CHAPTER 5

SUMMARY, FINDINGS, CONCLUSION AND SUGGESTIONS

5.1 Introduction

This chapter describes the research summary, findings and conclusion drawn based on statistical analysis. Based on the results, suggestions are given for improving the Organizational Commitment level of employees through HRM practices in SSML. The resultant study results also paved way for identification of areas for future research.

The study was aimed to identify the impact of human resource management practices on organizational commitment of employees working in SSML, Salem. While doing so, an attempt was made to find out the employees’ opinions by collecting their perceived responses on prevailing HRM practices through an administered questionnaire so as to fine tune and improve the HRM Practices. The study was aimed to find out the objectives 1) to study the profile of Sambandam Spinning Mills, Ltd. (SSML), Salem; 2) to understand the Human Resource Management Practices implemented by SSML, Salem; 3) to study the effects of demographic or socio economic variables of the employees on their levels of organizational commitment due to Human Resource Management Practices in SSML, Salem. 4) to evaluate the impact of Human Resource Management Practices (8 Practices Viz., Training and Development, Staffing, Performance Feedback, Rewards System, Motivation, Welfare Measures, Organizational Communication and Employees Participation in Management) on Organizational Commitment of
employees in SSML, Salem; and finally to test the hypotheses (given in the Para 1.14) based on the findings of the present study.

The study was conducted in Sambandam Spinning Mills, Ltd. (SSML), Salem by selecting a total of 494 employees as sample respondents; consisting of 6 respondents from Top Level which includes Senior managers, Assistant managers and junior managers of SSML; 55 respondents from Middle Level which includes Floor Supervisors, Technical and Administrative staff of SSML and 433 respondents from Operational Level which includes Employees at the Production sites of SSML. Survey method and personal interview techniques were also adopted to collect data in addition to secondary and primary source of data. The Organizational Commitment levels of employees on HRM Practices were identified and data collected by means of a 5 point Likert rating scale questionnaire in lines of methods developed by Allen and Meyer(1990) in respect main 8 factors of HRM consisting Training and Development, Staffing, Performance Feedback, Rewards System, Motivation, Welfare Measures, Organizational Communication and Employees Participation in Management.

5.2 Research Methodology

Based on the review of literature, objectives and hypotheses were framed. The study is explorative and analytical in nature with the use of both primary data and secondary data. The secondary data needed for this study have been collected from the SSML Reports and Publications. The primary data were collected through a prejudged, tested and well-designed questionnaire as in lines of Allen and Meyer (1990). The collected primary data have been summarized and tabulated for the purpose of consequential statistical analysis and processed with the help of appropriate statistical tools in order to fulfill the objectives of the study. The
collected data were analyzed using the Software “Statistical Package for Social Sciences (SPSS) version 15”. The main analysis consists of Analysis of Variance, Weighted Average Analysis, Karl Pearson’s co-efficient of correlation, Chi square, Path analysis, Multiple Regression, Factor analysis and Discriminant function analysis to measure the impact of human resource management practices on organizational commitment of employees in SSML. The entire study has been designed in five chapters. The results are presented and discussed in Chapter 4.

5.3 Research Design

The study was organized as follows in five chapters,

The First Chapter provides the Introduction, Methodology and Design of the study and contains the concepts and explanations for the purpose of the study, significance of present research in textile industry and available research background information on which the conceptual study model was designed for the present study.

The Second Chapter presents the Review of Literature on HRM practices and Organizational Commitment (OC) and Organizational Commitment of Employees (OCE). The literature review focuses on the HRM practice variables and the linkages between each variable. This chapter also deals with the empirical studies of various authors and enabled identification of research gap for the present research.

The Third Chapter outlines Profiles of the industry, Organizational characteristics of SSML and HR practices profile and functions of HRD department of SSML.

The Fourth Chapter examines the Statistical Analyses followed by Results and Discussion.
Chapter 5 includes brief Research Summary, Findings, conclusion and Suggestions for improving HRM practices and OC and OCE issues in SSML as well as recommendations for future studies.

5.4 Findings Under Various Analytical Methods

The findings are extracted from the analysis and interpretation of data is presented in the following section.

