used to analyze whether there is any association and awareness between the independent variables such as designation and family size, monthly income and gender, years of experience and monthly income, designation and monthly income and finally designation and gender and the HRM factors.
1. It is found that there is a significant interaction between the two independent variables namely gender and designations F (1.829), P < 0.05) and therefore the null hypothesis is rejected and the alternate hypothesis is accepted. 

Further it could be inferred that the awareness with regard to the working conditions and the package need to be emphasized or revised in the Company without considering their gender and designation. Therefore the null hypothesis is accepted and the alternate hypothesis is rejected.

The R squared and adjusted R Squared for the above seven HRM factors marginally differs. With respect to the other dependent variables it could be concluded that there exists awareness among the employees varying by their designation and gender. Therefore alternate hypothesis is accepted and the null hypothesis is rejected.

2. It is found that there is a significant interaction between the two independent variables namely monthly income and gender F (1.733), P < 0.05) and therefore the null hypothesis is rejected and the alternate hypothesis is accepted.

Further it could be inferred that the awareness with regard to the package need to be emphasized or revised in the Company without considering their gender and monthly income. Therefore the null hypothesis is accepted and the alternate hypothesis is rejected.

The R squared and adjusted R Squared for the above seven HRM factors marginally differs. With respect to the other dependent variables it could be concluded that there exists awareness among the employees varying by their monthly income and gender. Therefore alternate hypothesis is accepted and the null hypothesis is rejected.

3. It is found that there is a significant interaction between the two independent variables namely, years of experience and monthly income (F = 1.407, P < 0.05) and therefore the null hypothesis is rejected and the alternate hypothesis is accepted.

Further it could be inferred that the awareness with regard to the working conditions need to be emphasized or revised in the company without considering their years of experience and monthly income. Therefore the null hypothesis is accepted and the alternate hypothesis is rejected.

The R squared and adjusted R Squared for the above seven HRM factors marginally differs. With respect to the other dependent variables it could be concluded that there exists awareness among the employees varying by their years of
experience and monthly income. Therefore alternate hypothesis is accepted and the null hypothesis is rejected.

4. It is found that there is a significant interaction between the two independent variables namely, designation and monthly income ($F=1.181$, $P < 0.05$) and therefore the null hypothesis is rejected and the alternate hypothesis is accepted.

Further it could be inferred that the awareness with regard to the working conditions need to be emphasized or revised in the Company without considering their designation and monthly income. Therefore the null hypothesis is accepted and the alternate hypothesis is rejected.

The R squared and adjusted R Squared for the above seven HRM factors marginally differs. With respect to the other dependent variables it could be concluded that there exists awareness among the employees varying by their designation and monthly income. Therefore alternate hypothesis is accepted and the null hypothesis is rejected.

5. It is found that there is a significant interaction between the three independent variables namely, gender, age and educational qualifications ($F 1.061$, $P < 0.05$) and therefore the null hypothesis is rejected and the alternate hypothesis is accepted.

Further it could be inferred that the awareness with regard to the package and grievance redressal need to be emphasized or revised in the Company without considering their designation and family size. Therefore the null hypothesis is accepted and the alternate hypothesis is rejected.

The R squared and adjusted R Squared for the above seven HRM factors marginally differs. With respect to the other dependent variables it could be concluded that there exists awareness among the employees varying by their designation and family size. Therefore alternate hypothesis is accepted and the null hypothesis is rejected.

VI. Section Six: Multiple Regression Analysis: The extent of determination of the independent variables on the HRM factors has been analyzed by applying Multiple Regression Analysis.

The result of regression analysis such as cumulative R square, adjusted R square, t and p values have been given. It is apparent that the R-squared of the regression (0.375) is the fraction of the variation in safety and welfare measures that is accounted for the independent variables such as age, gender, years of experience, designation, marital status, family size, income
and the educational qualification. In other words, 37.5% of safety and welfare measures could be predicted by demographic variables such as age, gender, years of experience, designation, marital status, family size, income and the educational qualification. Among the independent variables, gender, years of experience and designation has positive and high determination over safety and welfare measures as it could explain 2.6%, 14.3% and 9.7% of variance in safety and welfare measures. Whereas age, marital status, educational qualification, income level and family size could explain to have less or no determination of variance in safety and welfare measures respectively.

As far as the p value is concerned with, the employees differ in their opinion regarding the safety and welfare measures with respect to their age (p=.006), years of experience (p=.023) and designation (p=.045). Looking into the unstandardized coefficients if there is one unit increase in the independent variables such as gender, years of experience and designation there would be a simultaneous increase in satisfaction level by .072 units, .036 units and .026 units respectively. The regression model resulted in ANOVA which shows F value of 1.767 reveals that the model is a good fit. Further, the adjusted R square value of .012 depicts that any time; if any another independent variable is added to the model, the R square value changes marginally.

The beta value signifies the order of impact of the independent dimension. The high value for years of experience (.143) indicates that satisfaction is highly influenced by years of experience followed by designation (.097) and gender (.026). Hence it can be concluded that the management has to concentrate on all the above fourteen variables and particularly on years of experience in order to meet the challenges of the customer expectations. Finally the independent variables such as age, gender, years of experience and designation influence the safety and welfare measures in one way or the other and as said earlier these variables need to be given special attention by the management.

VII. Section Seven : Factor Analysis technique is applied to identify the factors which are playing the prime role in inducing the level of satisfaction with regard to the HRM factors in the Company among the sample respondents.

