UNIT VI
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6.4 SUMMARY

6.1 INTRODUCTION

India has vast human resources in its possession. Human resource is a highly perishable commodity and therefore no one can store this commodity for a longer period. The success or failure of an organization depends upon the effectiveness and efficient utilization of various resources available within the organization. But in India the utilization of human resource is at very low level with the result many organizations fail to achieve their goals.

The human resource management is a process of planning, organizing, directing and controlling of human resources to fit the requirement. The requirement of human resource varies from industry to industry and unit to unit. When a unit relies on manual operations it requires more human beings than the mechanized units. Therefore, non-mechanized units face more human resource problems than mechanized units. The units, which provide employment opportunities to more people, must have efficient and objective oriented human resource management in them. In India a number of production
units including match units are contributing their share to the economy of our nation. Match units are one among oldest and traditional based units in India. Where large number of people employed continuously and permanently, naturally those units have to confront many problems relating to the utilisation of human resources for the benefit of both units and the industrial workers.

The main objectives of the present study is to review the historical development of match units in and around Kovilpatti Taluk, to analyse the recruitment policy, welfare measures adopted by the match units of Kovilpatti Taluk, evaluate the job satisfaction and socio-economic conditions of match workers in Kovilpatti Taluk and suggesting suitable measures for impressing the effectiveness and efficiency of human resource management in match units of Kovilpatti Taluk. Kovilpatti Taluk is one among the labour intensive area of Tamil Nadu, where large numbers of technically experienced workers are freely available and the climatic condition is also suitable for match works. There are different types of match factories namely partly mechanized and non-mechanized units. For this study 1,500 sample match workers were selected from both partly mechanized and non-mechanised units with the help of Tippet’s random numbers (details in Table 1.1).

The present study approaches both by descriptive and analytical way and the required data have been collected from various published and unpublished documents. In order to collect the primary data the researcher has used during the months of May, June and July 2009.

In this chapter the researcher has presented the summary of findings and problems and offered various suggestions for improving the human resource management in match units of Kovilpatti Taluk.
6.2 SUMMARY OF FINDINGS

The summary of findings of the present study is as follows.

6.2.1 EMPLOYEES' OPINION ON HUMAN RESOURCE MANAGEMENT

1. Majority of the respondents have, work experience of below 3 years. (24.67%)
2. Most of the respondents did not change their jobs (50%), and (50%) of the respondents changed job.
3. 472 (31.47%) of the respondents changed their job for better wages with bonus.
4. Most of the respondents choose the job in match work to meet out the family expenditure (49.07%) and 48.67% of the respondents choose to earn an income.
5. Most of the respondents joined in this job in the age of above 18 and below 28 years (70.40%).
6. Majority of the respondents got this job by out of their own efforts (65.67%).
7. Majority of the respondents are employed throughout the year.
8. Most of the respondents are permanent employees (81.60%).
9. The distance from the factory to the residence of most of the respondents was one kilometer (36%).
10. Majority of the respondents went to the workplace by staff bus operated by the factory itself (49.60%).
11. Most of the respondents are not provided traveling allowance (97.87%).
12. Most of the respondents never go to some other jobs during holidays (91.33%).
13. Majority of the respondents worked for 8 hours a day in their factory (88.67%).
14. Most of the respondents are paid wages once in a week (92.53%).
15. Majority of the respondents are paid on the basis of piece rate (61.33%).
16. Majority of the respondents are unsatisfied with the amount of wages (75.47%).
17. All the respondents got annual bonus (100%).
18. Majority of the respondents enjoyed bonus between Rs. 4,001 and Rs. 5,000 in the last year (41.60%).
19. Most of the respondents are of the opinion that the annual bonus was adequate (86%).
20. Majority of the respondents got bonus twice in a year (96.71%).
21. Majority of the respondents did not save the bonus.
22. All the respondents are provided welfare facilities (100%).
23. All the respondents are provided EPF (100%).
24. All the respondents are provided with EPF fund at 12% of their monthly income (100%).
25. Majority of the respondents are of the opinion that the contributions of their employers towards EPF were adequate (98.67%).
26. Majority of the respondents are of the opinion that the interest rate towards EPF were adequate.
27. All the respondents are provided ESI facilities (100%).
28. Majority of the respondents are of the opinion that the contribution of amount towards ESI was adequate (97.67%).
29. All the respondents are provided with 15 days salary per year of service as gratuity (100%).
30. Majority of the respondents are of the opinion that the payment of gratuity was adequate (80.67%).
31. Majority of the respondents got medical treatment from ESI hospital (83.07%).
32. Majority of the respondents are not provided with canteen facilities (96%).
33. Most of the respondents did not reveal any opinion on leave benefits (63.33%).