5.5 Findings of Section 1- Factor Analysis, Inter Correlation Matrix, Path Analysis and Multiple Regression Analysis

5.5(1) Factor Analysis

The factor analysis condensed and simplified the 23 statements of Organisational Commitment (Dependent variable) and grouped into 7 factors explaining 83.067 per cent of the variability of all the statement responses of respondents.

5.5(2) Inter Correlation Matrix

The inter-correlation between all the explanatory independent variables namely Training and Development (TD)-X1, Staffing (ST)-X2, Performance Feedback (PF)-X3, Rewards (RE)-X4, Motivation (MT)-X5, Welfare Measures (WM)-X6, Organizational Communication (OCOM)-X7 and Employees Participation in Management (EPM)-X8 are highly significant. Further it is also seen that all these explanatory variables are highly, significantly correlated with the dependent variable Organizational Commitment (OC)-Y.
5.5(3) Path Analysis

The Path Analysis revealed that two explanatory variables Staffing (ST)-X2 and Performance Feedback (PF)-X3 are substantially important contributing dependent variable to Y- Organizational Commitment (OC).

5.5(4) Multiple Regression Analysis

Out of the 8 explanatory variables viz., Training and Development (TD)-X1, Staffing (ST)-X2, Performance Feedback (PF)-X3, Rewards (RE)-X4, Motivation (MT)-X5, Welfare Measures (WM)-X6, Organizational Communication (O COM)-X7 and Employees Participation in Management (EPM)-X8, all the Variables have significantly contributing to Y and explained the variations of Y to the extent of 69.5 per cent.

5.6 Findings of Section 2 - Chi-Square Tests

5.6(1) Chi-Square Analysis on Gender on OC and HRM Practices

1) There is association between the gender and OC among the Respondents and it is concluded from the study that the level of OC depends on the member’s gender.

2) There is association between the gender and level of Training and Development among the Respondents and it is concluded from the study that OC due to the level of Training and Development depends on the member’s gender.

3) There is association between the gender and Staffing among the Respondents and it is concluded from the study OC due to that the Staffing depends on the member’s gender.
4) There is association between the gender and level of Performance feedback among the Respondents and it is concluded from the study that OC due to the level of Performance feedback depends on the member’s gender.

5) There is association between the gender and level of rewards among the Respondents and it is concluded from the study that OC due to the level of rewards depends on the member’s gender.

6) There is association between the gender and level of Motivation among the Respondents and it is concluded from the study that OC due to the level of Motivation depends on the member’s gender.

7) There is association between the gender and level of Welfare Measures among the Respondents and it is concluded from the study that OC due to the level of Welfare Measures depends on the member’s gender.

8) There is association between the gender and organizational communication among the Respondents and it is concluded from the study that OC due to the level of organizational communication depends on the member’s gender.

9) There is association between the gender and level of Employee participation among the Respondents and it is concluded from the study that OC due to the level of Employee participation depends on the member’s gender.

**5.6(2) Chi-Square Analysis on Age Levels on OC and HRM Practices**

1) There is association between the age and level of Organisational commitment among the respondents and it is concluded from the study that the level of organizational commitment depends on the member’s age.
2) There is association between the age and level of Training and Development among the respondents and it is concluded from the study that the level of OC due to Training and Development depends on the member’s age.

3) There is association between the age and level of staffing among the respondents and it is concluded from the study that the level of OC due to staffing depends on the member’s age.

4) There is association between the age and level of Performance Feedback among the respondents and it is concluded from the study that the OC due to Performance Feedback depends on the member’s age.

5) There is association between the age and level of Rewards among the respondents and it is concluded from the study that the level of OC due to Rewards depends on the member’s age.

6) There is association between the age and level of Motivation among the respondents and it is concluded from the study that the level of OC due to Motivation depends on the member’s age.

7) There is association between the age and level of Welfare Measures among the respondents and it is concluded from the study that the level of OC due to Welfare Measures depends on the member’s age.

