Table No. – 4.42

Association between welfare measures and their various dimensions of employee’s perception of the HRM practices

<table>
<thead>
<tr>
<th>Welfare Measures</th>
<th>Low</th>
<th>(100%)</th>
<th>High</th>
<th>(100%)</th>
<th>Total</th>
<th>(100%)</th>
<th>Statistical inference</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(n=213)</td>
<td>(100%)</td>
<td>(n=287)</td>
<td>(100%)</td>
<td>(n=500)</td>
<td>(100%)</td>
<td></td>
</tr>
<tr>
<td>Training &amp; Development Practices</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Low</td>
<td>91</td>
<td>42.7%</td>
<td>104</td>
<td>36.2%</td>
<td>195</td>
<td>39.0%</td>
<td>(X^2=2.162) Df=1 .141&gt;0.05 Not Significant</td>
</tr>
<tr>
<td>High</td>
<td>122</td>
<td>57.3%</td>
<td>183</td>
<td>63.8%</td>
<td>305</td>
<td>61.0%</td>
<td></td>
</tr>
<tr>
<td>Performance evaluation practices</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Low</td>
<td>134</td>
<td>62.9%</td>
<td>119</td>
<td>41.5%</td>
<td>253</td>
<td>50.6%</td>
<td>(X^2=22.499) Df=1 .000&lt;0.05 Significant</td>
</tr>
<tr>
<td>High</td>
<td>79</td>
<td>37.1%</td>
<td>168</td>
<td>58.5%</td>
<td>247</td>
<td>49.4%</td>
<td></td>
</tr>
<tr>
<td>Promotion Practices</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Low</td>
<td>173</td>
<td>81.2%</td>
<td>85</td>
<td>29.6%</td>
<td>258</td>
<td>51.6%</td>
<td>(X^2=130.365) Df=1 .000&lt;0.05 Significant</td>
</tr>
<tr>
<td>High</td>
<td>40</td>
<td>18.8%</td>
<td>202</td>
<td>70.4%</td>
<td>242</td>
<td>48.4%</td>
<td></td>
</tr>
<tr>
<td>Grievances handling system</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Low</td>
<td>97</td>
<td>45.5%</td>
<td>92</td>
<td>32.1%</td>
<td>189</td>
<td>37.8%</td>
<td>(X^2=9.455) Df=1 .002&lt;0.05 Significant</td>
</tr>
<tr>
<td>High</td>
<td>116</td>
<td>54.5%</td>
<td>195</td>
<td>67.9%</td>
<td>311</td>
<td>62.2%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Low</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>------------------</td>
<td>-----------</td>
<td>-------</td>
<td>-------</td>
<td>-------</td>
<td>---------</td>
<td>---------</td>
<td>---------</td>
</tr>
<tr>
<td></td>
<td>111</td>
<td>52.1%</td>
<td>60</td>
<td>20.9%</td>
<td>171</td>
<td>34.2%</td>
<td>102</td>
</tr>
<tr>
<td></td>
<td>High</td>
<td>47.9%</td>
<td>227</td>
<td>79.1%</td>
<td>329</td>
<td>65.8%</td>
<td>102</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Statistical test</td>
<td>Chi-square test was used in above table</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The above table reveals that there is no significant association between Training & Development Practices and Job Satisfaction/ Motivation and their welfare measures practices. Hence, the calculated value is greater than table value (p>0.05). and there is a significant association between Performance evaluation practices, Promotion Practices, Grievances handling system, Career Planning and Workshop Commitment and their welfare measures practices. Hence, the calculated value is less than table value (p<0.05).
Table No. – 4.43

Association between workshop commitment and their various dimensions of employee’s perception of the HRM practices