6.2.2 JOB SATISFACTION OF THE EMPLOYEES

1. Majority of the respondents are highly satisfied with the relationship maintained with the management (40.67%).
2. Majority of the respondents are satisfied with the relationship maintained with their co-workers (88%).
3. Majority of the respondents are satisfied with the relationship maintained with other company workers (87.67%).
4. Majority of the respondents are highly satisfied with the relationship maintained with other units of workers (84%).
5. Majority of the respondents are highly not satisfied with seating arrangements provided in the unit (29.33 %).
6. Majority of the respondents are highly not satisfied with the provision of rest rooms in the workplace (29 %).
7. Majority of the respondents are highly not satisfied with the allowances given in the unit (80.33 %).
8. Majority of the respondents are highly not satisfied with the amount of overtime (97.33 %).
9. Majority of the respondents are highly satisfied with the amount of loan facilities given in the unit (60 %).
10. Majority of the respondents are moderately satisfied with the amount of bonus given in the units (42 %).
11. Majority of the respondents are highly not satisfied with management’s encouragement for suggestions for improvement (96 %).
12. Majority of the respondents are highly not satisfied with the amount given for medical and disablement provided in the unit (33.33 %).
13. Majority of the respondents were highly not satisfied with the reward for knowledge and experience (98 %).
14. Majority of the respondents are highly not satisfied with the functioning of workers’ welfare committee (98.67 %).
15. Majority of the respondents are highly not satisfied with the canteen facilities provided by the units (99.34 %).
16. Majority of the respondents are highly not satisfied, because views of the workers were not considered by the management (92.68 %).
17. Majority of the respondents are highly not satisfied with the weightage given for workers’ proposal for self improvement (94.66 %).
18. Majority of the respondents are highly not satisfied with the safety measures provided by the units (43.33 %).
19. Majority of the respondents are highly not satisfied with the Group Insurance scheme implemented in the units (95 %).
20. Majority of the respondents are highly not satisfied with the recruitment procedures adopted in the units (97.33\%).
21. Majority of the respondents are highly not satisfied with the selection policy adopted by the units (99\%).
22. Most of the respondents are moderately satisfied with the freedom given by the management in units (26.34\%).
23. Most of the respondents are moderately satisfied with the working conditions prevailing in the units (31.67\%).
24. Majority of the respondents are not satisfied with the code of discipline adopted by the management (35.33\%).
25. Majority of the respondents are highly not satisfied with the recognition given to workers (38.67\%).
26. Majority of the respondents are moderately satisfied with the consideration of workers’ welfare (31\%).
27. Majority of the respondents are highly satisfied with the humanitarian consideration of the match units (44\%).
28. Majority of the respondents are highly not satisfied with the leave facilities provided by the management (50\%).
29. Majority of the respondents are not satisfied with the transport facilities provided by the units (55\%).

6.2.3 FACTOR ANALYSIS

From the opinion of the employees on job satisfaction, the following factors have been identified.

- Safety and welfare measurement.
- Incentives.
- Relationship with the management.
- Relationship with co-workers.
- Over time.
- Selection Policy.
• Recruitment procedures adopted in match units.
• Transport facilities available in match units.
• And the humanitarian consideration in match units etc.

6.2.4 CORRELATION ANALYSIS

• The demographic variables and job satisfactions are mutually unrelated.
• The employment variables and job satisfactions are mutually unrelated.
• The working conditions variables and job satisfactions are mutually unrelated.
• The compensation package variables and job satisfactions are mutually related.
• The job satisfaction as perceived by the employees is independent of their housing facilities factors.
• The job satisfaction as perceived by the employees is independent of their expenditure pattern factors.