8) There is association between the age and level of Organisational Communication among the respondents and it is concluded from the study that the level of OC due to Organisational Communication depends on the member’s age.
9) There is association between the age and level of Employees Participation among the respondents and it is concluded from the study that the level of OC due to Employees Participation depends on the member’s age.

5.6(3) Chi-Square Analysis on Experience on OC and HRM Practices

1) There is association between the experience and level of organizational commitment among the respondents and it is concluded from the study that the level of organizational commitment depends on the member’s experience.

2) There is association between the experience and level of training and development among the respondents and it is concluded from the study that the level of OC due to training and development depends on the member’s experience.

3) There is association between the experience and level of staffing among the respondents and it is concluded from the study that the level of OC due to staffing depends on the member’s experience.

4) There is association between the experience and level of Performance Feedback among the respondents and it is concluded from the study that the OC due to Performance Feedback depends on the member’s experience.

5) There is association between the experience and level of Rewards among the respondents and it is concluded from the study that the level of OC due to Rewards depends on the member’s experience.

6) There is association between the experience and level of Motivation among the respondents and it is concluded from the study that the level of OC due to Motivation depends on the member’s experience.
7) There is association between the experience and level of Welfare Measures among the respondents and it is concluded from the study that the level of OC due to Welfare Measures depends on the member’s experience.

8) There is association between the experience and level of Organisational Communication among the respondents and it is concluded from the study that the level of OC due to Organisational Communication depends on the member’s experience.

9) There is association between the experience and level of Employees Participation among the respondents and it is concluded from the study that the level of OC due to Employees Participation depends on the member’s experience.

5.7 Discriminant Function Analysis

Among the variables under study, three variables namely, Education X6, Gender X1 and Experience X5 are substantially important variables in discriminating between groups namely respondents with lower organizational commitment and with higher organizational commitment. The respondents with the medium OC are omitted for the purpose of analysis.
5.8 Weighted Average Analysis: ANOVA for Levels of Gender, Age, Education, Experience and Cadre/Position of SSML

5.8(1) Employees Gender on OC and HRM Practices

1) The mean agreeability score on organisational commitment is higher in female than male respondents.

2) The mean agreeability score on Training and Development is on par among the groups of respondents.

3) The mean agreeability score on Staffing is higher in female than male respondents.

4) The mean agreeability score on Performance and Feed back is higher in male than female respondents.

5) The mean agreeability score on Rewards System is higher in female than male respondents.

6) The mean agreeability score on Motivation is higher in female than male respondents.

7) The mean agreeability score on Welfare Measures is higher in female than male respondents.

8) The mean agreeability score on Organizational Communication is higher in male than female respondents.

9) The mean agreeability score on Employee Participation is higher in female than male respondents.
5.8(2) Employees Age Levels on OC and HRM Practices

1) The mean agreeability score on Organisational Commitment is higher in middle age group than other age groups of respondents.

2) The mean agreeability score on Training and Development is on par among the groups of respondents.

3) The mean agreeability score on Staffing is higher in middle age group than other age groups of respondents.

4) The mean agreeability score on Performance Feedback is on par among the groups of respondents.

5) The mean agreeability score on Rewards is higher in middle age group than other age groups of respondents.

6) The mean agreeability score on Motivation is higher in middle age group than other age groups of respondents.

7) The mean agreeability score on Welfare Measures is higher in middle age group than other age groups of respondents.

8) The mean agreeability score on Organisational Communication is higher in middle age group than other age groups of respondents.

9) The mean agreeability score on Employee Participation is higher in middle age group than other age groups of respondents.
5.8(3) Employees Education Levels on OC and HRM Practices

1) The mean agreeability score on Organisational Commitment is higher in middle education group than other groups of respondents.

2) The mean agreeability score on Training and Development is higher in middle education group than other groups of respondents.

3) The mean agreeability score on Staffing is higher in middle education group than other groups of respondents.

4) The mean agreeability score on Performance Feedback is higher in middle education group than other groups of respondents.

5) The mean agreeability score on Rewards is higher in high education group than other groups of respondents.

6) The mean agreeability score on Motivation is higher in high education group than other groups of respondents.

7) The mean agreeability score on Welfare Measures is higher in high education group than other groups of respondents.