<table>
<thead>
<tr>
<th></th>
<th>Workshop Commitment</th>
<th>Statistical inference</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Low (n=198)</td>
<td>(100%)</td>
</tr>
<tr>
<td></td>
<td>High (n=302)</td>
<td>(100%)</td>
</tr>
<tr>
<td></td>
<td>Total (n=500)</td>
<td>(100%)</td>
</tr>
<tr>
<td><strong>Training &amp; Development Practices</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Low</td>
<td>101 51.0%</td>
<td>94 31.1%</td>
</tr>
<tr>
<td>High</td>
<td>97 49.0%</td>
<td>208 68.9%</td>
</tr>
<tr>
<td><strong>Performance evaluation practices</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Low</td>
<td>124 62.6%</td>
<td>129 42.7%</td>
</tr>
<tr>
<td>High</td>
<td>74 37.4%</td>
<td>173 57.3%</td>
</tr>
<tr>
<td><strong>Promotion Practices</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Low</td>
<td>111 56.1%</td>
<td>147 48.7%</td>
</tr>
<tr>
<td>High</td>
<td>87 43.9%</td>
<td>155 51.3%</td>
</tr>
<tr>
<td><strong>Grievances handling system</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Low</td>
<td>117 59.1%</td>
<td>72 23.8%</td>
</tr>
<tr>
<td>High</td>
<td>81 40.9%</td>
<td>230 76.2%</td>
</tr>
</tbody>
</table>
| Career Planning |  |  |  |  | X²=20.145 Df=1  
.000<0.05  
Significant |
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>91</td>
<td>46.0%</td>
<td>80</td>
<td>26.5%</td>
<td>171</td>
</tr>
<tr>
<td>High</td>
<td>107</td>
<td>54.0%</td>
<td>222</td>
<td>73.5%</td>
<td>329</td>
</tr>
</tbody>
</table>
| Job Satisfaction/ Motivation |  |  |  |  | X²=28.217 Df=1  
.000<0.05  
Significant |
| Low            | 118| 59.6% | 107| 35.4% | 225 | 45.0% |
| High           | 80 | 40.4% | 195| 64.6% | 275 | 55.0% |

**Statistical test:** Chi-square test was used in above table

The above table reveals that there is no significant association between Promotion Practices and their Workshop Commitment practices. Hence, the calculated value is greater than table value (p>0.05). and there is a significant association between Training & Development Practices, Performance evaluation practices, Grievances handling system, Career Planning and Job Satisfaction/ Motivation and their Workshop Commitment practices. Hence, the calculated value is less than table value (p<0.05).
Table No. – 4.44
Association between job satisfaction/motivation and their various dimensions of employee’s perception of the HRM practices

<table>
<thead>
<tr>
<th>Training &amp; Development Practices</th>
<th>Job Satisfaction/Motivation</th>
<th>Statistical inference</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Low</td>
<td>High</td>
</tr>
<tr>
<td>(n=225)</td>
<td>(100%)</td>
<td>(n=275)</td>
</tr>
<tr>
<td>Low</td>
<td>97</td>
<td>43.1%</td>
</tr>
<tr>
<td>High</td>
<td>128</td>
<td>56.9%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Performance evaluation practices</td>
<td>Low</td>
<td>127</td>
</tr>
<tr>
<td></td>
<td>High</td>
<td>98</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Promotion Practices</td>
<td>Low</td>
<td>114</td>
</tr>
<tr>
<td></td>
<td>High</td>
<td>111</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grievances handling system</td>
<td>Low</td>
<td>112</td>
</tr>
<tr>
<td></td>
<td>High</td>
<td>113</td>
</tr>
</tbody>
</table>

X²=2.906 Df=1 .088>0.05 Not Significant
X²=5.590 Df=1 .018<0.05 Significant
X²=.143 Df=1 .706>0.05 Not Significant
X²=24.963 Df=1 .000<0.05 Significant
<table>
<thead>
<tr>
<th>Career Planning</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>88</td>
<td>39.1%</td>
<td>83</td>
<td>30.2%</td>
<td>171</td>
</tr>
<tr>
<td>High</td>
<td>137</td>
<td>60.9%</td>
<td>192</td>
<td>69.8%</td>
<td>329</td>
</tr>
</tbody>
</table>

**Statistical test:** Chi-square test was used in above table

The above table reveals that there is no significant association between Job Satisfaction/ Motivation and their Training & Development Practices and Promotion Practices. Hence, the calculated value is greater than table value \( (p>0.05) \). and there is a significant association between Performance evaluation practices, Grievances handling system, Career Planning and their Job Satisfaction/ Motivation. Hence, the calculated value is less than table value \( (p<0.05) \).
Table No. – 4.45
Association between career planning and their various dimensions of employee’s perception of the HRM practices