6.2.5 HYPOTHESES TESTING

1. There is significant relationship between age and wages of the respondents.
2. There is significant relationship between experience and income of the respondents.
3. There is significant relationship between experience and overall job satisfaction of the respondents.
4. There is no significant relationship between income and overall job satisfaction of the respondents.
5. There is significant relationship between level of education and income per month of the respondents.
6.2.6 SOCIO-ECONOMIC CONDITIONS OF EMPLOYEES

1. Majority of the respondents are in the age group between 36 and 45 years (40.33 %).
2. Majority of the respondents are female (57.20 %).
3. Majority of the respondents are Hindus (89.87 %).
4. Majority of the respondents belonged to Backward Community (44.80 %).
5. Most of the respondents are illiterate (52.80 %).
6. Most of the respondents are married (88 %).
7. Majority of the respondents are living as nuclear family (71.07 %).
8. Majority of the respondents have less than 4 members in their family (61.73 %).
9. Majority of the respondents have less than 3 members as their dependents (67.73 %).
10. Majority of the respondents earn monthly income between Rs. 1,501 and Rs. 2,000 (39.20 %).
11. Most of the respondents` total monthly income is below Rs. 4,000 (59.33 %).
12. No respondents are provided with quarters (100 %).
13. Majority of the respondents are living in roof concrete house (43.47 %).
14. Majority of the respondents have electricity power supply in their house (94.73 %).
15. Separate bathroom and toilet is not available in most of the respondents houses (54.33 %).
16. Majority of the respondents got water supply by panchayat (83.47 %).
17. The monthly average expenditure of the family of most of the respondents is between Rs. 2,000 and Rs. 3,000.
18. The amount spent on food by majority of the respondents are between Rs. 1,001 and Rs. 2,000 (53.33 %).
19. The amount spent on clothes by majority of the respondents are less than Rs. 500 (84.93 %).
20. Majority of the respondents have their own house (52.67 %) and the amount spent on rent by some of the respondents are less than Rs. 500 (25.73 %).
21. The monthly average expenditure on medical treatment by majority of the respondents are between Rs. 201 and Rs. 400 (41.87 %).
22. The monthly average amount spent on education by the majority of respondents are less than Rs. 500 (86.67 %).
23. The monthly average amount spent on social and religious ceremonies by majority of the respondents are less than Rs. 500 (85.73 %).
24. The monthly amount on miscellaneous expenses by majority of the respondents are Rs. 200 (78.27 %).
25. Majority of the respondents have not habit of savigs (65.87 %).
26. All the respondents received advances from their employers (100 %).
27. Majority of the respondents received advance below Rs.1,000 from their employers (78.27 %).
28. All the respondents repay the advance money in the form of deducting from their wages (100 %).

6.2.7 HUMAN RESOURCE PRACTICES ADOPTED IN MATCH WORKS UNITS

- Most of the respondents are sole proprietors (43.60 %).
- The age of most of the respondents is in between 46 and 55 years (30.40 %).
- All the respondents are male (100%).
- Majority of the respondents are Hidu (88 %).
- Most of the respondents are graduates (24 %).
- Majority of the respondents are married (93.20 %).
- Majority of the respondents are lived in joint family (77.60 %).
- Most of the respondents have more than 5 members in their family (47.20 %).
- Majority of the respondents are earned monthly income between Rs. 10,001 and Rs. 15,000 (28 %).
- The spouse of most of the respondents do not engage in any other business (74.40 %).
• Majority of the respondents’ total monthly income is less than Rs. 25,000 (78.40%).

• Most of the respondents have separate personnel department in their factory (92.80%).

• Majority of the respondents maintain employee information card in their factory (91.20%).

• All respondents are updated the employees file (100%).

• The present position of the availability of manpower is easy in the opinion of majority of the respondents. (61.60%).

• Most of the respondents are satisfied with the manpower planning (51.20%).

• All the respondents went in for recruitment (100%).

• Majority of the respondents are recruited their employees at unit level (74%).

• Majority of the respondents are recruited their employees once in a year (63.20%).

• Majority of the respondents are recruited their employees by their category level (53.60%).

• Majority of the respondents are recruited their employees from internal source of recruitment (76.80%).

• Most of the respondents have been adopted the technique of employee referrals in recruiting their employees (25.20%).

• Most of the respondents are satisfied with the recruitment policy adopted by themselves (69.60%).

• All the respondents went in for selection (100%).

• Majority of the respondents are selected their employees at unit level (72.80%).