8) The mean agreeability score on Organizational Communication is higher in medium education group than other groups of respondents.

9) The mean agreeability score on Employee Participation is higher in high education group than other groups of respondents.
5.8(4) Employees Experience Levels on OC and HRM Practices

1) The mean agreeability score on Organisational Commitment is higher in high experience group than other groups of respondents.

2) The mean agreeability score on Training and Development is higher in high experience group than other groups of respondents.

3) The mean agreeability score on Staffing is higher in medium experience group than other groups of respondents.

4) The mean agreeability score on Performance Feedback is higher in high experience group than other groups of respondents.

5) The mean agreeability score on Rewards is higher in low experience group than other groups of respondents.

6) The mean agreeability score on Motivation is higher in medium experience group than other groups of respondents.

7) The mean agreeability score on Welfare Measures is higher in low experience group than other groups of respondents.

8) The mean agreeability score on Organizational Communication is higher in high experience group than other groups of respondents.

9) The mean agreeability score on Employee Participation is higher in high experience group than other groups of respondents.
5.8(5) Cadre / Position on OC and HRM Practices

1) The mean agreeability score on Organisational Commitment is on par among the groups of respondents.

2) The mean agreeability score on Training and Development is higher in OL group than other groups of respondents.

3) The mean agreeability score on Staffing is on par among the groups of respondents.

4) The mean agreeability score on Performance Feedback is higher in OL group than other groups of respondents.

5) It is seen from the above table that the mean agreeability score on Rewards System is higher in TL group than other groups of respondents.

6) The mean agreeability score on Motivation is on par among the groups of respondents.

7) The mean agreeability score on Welfare Measures is higher in ML group than other groups of respondents.

8) The mean agreeability score on Organizational Communication is higher in ML group than other groups of respondents.

9) The mean agreeability score on Employee participation is on par among the groups of respondents.
5.9 “F” test on Overall OC and HRM Practices

1) The mean agreeability scores on OC ranged from 3.156 to 4.389. The statement S17- has secured least mean score whereas the statement S10- has secured highest mean score and stood at top among the respondents.

2) The mean agreeability scores on training and development ranged from 3.360 to 4.569. The statement S30- has secured least mean score whereas the statement S26- has secured highest mean score and stood at top among the respondents.

3) The mean agreeability scores on Staffing ranged from 3.008 to 4.267. The statement S39- has secured least mean score whereas the statement S34- has secured highest mean score and stood at top among the respondents.

4) The mean agreeability scores on performance feedback ranged from 2.751 to 4.541. The statement S56 has secured least mean score whereas the statement S48 has secured highest mean score and stood at top among the respondents.

5) The mean agreeability scores on rewards ranged from 1.895 to 2.676. The statement S58 has secured least mean score whereas the statement S59 has secured highest mean score and stood at top among the respondents.

6) The mean agreeability scores on Motivation ranged from 3.136 to 4.153. The statement S70 has secured least mean score whereas the statement S68 has secured highest mean score and stood at top among the respondents.

7) The mean agreeability scores on welfare Measures ranged from 1.964 to 4.245. The statement S72 has secured least mean score whereas the statement S78 has secured highest mean score and stood at top among the respondents.

8) The mean agreeability scores on organizational communication ranged from 3.154 to 4.034. The statement S88 has secured least mean score whereas the statement S87 has secured highest mean score and stood at top among the respondents.
9) The mean agreeability scores on employee’s participation ranged from 3.148 to 4.405. The statement S82 has secured least mean score whereas the statement S85 has secured highest mean score and stood at top among the respondents.

5.10 Conclusion and Discussions

5.10(1) Objectives Realization and Hypotheses Testing

The present study results include the realization of all objectives viz., to study the existing HRM system in SSML, to study the relationship of demographics of employees on their OC, to evaluate the effectiveness of the existing HRM practices, to determine the effect of Staffing on OC of employees, to determine the effect of Training and development on OC of employees, to determine the effect of Performance feedback on OC of employees, to determine the effect of Rewards system on OC of employees, to determine the effect of Motivation on OC of employees, to determine the effect of Welfare measures and quality of work life on OC of employees, to determine the effect of Organizational Communication on OC of employees, to determine the effect of Employee Participation Management on OC of employees, and to analyze and suggest the strategies for implementing the effective HRM Systems of the study unit so as to improve the OC of employees as indicated in Chapter 3 and 4. The test results of 81 hypotheses have also been furnished in Table 4.147.