<table>
<thead>
<tr>
<th>Training &amp; Development Practices</th>
<th>Career Planning</th>
<th>Statistical inference</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Low (n=171) (100%)</td>
<td>High (n=329) (100%)</td>
</tr>
<tr>
<td></td>
<td>85 49.7%</td>
<td>110 33.4%</td>
</tr>
<tr>
<td></td>
<td>86 50.3%</td>
<td>219 66.6%</td>
</tr>
<tr>
<td>Performance evaluation practices</td>
<td>112 65.5%</td>
<td>141 42.9%</td>
</tr>
<tr>
<td></td>
<td>59 34.5%</td>
<td>188 57.1%</td>
</tr>
<tr>
<td>Promotion Practices</td>
<td>136 79.5%</td>
<td>122 37.1%</td>
</tr>
<tr>
<td></td>
<td>35 20.5%</td>
<td>207 62.9%</td>
</tr>
<tr>
<td>Grievance handling system</td>
<td>71 41.5%</td>
<td>118 35.9%</td>
</tr>
<tr>
<td></td>
<td>100 58.5%</td>
<td>211 64.1%</td>
</tr>
</tbody>
</table>

Statistical test: Chi-square test was used in above table

The above table reveals that there is no significant association between Grievances handling system and Career Planning. Hence, the calculated value is greater than table value (p>0.05). And there is a significant association between Training & Development Practices, Performance evaluation practices, Promotion Practices and their Career Planning. Hence, the calculated value is less than table value (p<0.05).
Table No. – 4.46

Association between grievance handling system and their various dimensions of employee’s perception of the HRM practices

<table>
<thead>
<tr>
<th></th>
<th>Grievance handling system</th>
<th>Statistical inference</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Low (n=189) (100%)</td>
<td>High (n=311) (100%)</td>
</tr>
<tr>
<td>Training &amp; Development Practices</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Low</td>
<td>90 (47.6%)</td>
<td>105 (33.8%)</td>
</tr>
<tr>
<td>High</td>
<td>99 (52.4%)</td>
<td>206 (66.2%)</td>
</tr>
<tr>
<td></td>
<td>X²=9.488 Df=1 0.002&lt;0.05</td>
<td></td>
</tr>
<tr>
<td>Performance evaluation practices</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Low</td>
<td>108 (57.1%)</td>
<td>145 (46.6%)</td>
</tr>
<tr>
<td>High</td>
<td>81 (42.9%)</td>
<td>166 (53.4%)</td>
</tr>
<tr>
<td></td>
<td>X²=5.204 Df=1 0.023&lt;0.05</td>
<td></td>
</tr>
<tr>
<td>Promotion Practices</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Low</td>
<td>97 (51.3%)</td>
<td>161 (51.8%)</td>
</tr>
<tr>
<td>High</td>
<td>92 (48.7%)</td>
<td>150 (48.2%)</td>
</tr>
<tr>
<td></td>
<td>X²=.009 Df=1 .923&gt;0.05</td>
<td></td>
</tr>
</tbody>
</table>

Statistical test: Chi-square test was used in above table

The above table reveals that there is no significant association between Promotion Practices and their Grievances handling system. Hence, the calculated value is greater than table value (p>0.05). And there is a significant association between Training & Development Practices, Performance evaluation practices and their Grievances handling system. Hence, the calculated value is less than table value (p<0.05).
### Table No. – 4.47

Association between promotion practices and their various dimensions of employee’s perception of the HRM practices

<table>
<thead>
<tr>
<th>Promotion Practices</th>
<th>Low (n=258)</th>
<th>High (n=242)</th>
<th>Total (n=500)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training &amp; Development Practices</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Low</td>
<td>106 (41.1%)</td>
<td>89 (36.8%)</td>
<td>195 (39.0%)</td>
</tr>
<tr>
<td>High</td>
<td>152 (58.9%)</td>
<td>153 (63.2%)</td>
<td>305 (61.0%)</td>
</tr>
</tbody>
</table>

\[ X^2 = 0.974 \text{ Df}=1 \]
\[ 0.324 > 0.05 \]
Not Significant

| Performance evaluation practices | | | |
| Low | 151 (58.5%) | 102 (42.1%) | 253 (50.6%) |
| High | 107 (41.5%) | 140 (57.9%) | 247 (49.4%) |

\[ X^2 = 13.401 \text{ Df}=1 \]
\[ 0.000 < 0.05 \]
Significant

**Statistical test:** Chi-square test was used in above table

The above table reveals that there is no significant association between Training & Development Practices and their Promotion Practices. Hence, the calculated value is greater than table value (p>0.05). and there is a significant association between Performance evaluation practices and their Promotion Practices. Hence, the calculated value is less than table value (p<0.05).
Table No. – 4.48