A. The significance value .000 is less than assumed value 0.05. This means that the factor analysis is valid. Inferring the Kaiser-Meyer-Oklin (KMO) coefficient 0.916 the value is more than 0.5, so this implies that the factor analysis for data reduction is effective. Bartlett’s test of sphericity is used to examine the hypothesis that the variables are uncorrelated. It is
Based on chi-square transformation of the determinant of correlation matrix. A large value of test statistic will favour the rejection of null hypothesis. In turn, this would indicate that factor analysis is appropriate. Bartlett’s test of sphericity chi-square statistic is 2145.310, which implies that the statements are correlated.

**Factor 1:** Clearly indicates that first factor is identified and includes service awards, housing facilities, festival and other allowances, banking facilities, conveyance facilities, medical facilities and marriage present leave with the loadings of .858,.858,.827,.792,.708,.663 and .643 respectively and all such factors are grouped under Factor-1 and retermed as “Facilities”.

**Factor 2:** Clearly implies that the second factor is identified and includes Provision of subsidized foods & refreshments, group insurance schemes, employees’ credit & co-operative stores, safety & healthy instruction courses, provision of loans, supply of office equipments, leave facilities with the loadings of .901, .852,.775,.697,.669,.654 and .652 respectively and all such factors are grouped under Factor-2 and retermed as “Provisions”.

B. The significance value .000 is less than assumed value 0.05. This means that the factor analysis is valid. Inferring the Kaiser-Meyer-Oklin (KMO) coefficient 0.444 the value is more than 0.5, so this implies that the factor analysis for data reduction is effective. Bartlett’s test of sphericity is used to examine the hypothesis that the variables are uncorrelated. It is based on chi-square transformation of the determinant of correlation matrix. A large value of test statistic will favour the rejection of null hypothesis. In turn, this would indicate that factor analysis is appropriate. Bartlett’s test of sphericity chi-square statistic is 239.778, which implies that the statements are correlated.

**Factor 1:** Clearly indicates that first factor is identified and includes employees attitudes, effective stress management, words of appreciation with a loadings of .823,.715 and .670 respectively and all such factors are grouped under Factor-1 and retermed as ”Attitude”.

**Factor 2:** Clearly indicates that the second factor is identified and includes equal code of discipline, work autonomy, clear job objectives, accountability with a loadings of .764,.742,.557 and .400 respectively and all such factors are grouped under Factor-2 and retermed as ”Flexibility”.

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**Factor 3:** Clearly indicates that the third Factor is identified and includes cross departmental learning, team spirit with a loadings of .815 and .799 respectively and all such factors are grouped under Factor-3 and retermed as “Cultural Integrity”.

**Factor 4:** Clearly indicates that the fourth Factor is identified and includes decision making authority with a loading of .808 and such factor is grouped under Factor-4 and retermed as “Workers Participation Management”.

**VIII. Section Eight : The Discriminant Function Anaysis (DFA) is applied which attempts to construct a function with the independent variables so that the respondents belonging to any two satisfaction levels can be differentiated to the maximum.**

**A. Discrimination of opinion of Employees Empowerment measures:** It is found that 136 highly existing group members are classified into 24.30 per cent existing and 4 existing group members are classified in to 25 per cent highly existing. Further it is found that the group members are 75.70% correctly classified. The classification matrix clearly implies that if the prevailing employee empowerment measures in the company is redefined or modified to a little extent according to the expectations of the employees, in the sense that if it is made more beneficial to the employees, then there is chance that the 24.30 percent of the respondents who belong to the group of existing will definitely be grabbed within the highly existing group. At the same time, the remaining 75 percent of the employees in the group of existence could be attracted towards the high existence group. Therefore, from the point of view of the researcher, there exists a very thin line of differentiation among the employees of both the groups and it is purely in the hands of the management to explore this as an opportunity to implement a full-fledged and eminent pack of empowerment measures for the betterment of the company.

**B. Discrimination of opinion of Working conditions:** It is found that the 121 respondents belonging to the group of good opinion are classified into 23.10 per cent of those belonging to the group of an average opinion and 19 respondents belonging to the group of an average opinion are classified into 57.90 per cent of those belonging to the group of good opinion. Further it is found that the group members are 72.1% correctly classified. The classification matrix implies that there exists a very minute difference in the opinion among the respondents with relation to the working conditions. If the management could identify the causes for such differences among the employees, it would definitely be in a better position to tweak the prevailing working conditions to satisfy the employees to the maximum possible
extent. Each step taken ahead by the company will ensure to merge the above two groups of opinions into one with a single opinion of excellence.

From the point of view of the researcher, majority of the respondents have an above average opinion regarding all the facilities and services of the company in addition to the working conditions. Moreover there is no more chance for extreme discrimination between the groups in both, the employee empowerment measures and the working conditions because the scores allotted by the respondents mostly fall into the categories of highly existing, existing, good opinion and an average opinion rather than scoring for a less than average scale. So, it is clear that there couldn’t be much difference between highly existing and existing and good opinion and an average opinion.

**IX. Section Nine:** Deals with the reliability statistics which gives the authentication that the data collected is accurate. It is found that the reliability coefficients for the variables chosen for this study are more than 0.60, which is an acceptable value. So, the items constituting each variable under study have reasonable internal consistency.

**7.2: Conclusion:** It was in 1929 the names such as Ford and General Motors were already a part of American lives. Cars in pre-independent India were rare but they were slowly getting attention. It was not as if India didn’t have a market for them, it is said so because zamindars and government officials had the money, but they seemed to prefer the good-old horse cart to a new technology about which they knew nothing. Around this time, General Motors chose a South Indian Company as its Franchisee. It is said that the company owner had a son who had an ingenious way of inducing the rich to buy his cars – T.S. Duraisamy would visit the wealthy in an imported car, leave that and the driver behind and return in the host’s horse cart. Duraisamy would pay a visit back in a week or so, by which time his host would have got used to the comfort and the status that the car gave him. At once, he would become Duraisamy’s customers.\(^\text{108}\)

When the General Motors Franchise came about, Duraisamy’s Father, T.V. Sundramlyengar, had already clocked 18 years in business. Though Sundram Iyengar did become the “English language lawyer” that his father always wanted him to be, he dumped two cushy jobs in Railways and a bank, on the way to realize his passion-business. In 1911, he started off with a bus service in the Southern temple town of Madurai. Since then, and

over the next 102 years, the group has managed to get into almost everything related to the automobile sector, including finance, insurance and manufacture of two-wheelers, tyres and components.