• Majority of the respondents are selected their employees once in a year (60%).

• Majority of the respondents are selected their employees by their category level.

• Most of the respondents selected their employees by themselves.

• Most of the respondents have selection tests (100%).

• Majority of the respondents are conducted achievement test (67.20%).
• Majority of the respondents are satisfied with selection policy adopted by them (77.60%).
• All the respondents are conducting interview while selecting their employees (100%).
• Majority of the respondents are conducted job related interview (84.80%).
• In most of the match factories the manager conducted interview (58.40%).
• Majority of the respondents are satisfied with the interviewing techniques adopted by them while selecting their employees (94%).
• All the respondents are providing training to their employees (100%).
• Majority of the respondents are followed on the job method of training to train their employees (66.40%).
• Majority of the respondents are provided training to newly recruited employees (50.40%).
• In majority of the match factories, experienced workers train the newly recruited employees (73.20%).
• Majority of the respondents are followed job instruction techniques to train their employees (40.80%).
• Most of the respondents provided the centralized training to their employees (69.20%).
• Most of the respondents are provided training to their employees on the basis of need (68.80%).
• Majority of the respondents are paid remuneration for a period of one week (88%).
• Majority of the respondents are provided wages and salaries as compensation package to their employees (84.80%).
• Majority of the respondents are followed both time rate and piece rate payment to their employees (61.60%).
• All the respondents are made payment to their employees once in a week (100%).
• Majority of the respondents are not provided over time work (89.60%).
• All the respondents are provided bonus to their employees (100%).
• All the respondents are provided bonus twice in a year (100%).
• Majority of the respondents are of the opinion that the contribution to EPF were adequate (73.60%).
• All the respondents are contributed Statutory Limit of 4.75% of wages towards ESI account (100%).
• All the respondents are provided 15 days salary of each year of service as gratuity to their employees at the time of retirement (100%).
• Canteen facility is not available in most of the factories (94%).
• Most of the respondents had climate and festival leave (50%).
• No respondents are provided quarters to his or her employees (100%).
• In most of the match units the manager appraise the performance of the employees (60.80%).
• Majority of the respondents followed traditional method of appraising the performance of their employees (48%) and modern method of performance appraisal is followed in most of the factories (52%).
• 28.80% of the respondents are followed straight ranking method of appraising the performance of their employees.
• The purpose of appraising the performance of the employees by most of the respondents are to maintain work force (42.40%).
• Most of the respondents appraised the performance of their employees once in a year (77.60%).
• The purpose of promoting the employees by most of the respondents were to motivate their employees (79.20%).
• Most of the respondents promoted their employees on the basis of both seniority and skill on the job (49.60%).
• In most of the factories the owners promoted the employees (51.20%).
6.3 IMPLICATIONS FOR FUTURE RESEARCH

The researcher has identified the various problems faced by match works units during the time of interviewing both the sample match works workers and the owners of match works units of Kovilpatti Taluk. In order to improve the human resource practices in match works units, the researcher has offered various suggestions.

The match works units in Kovilpatti Taluk have adopted traditional method of recruitment policy when they recruit the workers, by not considering the proper evaluation of the capability of existing workers, the qualification of workers, the methods of recruitment and the like. They must follow scientific approach in the recruitment process.

In continuance of the unscientific method of recruiting the workers, unsystematic selection procedure, ineffective interview techniques, lack of complete training, poor compensation benefits, and improper wage system, the researcher also noticed unscientific performance appraisal and lack of promotional opportunities.

The present study was carried out in an unorganized sector; in the future there is prospect to conduct the same type of research in organized sectors.

Further the present study is carried out in match works industry, (unorganized sectors), the same type of research may also carried out in some other unorganized sectors in order to find out similarities and dissimilarities.

The present study of the human resource practice is carried out in kovilpatti Taluk only and in future this type of study may be conducted either at State or National Level.
6.4 SUMMARY

Managing the human resource is considered to be a tough task in many aspects compared to that of other resources since human resource is a highly perishable resource. Each and every organization is interested in utilizing these indispensable resources efficiently and effectively for the purpose of achieving the goals of the organization. In recent years many organizations have failed in their progress because of a wrong human resource policy adopted by them. It is highly essential that the organizations should formulate proper and efficacious human resource policies for mutual benefit of both the employer and the employees.