Association between training & development practices and their performance evaluation practices

<table>
<thead>
<tr>
<th>Training &amp; Development Practices</th>
<th>Performance evaluation practices</th>
<th>Statistical inference</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Low (n=253) (100%)</td>
<td>High (n=247) (100%)</td>
</tr>
<tr>
<td>Low</td>
<td>123 (48.6%)</td>
<td>72 (29.1%)</td>
</tr>
<tr>
<td>High</td>
<td>130 (51.4%)</td>
<td>175 (70.9%)</td>
</tr>
</tbody>
</table>

**Statistical test:** Chi-square test was used in above table

The above table reveals that there is a significant association between training & development practices and their performance evaluation practices. Hence, the calculated value is less than table value (p<0.05).
Chapter – V

Findings, Suggestions and Conclusion
CHAPTER – V
FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 FINDINGS

5.1.1 Personal profile related findings

- One fourth (20 per cent) of the respondents were in diesel shop, carriage work, production area, wagon production and services work
- One fourth (25 per cent) of the respondents were HERS shop workers in diesel shop area
- More than one fourth (26 per cent) of the respondents were CRS shop worker in carriage area
- One fifth (19 per cent) of the respondents were FYS employees in production area
- More than one third (35 per cent) of the respondents were employees in wagon production area
- More than half (53 per cent) of the respondents were MMW service shop employees
- More than one third (36.8 per cent) of the respondents were 56 years and above age group
- Majority (90.8 per cent) of the respondents were male
- Half (43 per cent) of the respondents were above SSLC and matriculation
- More than one third (36.4 per cent) of the respondents were 17 years and above work experience in this workshop
- Majority (86.6 per cent) of the respondents were married
- One third (38.6 per cent) of the respondents family size were small
- One third (35.8 per cent) of the respondents were have three dependents
- More than half (55.8 per cent) of the respondents were from other districts
- Majority (95.2 per cent) of the respondents registered their membership in trade union
- Majority (61.2 per cent) of the respondents stayed in own house
5.1.2 TRAINING AND DEVELOPMENT PRACTICES related findings

- More than half (52.4 per cent) of the respondents strongly agreed that the workshop conducts extensive training programs for the employees in all aspects
- More than half (58.6 per cent) of the respondents strongly agreed that objectives of the program suit their job needs
- Nearly half (45.2 per cent) of the respondents strongly agreed that training opportunities are given to learn and establish
- Nearly half (41 per cent) of the respondents strongly agreed that their training needs are identified through a formal performance appraisal mechanism
- Nearly half (48.8 per cent) of the respondents strongly agreed that employees are sent for the training as a ticket for promotional purposes
- Nearly half (47 per cent) of the respondents strongly agreed that the objective of the training program is to have complete understanding of different management functions in its totality
- Majority (65 per cent) of the respondents strongly agreed that the training needs identified are realistic, useful and based on the business strategy of the workshop
- More than half (55.4 per cent) of the respondents strongly agreed that number of decisions are taken without reference of higher authorities
- More than half (53 per cent) of the respondents strongly agreed that the problems involved in human relations are efficiently dealt with
- More than half (55.2 per cent) of the respondents strongly agreed that training programmers have improved their decision-making skills
- More than half (59.2 per cent) of the respondents strongly agreed that they feel more confident and better equipped to act as a leader and handle on complicated issues
Nearly half (45 per cent) of the respondents strongly agreed that working relationship between their associates and colleagues in other departments has been improved.

Nearly half (48.4 per cent) of the respondents strongly agreed that they are better equipped to tackle unexpected events with skill and confidence.

5.1.3 PERFORMANCE EVALUATION PRACTICES related findings

More than half (53.2 per cent) of the respondents strongly agreed that performance appraisal is fair.

That nearly half (43.2 per cent) of the respondents strongly agreed about formal and written performance appraisal system.

Nearly half (45 per cent) of the respondents strongly agreed about how their performance is evaluated.

More than half (55.6 per cent) of the respondents strongly agreed that they receive feedback of performance evaluation results about their self.

Nearly half (42.4 per cent) of the respondents strongly agreed that performance of the employees is measured on the basis of objective quantifiable results.

More than half (51.4 per cent) of the respondents strongly agreed that appraisal system in our workshop is growth and development oriented.