What started as a single man’s passion soon became the business of a family. Since it is a patriarchal Tamil Brahmin family all male members got into the business. The holding company, T.V. Sundram Iyengar & Sons, has stakes directly or indirectly in other sister concerns which are free to chalk out independent strategies.

It can be said that, TVS group has a decentralized set up but centralized unity and gives enough space to its members. It is a known fact that some sort of centralisation is possible if there is one great leader, but a more decentralize setup is needed when there are many. Likewise family businesses such as T.V. Sundram Iyengar & Sons Limited, Madurai, allow freedom but there are restrictions in using the name due to its linkage to certain core values that might include quality parameters and how employees are taken care of. In General, TVS as a group has been largely believed to use its capital judiciously. The company have been conservative in a positive sense and disciplined due to which it is existing as one of the major players in the Indian Automobile Industry.

As far as manufacturing and other activities are concerned, the group has largely been able to bring quality and efficiency, and the five Deming Awards (a Japanese recognition of quality) deliberately proves that. The Company stands out for its exemplary manufacturing competencies and quality standards, which would definitely be bench marked against global standards.

The company is also known for its merit based assessment of employees. The success of the Company indicates that family values make sure they are in a position to command respect and not to demand respect. Finally the company’s entrepreneurship model could mean that subsidiary firms of the earlier generation may serve as parents of next generations’ newer companies.

One of the tormenting factors is that, the company avoids lateral recruitment at senior levels, thus offering ample opportunities for career advancement within the companies. In general there is an understanding that the company fosters mutual respect, dignity and transparency which are the core values for building a lasting relationship. While looking at the functioning of the trade union, it used to identify unproductive or errant employees on
their own and seek to correct them. In case the employees fail to abide by the disciplinary actions taken by the Union, then it would bring the worker’s conduct to the notice of the management. This kind of approach shows the level of maturity with which the Management and the union deal the issues faced by them.

As far as the working conditions existing in the concern, safety and welfare measures offered, prevailing employer and employee relationship, implementation of employee empowerment tactics, adaption of grievance redressal procedure, provision of package and Human Resource Management practices followed are concerned with, the extent of abiding by all these components is reasonable, fair and up to the mark by the company. It provides even more amenities and facilities both financially and non-financially in a perfect manner. It seems that the wholesome benefit comprising everything offered by the company to its employees motivates them to remain in the group and to contribute towards productivity to their maximum.

7.2.1: Joint Ventures and Future Plans:

On March, 11, 2013, T V Sundram Iyengar & Sons, pioneers in Automobile Dealership and market leader in Automobile Distribution business in India, was awarded with the ‘Best Dealership’ Award for Three Wheeler category and for the ‘Best Employee Satisfaction Index’ award for the year 2012. The award was conferred during the ‘Automotive Dealership Excellence Awards’ (ADEA) ceremony jointly organized by The Federation of Automobile Dealers Associations of India and Auto Monitor in Mumbai on 9th March 2013. The Best Dealership award for three wheeler category meant for its Mahindra & Mahindra Dealership in Kerala where it distributes three wheelers like Alpha & GIO range of vehicles. The outlet has a unique differentiator that not just sells vehicles but also helps the buyers through schemes like conversion of Drivers to owners, schemes for women drivers through Kudumbashree project, special finance scheme, training in safety and behavioural aspects, etc. It is this overall initiative that helped the company achieves this award. As for the Best Employees Satisfaction Index award, the rating agency CARE has taken up the Employee survey at TVS & Sons Dealerships across India on various criteria with its employees and recommended the award.

On February 21, 2013, TVS Logistics Services Ltd., India’s leading III party logistics service provider, in line with its aim to achieve $1 Billion turnover by 2015, has acquired Rico Logistics - a unique and seamless Distribution and Inventory Management Company,
headquartered in Slough, UK. The acquisition is expected to help the company add key service capabilities such as ‘last mile rapid response’ and new service verticals such as I.T., Telecom and Medical that can further strengthen its services to its customers globally.

India is a very fast growing market with its own challenges and specialized requirements. While this is true for any sector it is more important to Automotive and other Assistance Service Sectors. Indian customers across all spectrums are at infancy stage in terms of familiarizing their expectation for assistance service players and are in fact learning how to get those services in an effective way. In fact what they are undergoing is a habit change and that will continue as the customer become more affluent and demanding. Keeping this in mind the company has, in its own way, achieved a lot in creating a strong brand name for them by entering into so many joint ventures and by starting numerous outlets which is mutually beneficial. At last, it has added a feather to its crown by two prestigious awards which speak about its excellence. If this would be the rate of growth of the company in four years of the study, from the point of view of the researcher, the company will definitely able to raise its standards and can compete with the international corporations contributing to the growth of the nation.

The management of the company now in the third generation is keeping up the values consistently as per the aspirations of the founder Thiru.T.V.Sundram Iyengar. The conglomerate is expanding to the new ventures with the same word and spirit, in various dimensions. Thus, in the Automobile Industry of India, the role of T.V.Sundram Iyengar and Sons Limited, Madurai, is much greater and appreciable. It can be hoped that all the future endeavour of the company in its different departments and functions will be maintained in high profile for the coming generations together.