The study results and hypotheses testing reveal that Organizational Commitment of SSML employees is found to be significantly contributing to the best performance.
The eight HRM practices of SSML viz., Training and Development, Staffing, Performance Feedback, Rewards System, Motivation, Welfare Measures, Organizational Communication and Employees Participation in Management collectively have been found to contribute and influence the Overall Organizational Commitment of Employees (OCE).

5.10(2) Identification of SSML Employees Commitment

Based on the implied and direct conveyance of meaning, twenty three questions or statements starting from S1 to S23 have been classified as per the classification of Allen and Meyer (1990) as the contributing factor concerned with (1) Affective Commitment, (2) Continuance Commitment and (3) Normative Commitment factors (See Appendix II and Table 4.2). The statement answers of 494 respondents were grouped based on Factor analysis and the following commitment categories of SSML employees were arrived as below

<table>
<thead>
<tr>
<th>Factor Number Grouping</th>
<th>Respondents Score Contribution (per cent)</th>
<th>Named Factor or Employee Commitment Dimensions as per Allen and Meyer (1990)</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>28.723</td>
<td>A (Employees have complete Affective Commitment)</td>
</tr>
<tr>
<td>II</td>
<td>18.292</td>
<td>&gt;C &lt;N (Employees have more Continuous Commitment and Less of Normative Commitment)</td>
</tr>
<tr>
<td>III</td>
<td>18.150</td>
<td>&gt; C &lt;N &lt;A (Employees have more Continuous Commitment and Less of Normative and Affective Commitment)</td>
</tr>
<tr>
<td>IV</td>
<td>12.470</td>
<td>A = C = N (Employees have Equal Affective, Continuous and Normative Commitment)</td>
</tr>
<tr>
<td>V</td>
<td>12.470</td>
<td>&lt; N &gt; C (Employees have more Normative and Less of Continuous Commitment)</td>
</tr>
<tr>
<td>VI</td>
<td>12.470</td>
<td>&gt; A &lt; C (Employees have more Affective and Less of Continuous Commitment)</td>
</tr>
<tr>
<td>VII</td>
<td>12.470</td>
<td>N (Employees have complete Normative Commitment)</td>
</tr>
</tbody>
</table>

Source: Factor analysis of Primary Data of OC (Questionnaire)
5.10(3) Description of Identified Factor Dimension

**Factor I; Dimension A:** It is to be noted that majority of SSML employed have been found completely with Affective commitment i.e., they identify themselves totally with the organizational goals and achievement. They want to stay with SSML because they want to (Hercovitch and Meyer (2002))

**Factor II; Dimension > C < N:** There are more of SSML employees with continuous commitment who do not want to leave SSML, because it is advantageous to them than leaving the SSML that will be costlier for them than staying. There are less number of SSML employees with Normative Commitment who have obligation to work with SSML in this category.

**Factor III; Dimension > C < N < A:** There are more Continuance committed SSML employees (who don’t want to leave SSML) and less of Normative committed people (who are obliged to stay with SSML) and less Affectively committed people who are totally committed to SSML (Reichers 1986; Eisenberger et al., 1986).

**Factor IV; Dimension A = C = N:** These SSML employees have been found equally committed to SSML with Affective, Continuance and Normative commitment. They somehow want to commit and contribute and will not leave the organization

**Factor V; Dimension < N A:** Employees have less of Normative commitment and more of Continuance commitment. Both are obliged to stay and or don’t want to leave the organization.
Factor VI; Dimension > A < C: These employees are more committed Affectively to SSML. Continuance committed people stay than leaving the organization.

Factor VII; Dimension N: Those SSML employees are with complete normative commitment. They are obliged to stay with SSML.