Nearly half (49.2 per cent) of the respondents strongly agreed that appraisal system has a strong influence on individual and team behaviour.

One third (35 per cent) of the respondents strongly agreed that employees are provided with performance based feedback and counseling.

Majority (70.8 per cent) of the respondents strongly agreed that appraisal data is used for making decisions like job rotation training and compensation.

Majority (68 per cent) of the respondents strongly agreed that objectives of the appraisal system are clear to all employees.
5.1.4 PROMOTION PRACTICES related findings

- Majority (61.6 per cent) of the respondents strongly agreed that workshop has a written promotion policy
- Majority (63.2 per cent) of the respondents strongly agreed that job promotions are fair and equitable
- One third (38.8 per cent) of the respondents strongly agreed that priority is given for seniority in promotion decisions
- One third (32.4 per cent) of the respondents strongly agreed that priority is given for merit in promotion decisions

5.1.5 GRIEVANCE HANDLING SYSTEM related findings

- More than half (53.2 per cent) of the respondents strongly agreed that there are formal procedures for handling grievances
- Nearly half (49.8 per cent) of the respondents strongly agreed that supervisor handles my work-related issues satisfactorily
- More than half (52.8 per cent) of the respondents strongly agreed that the supervisor is available to all when they have questions or need help
- More than half (53.6 per cent) of the respondents strongly agreed that supervisor delegates work effectively

5.1.6 CAREER PLANNING related findings

- Nearly half (48.6 per cent) of the respondents strongly agreed that individuals in this workshop have clear paths
- Majority (64.6 per cent) of the respondents strongly agreed that employee's career aspirations within the workshop are known by his/her immediate superior
- Majority (60.6 per cent) of the respondents strongly agreed that employees in workshop have more than one potential position for promotion
More than half (52.6 per cent) of the respondents strongly agreed that individual and workshop growth needs are matched in this workshop

More than half (57.8 per cent) of the respondents strongly agreed that the workshop plans for the career and development of employees

Majority (64.8 per cent) of the respondents strongly agreed that the workshop prefers for an internal employee whenever a vacancy exists

More than half (52.2 per cent) of the respondents strongly agree that each employee is aware of his /her career path in the workshop

5.1.7 JOB SATISFACTION/ MOTIVATION related findings

More than one third (42.4 per cent) of the respondents strongly agreed that the information received from the supervisor about their performance

Half (50.6 per cent) of the respondents strongly agree that the job offers a variety of activities

More than one third (41.4 per cent) of the respondents strongly agreed that they have freedom to do their job

Nearly half (49.6 per cent) of the respondents strongly agreed that the opportunities were provided to interact with others

Majority (65 per cent) of the respondents strongly agreed that they were given opportunity to act freely with their independent thought and action

Half (52.2 per cent) of the respondents strongly agreed that the opportunities were given to complete their task from beginning to end

More than one third (39.4 per cent) of the respondents strongly agreed that the pay was received regularly on time

More than half (51.6 per cent) of the respondents strongly agreed that they got job security
5.1.8 WORKSHOP COMMITMENT related findings

- Majority (61.4 per cent) of the respondents strongly agreed that they are willing to put in a great deal of effort that normally expected in order to help this workshop to be a successful one
- Nearly half (46.4 per cent) of the respondents strongly agreed that they have very little loyalty to this workshop
- More than half (55 per cent) of the respondents strongly agreed that any type of job assignment was accepted in order to keep working successfully on behalf of this workshop
- Majority (66.8 per cent) of the respondents strongly agreed that values and the workshop's values are very similar
- Nearly half (49.2 per cent) of the respondents strongly agreed that this workshop really inspires the very best way of job performance
- More than one third (38.8 per cent) of the respondents strongly agreed that it would take very little change in my present circumstances to cause me to leave this workshop
- Nearly half (47.2 per cent) of the respondents strongly agreed that they were extremely glad to work for this workshop at the time when they joined
- More than one third (44.6 per cent) of the respondents agreed that there’s not too much to be gained by sticking with this workshop indefinitely
- Majority (68.2 per cent) of the respondents strongly agreed that this is the best of all possible workshops to work

5.1.9 WELFARE MEASURES related findings

- Nearly half (49.2 per cent) of the respondents strongly agreed that welfare facilities provided to the employees by the GOC are satisfactory
- Nearly half (48.6 per cent) of the respondents strongly agreed that workshop organises counselling programmes for the employees regularly
More than one third (35.2 per cent) of the respondents strongly agreed that they are satisfied with the retirement plan offered by the workshop.