7.3: SUMMARY OF RECOMMENDATIONS: The findings of the study have important implications for TVS & SONs. Liberalization, Privatization and Globalization (LPG) is a great challenge to many of the Automobile Industries. Efficient organization can be improved into an excellent organization only through Humna Resource Management practices. The excellent organization can do wonders in the competitive market. The recent researches have shown that widespread layoffs, re-structuring and re-organizations resulting from competitive pressure leave many employees disillusioned, feeling less job security, displaying less organizational loyalty and placing less faith in their employer promises and commitments to them. It is the sole responsibility of the organization to build commitment among employees.
The committed employees alone can bring the organization effective as well as can meet the competitive market environment. The present study shows that the Human Resource Management practices are good and effective. It shows positive correlation among the practices in order to deliver effective results on employee development and organizational effectiveness.

Most of the organizations are marked by a resistance to change the tendency towards rigid behaviour pattern. Under such circumstances T.V.Sundram Iyengar and Sons Limited, Madurai, strives to increase Openness, Collaboration, Trust and Trustworthiness, Authenticity, Proaction, Autonomy, Confrontation and Experimentation (OCTAPACE) culture. This culture creates a learning environment. This depends largely on the effectiveness of the organization’s human resources practices such as working conditions, safety and welfare measures, employer and employee relationship, employee empowerment, grievance redressal, package and Human Resource Management practices which are related to organizational effectiveness and level of competencies of its human resources.

In conclusion several automobile companies are placing high value on HRM practices. Thus, they must ensure that building up of competency, commitment and culture of its human resources is in order to achieve employee development as well as organizational effectiveness. In spite of the HRM practices, at present the industry under consideration face several problems such as low sales, lack of team-spirit, existence of absenteeism and employee turnover, weak inter-personal relationship and the like. Further, there has been lesser individual and organizational effectiveness and lack of skills.

It is heartening to know that the TVS and Sons Ltd., is not facing such difficulties to a greater extent. This is because of their efficient and human oriented HRM policy that makes the company to stand in such an enviable position.

It is suggested that the company has to look into certain factors related to HRM to have more lubricate effect in the employees’ satisfaction.

1) Even though the company has a broader perspective in adapting more technological developments in its functioning, it is more crucial on its part to create awareness among the employees on the need for such a facility and the way to utilize the same so that the management could reap the benefits in a full-fledged way. This opinion is
being registered keeping in mind the implementation of Human Resource Information System in T.V. Sundram Iyengar and Sons Limited Madurai.

2) As far as the promotions are concerned, there is a dire need that the company must consider to revise and scrutinize the policies so that it could help the management to increase its productivity, commitment and belongingness towards the company among the employees. There prevails some sort of discontent with regard to the promotion among many of the employees. It is observed by the researcher that if there is no uniform methods and guidelines to be followed in common for promotional purposes, then certainly it would leave space for personal bias which definitely discourages any employee’s hard work and sincerity. This fact is being emphasized by the researcher because it would be fairer if the already existing system of performance management system is made applicable to all the categories of employees. If that is not possible, the management could think of devising a brand new promotional policy for the other categories of employees.

It is observed that in many cases, the employees at workers and staff category expressed that they are not satisfied with the performance appraisal of them given by the immediate superiors. It was felt that the correct information is not provided to the top level management by their immediate superiors. This issue really needs the attention of the management, because this kind of depressed feeling among the employees will surely discourage their contribution with regard to the company.

There are cases of voluntary exit by the employees in the company. It is observed that the employees are not satisfied with the rewards and pay packages offered by the company. This represents the level of absenteeism and attrition existing among the employees community. The major reasons observed during the research are search for a higher salary, preference given to the new comers, constant transfer of the employees, work pressure, internal politics and a very little hope for increment and promotion and so on. Even this could not be completely eradicated, the management can find ways to reduce the rate of both attrition and absenteeism through certain innovative plans, policies and procedures. At this juncture, it is necessary for the management to know the pulse of their employees and must take its maximum effort to retain them in the company as long as possible. These are the issues that are to be addressed by the management in considering the revision and
restructuring of the Human Resource policy. In short, the company needs to be knowledgeable in customers’ and employees’ retention techniques and tactics.

3) Transparency on the promotional policy of the employees at all levels is much needed.

4) There exists some dissatisfaction at the workers level on the recognition of their own valid suggestions given to their immediate superiors. They feel that internal upward communication channel is not properly functioning. This sort of thinking of the employees is to be reduced by taking effective steps. Even though there exists communication channel by way of instructions, intimations and orders that are passed on regularly, there must be some effective procedure to adopt or to look into the communications received from the employees at the lower level. Suggestions and complaint boxes may be provided at working spot and the information may be collected regularly and attended to. Responses for this may be given to individuals or in notice boards for the information of the employees.

5) The relationships between the government officials like Labour welfare officers, Inspector of factories officers, Electricity Board and other government departments are cordial on all aspects. In fact, certain Acts of the government succeeds the precedence existing in TVS and SONS Ltd., Thus the company runs as a pioneer in all the legal aspects related to the automobile business.

The TRUST, VALUE and SERVICE component of the management attitude earns the goodwill of the public and client companies for their punctuality, sincerity, commitment and social awareness. The human factor of the company is also a major component in implementing all these characters. As in the case of relationship maintained with outside agencies, the company can also devise to improve the interpersonal relationship among the employees belonging to various other strategic business units by some creative means. This step would definitely help to reduce internal gossips to some extent which is a common problem in any sort of organization.