The results show that more of SSML employees are with Affective commitment who are loyal and committed. The people with other categories of commitment are not harmful to the organization but they contribute and that is why the overall employees’ organizational commitment is statistically found significant along the lines of Allen and Meyer (1991; 2001).

5.10(4) Demographic Factors

The demographics of employees’ viz., Age, Gender, Experience levels of employees decide their Organizational Commitment. The results have been in agreement with the studies of Meyer and Allen (1991)

5.10(5) Path Analysis

Out of eight explanatory independent variables of HRM practices, Variable X2 (Training and Development) and X3 (Performance Feedback) had both positive higher direct effect and positive higher indirect effect on dependant variable Y (Organizational Commitment). Hence training and development and performance feedback are found substantially contributing to Y (OC) (Becker (1992), Dunham, Grube, and Castaneda (1994)).
5.10(6) Discriminant Function Analysis

The analysis indicated that Education, Gender and Experience levels are the most dominant discriminating variables (out of 6 demographics of employees examined) between lower and higher mean scored employees. The older, highly educated and experienced employees are found to have more commitment to contribute to SSML.

5.10(7) Chi-Square tests and Weighted Average Analysis

Upon analysis, the eight HRM practices viz., Training and Development, Staffing, Performance Feedback, Rewards System, Motivation, Welfare Measures, Organizational Communication and Employees Participation in Management showed significant influence on the employees for their organizational commitment (Chang 2005), except Training and Development and Performance Feedback (Kinicki, et. al., (1992)) (wherein the commitment were poor). This may be due to the fact that SSML, being a private sector organization have more faith in on the job training and they have more obligated employees to stay back in the organization than leaving SSML (Deenadayalan (1995)).

5.11 Suggestions

1) The SSML employees have been found to be more with Affective Commitment and the rest of employees are either continuance or normative, who are with disadvantage and to leave (Continuance Commitment) or have obligation to stay (Normative Commitment). The latter two category do not have any other alternative to leave the organization but they are “cat on the wall”. Though the management of SSML may be exploiting the helplessness of those employees, it
is better for the company to improve the feeling and change their commitment to Affective category so that SSML will have totally committed employees.

2) The Training and Development and Performance Feedback system followed by SSML management has not exerted any influence on their employees towards their organizational commitment, which may be a dangerous situation to the company. Hence it is time for the company to fine tune those HRM practices.

3) The company has to bestow more care and attention to men and women workers by identifying their HRM perception, as they need different levels of care by the management which is found lacking.

4) The lower and middle cadre employees require more attention by the management as they have not perceived HRM practices well, which may not be good in the long run for SSML.

5) It seems that employee participation in management is not encouraged and this system needs to be improved.

6) SSML should evolve a continuous training and development process on an ongoing basis so as to improve the skill of the employees, as this is a technology enabled environment. Furthermore, the textile industry requires lot of technological improvement to withstand the competition.

7) Marketing and quality control training are to be imparted to the need based manpower requirement.

8) The insitu and the closed door recruitment system need to be improved.
5.12 Scope for Further Research

The present research was restricted to major HRM practices of SSML that were found to contribute to organizational commitment. The HRM practices like Promotion, Incentives, Fringe benefits and Profit sharing have not been taken up which offer scope for further research.

The linking of financial performance of the company to the OC situation has not been taken up for the present research for lack of time. This study offers scope for further research.

The present organizational climate and quality of work life coupled with income levels of employees can be linked to the organizational commitment scenario of the company and studied.

Certain public sector textile companies are doing well and some of them are trailing and becoming sick also. But contrastingly private sector textile mills are rarely going sick. The sick or trailing public sector textile mills which are riddled with strikes; lock outs and industrial relation and good working public sector textile mills can be studied in this regard so as to have a real or comparative picture on OC climate so that both the sector mills can find the study results useful and textile industry can also be benefited.

The present study was taken up with SSML, i.e., Textile Spinning Mill. The textile industry is labour intensive industry and also involves multi skilling works, concerning various types of textile production processes and operations. A similar study of the present research can be taken up with a composite textile mills which involve variety of skills and operations and study results will pave ways for good number of textile industry problems and HR issues.