Majority (60.2 per cent) of the respondents strongly agreed that the amount of paid leave offered by the workshop.

More than half (55.8 per cent) of the respondents strongly agreed that the health care related benefits offered by the workshop.

More than half (53.6 per cent) of the respondents strongly agreed that the availability of personal protective equipment for employees.

More than half (59.6 per cent) of the respondents strongly agreed that the security arrangements are made by the workshop.

One third (34.6 per cent) of the respondents strongly agreed that the security arrangements given in the quarters.

More than half (58.8 per cent) of the respondents strongly agreed that the credit and loan facilities are available to the workers.

One third (33 per cent) of the respondents strongly agreed that the procedure followed in maintaining the discipline of employees.

Nearly half (44.4 per cent) of the respondents strongly agreed that the problem solving techniques were used in conflict management.

Nearly half (46.4 per cent) of the respondents strongly agreed that the preventive and curative methods available in GOC to avoid conflicts.

More than half (53.6 per cent) of the respondents strongly agreed that the system adopted in contact negotiations.

More than half (51.6 per cent) of the respondents strongly agreed that the protection of employees rights.

More than one third (39.4 per cent) of the respondents strongly agreed that the HR Accounting techniques adopted in GOC.
5.1.10 VARIOUS DIMENSIONS OF HRM PRACTICES related findings

- Majority (61 per cent) of the respondents have high level opinion about training and development and remaining 39 per cent of the respondents were low level.

- Half (50.6 per cent) of the respondents have low level opinion about performance evaluation practices and remaining 49.4 per cent of the respondents were high level.

- More than half (51.6 per cent) of the respondents have low level opinion about promotional practices and remaining 48.4 per cent of the respondents were high level.

- Majority (62.2 per cent) of the respondents have high level opinion about practices of grievances handling system and remaining 37.8 per cent of the respondents were low level.

- Majority (65.8 per cent) of the respondents have high level opinion about career planning and remaining 34.2 per cent of the respondents were low level.

- More than half (55 per cent) of the respondents have high level opinion about job satisfaction / Motivation and remaining 45 per cent of the respondents were low level.

- Majority (60.4 per cent) of the respondents have high level opinion about workshop commitment and remaining 39.6 per cent of the respondents were low level.

- More than half (57.4 per cent) of the respondents have high level opinion about welfare measures and remaining 42.6 per cent of the respondents were low level.

- Majority (69.6 per cent) of the respondents have high level opinion about overall HRM practices and remaining 30.4 per cent of the respondents were low level.
5.2 HYPOTHESIS RELATED TABLES related findings

**Research hypothesis (H₀) – 1:** There is no significant difference between types of work shop and their overall employee’s perception of the HRM practices in Golden rock railways

**Findings:** One-way ANOVA ‘f’ test hypothesis reveals that there is no significant difference between types of work shop and their overall employee’s perception of the HRM practices in Golden rock railways. Hence, the calculated value is greater than table value (p>0.05). So the research hypothesis (H₀) is accepted.

**Research hypothesis (H₀) – 2:** There is no significant difference between various types of Diesel work shop and their overall employee’s perception of HRM practices in Golden rock railway

**Findings:** One-way ANOVA ‘f’ test hypothesis reveals that there is no significant difference between various types of Diesel work shop and their overall employee’s perception of HRM practices in Golden rock railway. Hence, the calculated value is greater than table value (p>0.05). So the research hypothesis (H₀) is accepted.

**Research hypothesis (H₀) – 3:** There is no significant difference between carriage shop and their overall employee’s perception of HRM practices in Golden rock railway.

**Findings:** One-way ANOVA ‘f’ test hypothesis reveals that there is no significant difference between Carriage shop and their overall employee’s perception of HRM practices in Golden rock railway. Hence, the calculated value is greater than table value (p>0.05). So the research hypothesis (H₀) is accepted.
Research hypothesis (H₀) – 4: There is a significant difference between production unit and their overall employee’s perception of HRM practices in Golden rock railway.

Findings: One-way ANOVA ‘f’ test hypothesis reveals that there is a significant difference between production unit and their overall employee’s perception of HRM practices in Golden rock railway. Hence, the calculated value is less than table value (p<0.05). So the research hypothesis (H₀) is accepted.