6) There is no clear cut idea about the existence of quality circle in the company. As per the study, it is observed that the trade union only takes a handful of employees from various strategic business units to act as committee members to represent on behalf of their team or department employees. Effective steps may be taken by the company management to form the quality circle among the employees with representations
from all segments of the company. This informal group will be assisting the management for taking decisions on some pertinent Human Resource Management issues.

7) It is obvious to note that there exists only one trade union for the company and all the employees. The trade union and the management are in good relationship for exchanging their ideas, grievances, complaints and suggestions. The issues are discussed transparently and decisions are taken in the bilateral manner. This practice makes all the issues settled amicably and solutions are arrived in the win-win manner. This facilitates the industrial relations of the company to be smooth and cordial throughout.

The understanding between the Company and employees are better in general. But still, there is dissatisfaction in a smaller group. This may be because of different expectations of various types of employees and management.

The relationship between the trade union and the Management cannot be a constant factor over the long period of time. So periodical meetings with different groups of employees regularly will create a better understanding of all the sections of the employees by the management. Effective steps in this regard would lead to give more satisfaction to the employees at all levels. Prominent functioning of the quality circle will make this more possible.

8) The People Service Department executives must be made familiar with new trends and techniques so as to do their jobs in a better way. The management need to encourage any creative ideas that emerges from any employee, may be it a senior or a junior employee. The People Service Department executives are supposed to have a better understanding in the sense that the employees must feel free to approach and discuss with them any issues relating to their working environment. It is of course the responsibility of any human resource manager find the reasons for attrition and to take effective steps in order to avoid the employees leaving their jobs. Since new technologies are coming into effect day by day, the management must see to it, they are being adopted as and when there is a need. As far as the observations of the researcher are concerned with, the company can move a step ahead inculcating a techno savvy culture in the premises.
9) The company really owes a great credit in providing in-plant training to many students. It could be a great honour for the company if it undertakes to conduct campus interviews in various colleges thus offering a wide platform for the young and energetic minds to perform and achieve in the world of automobiles. As the company has many Joint Ventures (JV) with many of the national and international corporations, it could also think of having tie-ups with the various educational institutions for the betterment of the student community as part of their Company social responsibility. It better serves the purpose of those who attend in-plant training in the company, if there exist a separate wing in the company to help the group in performing their training in a successful manner.

10) A safe and happy workplace makes the employees feel good about being there. Likewise, personal comfort and stress free environment also means a lot to each and every employee. In general, every individual do have some stress in spite of many good deeds which they receive from the company. This may be due to various reasons, may be personal or official. The employees do not reveal any stress on their part because of the fear of loss of their job, increment, promotion and other career development opportunities. It is the responsibility of the management to know its workers mindset with respect to their contribution and satisfaction. From the point of view of the researcher, it could yield even better productivity if they could conduct certain simple studies among the employees to find out their stress level from various dimensions. The outcomes of the study could be taken for further discussions by the management for devising varied kinds of programmes to reduce the stress among the employees. The programmes can be in the form of conducting seminars, workshops, taking for a trip, celebrating family day or even a holiday after a stressful work. The management can undertake this stress management activity according to the various categories of the employees.

Apart from the above, the researcher has come out with the need for certain Human Resource practices such as conducive work environment, open management, performance feedback and incentives, employee evaluation, sharing of knowledge, discussions and publicizing good performances and the surprise factor as and when needed, for the company to become the most successful in the Company world.
7.4: SCOPE FOR FURTHER RESEARCH:

As per the observations of the researcher, there is a wide scope for doing further exhaustive research in the company in the following areas,

1. Research with regard to the various lines of business and their activities.
2. Study in relation to various other departments functioning in the company.
3. Analysis with respect to the stress level of the employees working over there.
4. A detailed study about any of its sister concerns located all over the world.
5. A far-reaching study related to its joint ventures and collaborations.

Although all the above mentioned concepts are mentioned and analysed in the present study to some extent, still there remains a wide scope for further undertaking a wide research on the same.
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QUESTIONNAIRE

Questionnaire for PH.D work titled “HUMAN RESOURCES MANAGEMENT IN T V SUNDRAM IYENGAR & SONS PRIVATE LIMITED, MADURAI” under the guidance of DR. AIYADURAI, ASSOCIATE PROFESSOR, Arul Aanandar College, Karumathur.

A. WORKMEN QUESTIONS:

1. PERSONAL DETAILS:
   1. Gender:  
      a) Male  
      b) Female  
   2. Age:  
      a) Below 25 years  
      b) 25 years-40 years  
      c) Above 40 years  
   3. Designation:  

4. Years of experience  
   a) Upto 5 years  
   b) 5 years-15 years  
   c) More than 15 years  

5. Specify the nature of your job at present  
   a) Permanent  
   b) Temporary  

6. TRAINING PROCESS:
   6.1) Have you undergone any training in the present job?  
      a) Yes  
      b) No  
   6.2) What do you feel about the training provided by the company?  
      a) Very much useful  
      b) Adequate  
      c) Inadequate  
      d) No opinion  
   6.3) Do you receive any stipend during your training period?  
      a) Yes  
      b) No  

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7. WORKING CONDITIONS

7.1) How many hours you work per day?
   a) Below 8 hours
   b) 8 hours-12 hours

7.2) How many days you work per week?
   a) Five days
   b) Six days

7.3) Are you attending the work in shifts?
   a) Yes
   b) No

8. WELFARE FACILITIES

8.1) Do you have subsidized canteen facility in the working place?
   a) Yes
   b) No

8.2) Are you provided with refreshments by the company during working hours?
   a) Yes
   b) No

8.3) What is your opinion regarding the quality of the items supplied and services provided by the canteen?  Good  Satisfied  Not satisfied
   □                    □                    □

8.4) The number of uniforms supplied per year?
   a) Two sets
   b) Three sets
   c) Four sets
   d) More than four sets

8.5) From where can you avail the medical facilities?
   a) Government hospital
   b) Any private hospital
   c) ESI hospital
   d) Employer’s hospital

8.6) Do you have the facility of availing salary advance or loan from the company at times of emergency?
   a) Yes
   b) No
8.7) Do you have any insurance facilities provided by the company?
   a) Yes □
   b) No □

8.8) If yes, give details_________________________________________________________

9. GRIEVANCE REDRESSAL:

9.1) Do you have quick accessibility to the top management?
   a) Yes □
   b) No □

9.2) How the genuine and legitimate grievances are represented?
   a) Through trade union/welfare officers □
   b) Direct representation to top level management □

9.3) Are you provided with sufficient opportunity to express your opinion before taking any disciplinary action?
   a) Yes □
   b) No □

10. WAGES&PAYMENT
10.1) Specify the periodicity of payment
   a) Daily □
   b) Weekly □
   c) Fortnightly □
   d) Monthly □

10.2) Do you receive bonus from the company every year and on which occasion?
   a) Yes □
   b) No □
   Occasion: ____________________________________________________________

11) Suggest measures for better working environment:
    1.__________________________________________________________
    2.__________________________________________________________
    3.__________________________________________________________
    4.__________________________________________________________
    5.__________________________________________________________

THANK YOU
Questionnaire for Ph.D work titled “HUMAN RESOURCES MANAGEMENT IN T V SUNDRAM IYENGAR & SONS PRIVATE LIMITED, MADURAI” under the guidance of DR. AIYADURAI, ASSOCIATE PROFESSOR, Arul Anandar College, Karumathur.

B. STAFF QUESTIONS:

I. PERSONAL DETAILS:

1. Gender:  
   a) Male   
   b) Female  

2. Age:  
   a) Below 25 years  
   b) 25 years-40 years  
   c) Above 40 years  

3. Designation___________________________________

4. Years of experience  
   a) Upto 5 years  
   b) 5 years-15 years  
   c) More than 15 years  

5. HRM PRACTICES:

5.1) Have you undergone any training in the present job?  
   a) Yes  
   b) No  

5.2) Are you satisfied with the rewards given by the management for your excellence?  
   a) Yes  
   b) No  

5.3) Are you being assessed by the management periodically?  
   a) Yes  
   b) No  
   c) No opinion  

5.4) Do you have suggestions for a better assessment procedure:  
   1.______________________________________________
   2.______________________________________________
   3.______________________________________________
6) GRIEVANCE REDRESSAL:
6.1) Do you have a proper channel to express your grievance?
   a) Yes □
   b) No □

6.2) Had any of your grievance been solved by the channel existing for the purpose?
   a) Yes □
   b) No □

8.3) How do you feel about the superiors response with respect to your problems?
   a) Feel secured □
   b) Feel unsecured □
   c) No opinion □
   d) Any other, specify _____________________________

8.4) Are you provided with sufficient opportunity to express your opinion before taking any disciplinary action?
   a) Yes □
   b) No □

9. JOB SATISFACTION:

9.1) Specify the reasons:
   1. ______________________________
   2. ______________________________
   3. ______________________________
   4. ______________________________

10. List down the motivating factors in your present job:
    1. ______________________________
    2. ______________________________
    3. ______________________________
    4. ______________________________

    Thank you for your kind co-operation
Questionnaire for PH.D work titled “HUMAN RESOURCES MANAGEMENT IN T V SUNDARAM IYENGAR & SONS PRIVATE LIMITED, MADURAI” under the guidance of DR.AIYADURAI, ASSOCIATE PROFESSOR, Arul Aanandar College, Karumathur.

C.EXECUTIVE QUESTION:

1. PERSONAL DETAILS:
   1. Gender
      a) Male □
      b) Female □
   2. Age:
      a) Below 25 years □
      b) 25 years-45 years □
      c) Above 45 years □
   3. Designation: __________________________________________
   4. Years of experience:
      a) Upto 5 years □
      b) 5 years-15 years □
      c) More than 15 years □

5. HRM PRACTICES:
   5.1) Which is the most opted recruitment procedure in the company?
      a) Internal opportunities □
      b) Advertisement □
      c) Employee referral □
      d) Job portals □
      e) Others, specify ____________________
   5.2) Do you face any problems in recruiting personnel?
      a) Yes □
      b) No □
      If yes, specify __________________________
   5.3) Do you face any problems in facilitating training to the employees?
      a) Yes □
      b) No □
      If yes, specify __________________________

5.3) Do you have formal orientation & training programmes for new recruits in your organization? If so, how is it carried out in practice?
   a)Yes □
   b)No □
6) EMPLOYEE CONCERNS:
6.1) Do the management have the practice of conducting human resource audit?
   a) Yes [ ]
   b) No [ ]
6.2) If yes specify the areas covered under such audit:
   1. _________________________________
   2. _________________________________
   3. _________________________________
   4. _________________________________
6.3) Do the management have a well developed HRIS (Human resource information systems)?
   a) Yes [ ]
   b) No [ ]
6.4) Does the HRIS concept reduces the manual labour?
   a) Yes [ ]
   b) No [ ]
6.5) What kind of information is this organization likely to maintain for any decision making through HRIS:
   1. _________________________________
   2. _________________________________
   3. _________________________________
   4. _________________________________
6.6) Is human resource accounting practiced in your organization?
   a) Yes [ ]
   b) No [ ]
6.7) Do you follow periodic performance review and give feedback to the employees during the appraisal process?
   a) Yes [ ]
   b) No [ ]
6.8) If yes, how often the management assess them?
   a) Once in a year [ ]
   b) Twice in a year [ ]
   c) Once in a quarter [ ]
6.9) What type of performance appraisal system exists in your organization?
1. ____________________________
2. ____________________________
3. ____________________________
4. ____________________________