Research hypothesis (H₀) – 5: There is no significant difference between Wagon production unit and their overall employee’s perception of HRM practices in Golden rock railway.

Findings: One-way ANOVA ‘f’ test hypothesis reveals that there is a significant difference between Wagon production unit and their overall employee’s perception of HRM practices in Golden rock railway. Hence, the calculated value is less than table value (p<0.05). So the research hypothesis (H₀) is rejected.

Research hypothesis (H₀) – 6: There is no significant difference between service shop and their overall employee’s perception of HRM practices in Golden rock railway.

Findings: t-test hypothesis reveals that there is no significant difference between service shop and their overall employee’s perception of HRM practices in Golden rock railway. Hence, the calculated value is greater than table value (p>0.05). So the research hypothesis (H₀) is accepted.

Research hypothesis (H₀) – 7: There is no significant association between age of the respondent and their overall employee’s perception of the HRM practices.

Findings: Chi-square hypothesis reveals that there is significant association between age of the respondents and their overall employee’s perception of
HRM practices in Golden rock railway. Hence, the calculated value is less than table value (p<0.05). So the research hypothesis (H0) is rejected.

**Research hypothesis (H0) – 8:** There is no significant different between gender of the respondent and their overall employee’s perception of the HRM practices.

**Findings:** t-test hypothesis reveals that there is significant different between gender of the respondent and their overall employee’s perception of the HRM practices. Hence, the calculated value is less than table value (p<0.05). So the research hypothesis (H0) is rejected.

**Research hypothesis (H0) – 9:** There is no significant different between educational qualification of the respondent and their overall employee’s perception of the HRM practices.

**Findings:** One-way ANOVA ‘f’ test reveals that there is significant different between educational qualification of the respondent and their overall employee’s perception of the HRM practices. Hence, the calculated value is less than table value (p<0.05). So the research hypothesis (H0) is rejected.

**Research hypothesis (H0) – 10:** There is no significant different between working experience of the respondent and their overall employee’s perception of the HRM practices.

**Findings:** One-way ANOVA ‘f’ test reveals that there is significant different between working experience of the respondent and their overall employee’s perception of the HRM practices. The calculated value is less than table value (p<0.05). So the research hypothesis (H0) is rejected.
Research hypothesis (H₀) – 11: There is no significant different between marital status of the respondent and their overall employee’s perception of the HRM practices.

Findings: t-test hypothesis reveals that there is no significant different between marital status of the respondent and their overall employee’s perception of the HRM practices. Hence, the calculated value is greater than table value (p>0.05). So the research hypothesis (H₀) is accepted.

Research hypothesis (H₀) – 12: There is no significant different between size of the family of the respondent and their overall employee’s perception of the HRM practices.

Findings: One-way ANOVA ‘f’ test reveals that there is no significant different between size of the family of the respondent and their overall employee’s perception of the HRM practices. Hence, the calculated value is greater than table value (p>0.05). So the research hypothesis (H₀) is accepted.

Research hypothesis (H₀) – 13: There is no significant association between no. of dependency of the respondent and their overall employee’s perception of the HRM practices.

Findings: Chi-square test reveals that there is no significant association between no. of dependency of the respondent and their overall employee’s perception of the HRM practices. Hence, the calculated value is greater than table value (p>0.05). So the research hypothesis is accepted and the null hypothesis is rejected.

Research hypothesis (H₀) – 14: There is no significant difference between district wise of the respondent and their overall employee’s perception of the HRM practices
Findings: $t$-test hypothesis reveals that there is no significant difference between district wise of the respondent and their overall employee’s perception of the HRM practices. Hence, the calculated value is greater than table value ($p>0.05$). So the research hypothesis is accepted and the null hypothesis is rejected.

Research hypothesis ($H_0$) – 15: There is no significant association between union membership of the respondent and their overall employee’s perception of the HRM practices.

Findings: $t$-test hypothesis reveals that there is no significant association between union membership of the respondent and their overall employee’s perception of the HRM practices. Hence, the calculated value is greater than table value ($p>0.05$). So the research hypothesis ($H_0$) is accepted.

Research hypothesis ($H_0$) – 16: There is no significant association between place of stay of the respondent and their overall employee’s perception of the HRM practices.