6.10) Is there any involvement of your organization in career development of employees? If yes, give a brief outline
   
   a) Yes [ ]
   b) No [ ]
1. ______________________________________
2. ______________________________________
3. ______________________________________
4. ______________________________________

6.11) Normally on what basis, promotions are given to the employees:
   a) Based on seniority [ ]
   b) Based on the years of experience [ ]
   c) Based on their competency/skills qualification [ ]

6.12) What are the basic components of your salary package? Suggest any component that you would like to have in your salary package:
1. ____________________________
2. ____________________________
3. ____________________________

6.13) Are the employees given rewards/incentives for their achievement?
   a) Yes [ ]
   b) No [ ]

6.14) If yes, what are the methods of rewarding the employees?
1. ____________________________ 2. ____________________________
3. ____________________________ 4. ____________________________

6.15) What are the types of incentives that are normally provided by the organization?
1. ____________________________ 2. ____________________________
3. ____________________________ 4. ____________________________

6.16) Do you have Back up plans in case of the employees absence?
   a) Yes
   b) No
7. EMPLOYEES ABSENTEEISM & ATRITION:
7.1) Is absenteeism prevailing among the employees in your company?
   a) Yes □
   b) No □

7.2) List down the reasons for absenteeism:
   1. ____________________  2. ____________________
   3. ____________________  4. ____________________

7.3) Do the management have the habit of conducting exit interviews?
   a) Yes □
   b) No □

7.4) What are the observations of the management with regard to the attrition rate of employees in the company?
   1. __________________________________________
   2. __________________________________________
   3. __________________________________________
   4. __________________________________________

9. WORKER'S PARTICIPATION IN MANAGEMENT:

9.1) What is your perception about the concept of participative management?
   a) Information sharing □
   b) Formal consultation □

9.2) Specify the nature of issues that are considered for participative management:
   1. __________________________________________
   2. __________________________________________
   3. __________________________________________
   4. __________________________________________

9.3) Do you have any quality circles to address various issues?
   a) Yes □
   b) No □

9.4) If yes, how would you normally select such representatives?
   a) By Election & Nomination □
   b) By Show of Hands □
   c) Unanimously □
9.5) Mention the most opted method of Workers’ Participation Management in the company:
   a) Suggestion scheme
   b) Works committee
   c) Joint management council
   d) Board of directors
   e) Co-partnership
   f) Direct representation
   g) Any other

10) INDUSTRIAL RELATIONS AND DISPUTES AND DISCIPLINE:
10.1) Does your concern undertake domestic enquiry against the employees in case of misconduct?
   a) Yes
   b) No

10.2) State the reasons responsible for a good industrial relations:
   1. ________________________________
   2. ________________________________
   3. ________________________________
   4. ________________________________

10.3) Specify the method most adopted for preventing any industrial dispute in the organization:
   1. ________________________________
   2. ________________________________
   3. ________________________________
   4. ________________________________

10.4) The method which is most used for settling any dispute in the company is
   a) Conciliation officer and board of conciliation
   b) Voluntary Arbitration
   c) Adjudication by labour court, Industrial tribunal and National tribunal

10.5. Do you practice management by objectives in your organization?
   a) Yes
   b) No

11. Which one of the Line of businesses helps more in retaining the customers in the organization?
   a) Dealership
   b) Distribution
   c) My TVS
   d) Special products
e) Global expansion and sourcing

12. APPLICATION OF STATUTORY PROVISIONS:

Mention the statutory provisions adopted in the HRM practices in the company:

Thank you for your kind co-operation
D. Questionnaire for PH.D work titled “HUMAN RESOURCES MANAGEMENT IN T. V. SUNDRAM IYENGAR & SONS LIMITED, MADURAI” under the guidance of DR. AIYADURAI, ASSOCIATE PROFESSOR, Arul Aanandar College, Karumathur.

I. PERSONAL DETAILS:

1. Gender:  
   a) Male  
   b) Female  

2. Age:  
   a) Below 25 years  
   b) 25 years - 40 years  
   c) Above 40 years  

3. Years of experience:  
   a) Upto 5 years  
   b) 5 years - 15 years  
   c) More than 15 years  

4. Designation:  
   a) Executive  
   b) Staff  
   c) Workmen  

5. Marital Status:  
   a) Married  
   b) Unmarried  

6. Educational qualification:  
   a) HSC/ITI/Diploma  
   b) UG/PG Degree  
   c) Professionals  
   d) Others  

7. Income:  
   a) Below Rs.10,000  
   b) Rs.10,000 - Rs.30,000  
   c) Above Rs.30,000  

8. Familysize:  
   a) Upto 3 members  
   b) 3 to 6 members  
   c) Above 6 members  

II. WORKING CONDITIONS:

Express your views on the existing working conditions of the company:

<table>
<thead>
<tr>
<th>S.No</th>
<th>Working conditions</th>
<th>Excellent</th>
<th>Good</th>
<th>Average</th>
<th>Below average</th>
<th>Worst</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Safety equipments &amp; tools</td>
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<td>2</td>
<td>Drinking water facilities</td>
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<td>3</td>
<td>Ventilation</td>
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<td>4</td>
<td>Sanitary facilities</td>
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<tr>
<td>5</td>
<td>Cleanliness</td>
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<td>6</td>
<td>Working space</td>
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<td>7</td>
<td>Parking facilities</td>
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<td>8</td>
<td>Pollution control</td>
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<tr>
<td>9</td>
<td>Washing facilities</td>
<td></td>
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<tr>
<td>10</td>
<td>Rest rooms &amp; pauses</td>
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<tr>
<td>11</td>
<td>First aid appliances</td>
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</tbody>
</table>

III. SAFETY AND WELFARE MEASURES:

Give your attitude about the different welfare facilities available at the company:

<table>
<thead>
<tr>
<th>S.No</th>
<th>Particulars</th>
<th>Highly satisfied</th>
<th>Satisfied</th>
<th>Moderately satisfied</th>
<th>Dissatisfied</th>
<th>Highly dissatisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Safety &amp; healthy instruction courses</td>
<td></td>
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<td></td>
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<tr>
<td>2</td>
<td>Group insurance schemes</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Provision of subsidized foods</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>
& refreshments

4 Provision of loans

5 Medical facilities

6 Housing facilities

7 Marriage present leave

8 Leave facilities

9 Service awards

10 Banking facility

11 Festival & other allowances

12 Conveyance facilities

13 Supply of office equipments

14 Employees’ credit & co-operative stores

IV. EMPLOYER-EMPLOYEE RELATIONSHIP:

Express your opinions on the prevailing employer and employee relationship in the company:

<table>
<thead>
<tr>
<th>S.No</th>
<th>Particulars</th>
<th>Highly agree</th>
<th>Agree</th>
<th>Moderately agree</th>
<th>Disagree</th>
<th>Highly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Superiors are more like a coach than a taskmaster</td>
<td></td>
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<tr>
<td>2</td>
<td>New schemes are implemented after consulting with the employees</td>
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<tr>
<td>3</td>
<td>Supervisors takes time to explain the execution of a job</td>
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<tr>
<td>4</td>
<td>Superiors are impartial</td>
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<tr>
<td>5</td>
<td>Superiors prepare schedules for</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>S.NO</td>
<td>PARTICULARS</td>
<td>Highly existing</td>
<td>Existing</td>
<td>No opinion</td>
<td>Less Existing</td>
<td>Not existing</td>
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<tr>
<td>6</td>
<td>Superiors care for employees personal welfare</td>
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<tr>
<td>7</td>
<td>Superiors are always accessible to the employees</td>
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<tr>
<td>8</td>
<td>Supervisors provide the employees with periodical feedback for their improvement</td>
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<tr>
<td>9</td>
<td>Supervisors are the leaders with excellent personality traits</td>
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</tbody>
</table>

V. EMPLOYEE EMPOWERMENT:

Give your opinion regarding the existing components of employee empowerment in your corporate:

<table>
<thead>
<tr>
<th>S.NO</th>
<th>PARTICULARS</th>
<th>Highly existing</th>
<th>Existing</th>
<th>No opinion</th>
<th>Less Existing</th>
<th>Not existing</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Accountability</td>
<td></td>
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<tr>
<td>2</td>
<td>Employees attitudes</td>
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<tr>
<td>3</td>
<td>Work autonomy</td>
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<tr>
<td>4</td>
<td>Effective stress management</td>
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<tr>
<td>5</td>
<td>Decision making authority</td>
<td></td>
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<tr>
<td>6</td>
<td>Words of appreciation</td>
<td></td>
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<tr>
<td>7</td>
<td>Team spirit</td>
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<td>8</td>
<td>Cross-departmental learning</td>
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<tr>
<td>9</td>
<td>Equal code of discipline</td>
<td></td>
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<tr>
<td>10</td>
<td>Clear job objectives</td>
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</tbody>
</table>
VI. PACKAGE: Opine your satisfaction with regard to the package offered by the company:

<table>
<thead>
<tr>
<th>S.NO</th>
<th>PARTICULARS</th>
<th>Highly Satisfied</th>
<th>Satisfied</th>
<th>No opinion</th>
<th>Dissatisfied</th>
<th>Highly Dissatisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Salary</td>
<td></td>
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<tr>
<td>2.</td>
<td>Monetary incentives &amp; benefits</td>
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<tr>
<td>3.</td>
<td>Non-monetary incentives and benefits</td>
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</table>

VII. GRIEVANCE REDRESSAL:

Express your outlook on the grievance redressal system of the corporate:

<table>
<thead>
<tr>
<th>S.NO</th>
<th>PARTICULARS</th>
<th>Highly agree</th>
<th>Agree</th>
<th>No opinion</th>
<th>Disagree</th>
<th>Highly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Quick accessibility to the top management</td>
<td></td>
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<tr>
<td>2.</td>
<td>Existence of proper grievance redressal channel</td>
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<tr>
<td>3.</td>
<td>Given an opportunity of being heard</td>
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<td>4.</td>
<td>Role of trade union is satisfactory</td>
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<td>5.</td>
<td>Immediate solvency of grievances</td>
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</table>

VIII. HRM PRACTICES:

Express your attitude on the HRM practices adopted in the corporate:

<table>
<thead>
<tr>
<th>S.NO</th>
<th>PARTICULARS</th>
<th>Highly satisfied</th>
<th>Satisfied</th>
<th>No opinion</th>
<th>Dissatisfied</th>
<th>Highly dissatisfied</th>
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</thead>
<tbody>
<tr>
<td>1.</td>
<td>Recruitment</td>
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<td>2.</td>
<td>Training</td>
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<td></td>
<td>Promotion</td>
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<td>4</td>
<td>Retirement benefits</td>
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<tr>
<td>5</td>
<td>Assessment procedure</td>
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<tr>
<td>6</td>
<td>Career planning &amp;</td>
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<td></td>
<td>opportunities</td>
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</table>

Thank you for your kind co-operation