Findings: $t$-test hypothesis reveals that there is no significant association between place of stay of the respondent and their overall employee’s perception of the HRM practices. Hence, the calculated value is greater than table value ($p>0.05$). So the research hypothesis ($H_0$) is accepted.

Research hypothesis ($H_0$) – 17: There is no significant association between various dimension of the respondent and their overall employee’s perception of the HRM practices.

Findings: Chi-square test reveals that there is significant association between various dimension of the respondent and their overall employee’s
perception of the HRM practices. Hence, the calculated value is less than table value (p<0.05). So the research hypothesis (H0) is rejected.

**Research hypothesis (H0) – 18:** There is no significant relationship between various dimensions and their overall employee’s perception of the HRM practices.

**Findings:** Correlation test reveals that there is a significant relationship between various dimensions and their overall employee’s perception of the HRM practices. Hence, the calculated value is less than table value (p<0.05). So the research hypothesis (H0) is rejected.

**Research hypothesis (H0) – 19:** There is no significant relationship between working area and their overall employee’s perception of the HRM practices.

**Findings:** Regression analysis reveals that there is significant relationship between working area and their overall employee’s perception of the HRM practices. Hence, the calculated value is less than table value (p<0.05). So the research hypothesis (H0) is rejected.

**Research hypothesis (H0) – 20:** There is no significant different between marital status of the respondent and their overall employee’s perception of the HRM practices.

**Findings:** Mann Whitney test reveals that there is no significant different between marital status of the respondent and their overall employee’s perception of the HRM practices. Hence, the calculated value is greater than table value (p>0.05). So the research hypothesis (H0) is accepted.

**Research hypothesis (H0) – 21:** There is no significant different between education qualification of the respondent and their overall employee’s perception of the HRM practices.

**Findings:** Kruskal Wallis test reveals that there is no significant different between education qualification of the respondent and their overall
employee’s perception of the HRM practices. Hence, the calculated value is greater than table value (p>0.05). So the research hypothesis (H₀) is accepted.

- Chi-square test inferred that there is no significant association between Training & Development Practices and Job Satisfaction/ Motivation and their welfare measures practices. Hence, the calculated value is greater than table value (p>0.05). and there is a significant association between Performance evaluation practices, Promotion Practices, Grievances handling system, Career Planning and Workshop Commitment and their welfare measures practices. Hence, the calculated value is less than table value (p<0.05).

- Chi-square test reveals that there is no significant association between Promotion Practices and their Workshop Commitment practices. Hence, the calculated value is greater than table value (p>0.05). and there is a significant association between Training & Development Practices, Performance evaluation practices, Grievances handling system, Career Planning and Job Satisfaction/ Motivation and their Workshop Commitment practices. Hence, the calculated value is less than table value (p<0.05).

- Chi-square test inferred that there is no significant association between Job Satisfaction/ Motivation and their Training & Development Practices and Promotion Practices. Hence, the calculated value is greater than table value (p>0.05). and there is a significant association between Performance evaluation practices, Grievances handling system, Career Planning and their Job Satisfaction/ Motivation. Hence, the calculated value is less than table value (p<0.05).

- Chi-square test shows that there is no significant association between Grievances handling system and Career Planning. Hence, the calculated value is greater than table value (p>0.05). and there is a significant association
between Training & Development Practices, Performance evaluation practices, Promotion Practices and their Career Planning. Hence, the calculated value is less than table value (p<0.05).

- Chi-square test inferred that there is no significant association between Promotion Practices and their Grievances handling system. Hence, the calculated value is greater than table value (p>0.05). and there is a significant association between Training & Development Practices, Performance evaluation practices and their Grievances handling system. Hence, the calculated value is less than table value (p<0.05).

- Chi-square test shows that there is no significant association between Training & Development Practices and their Promotion Practices. Hence, the calculated value is greater than table value (p>0.05). and there is a significant association between Performance evaluation practices and their Promotion Practices. Hence, the calculated value is less than table value (p<0.05).

- Chi-square test reveals that there is a significant association between training & development practices and their performance evaluation practices. Hence, the calculated value is less than table value (p<0.05).
5.3 SUGGESTIONS

5.3.1 TRAINING AND DEVELOPMENT

- Railway personnel also receive periodical training in the form of refresher courses when new methods or technology are introduced. Gazetted officers additionally, undergo management training courses at premier institutes, both in India and abroad.

- Providing environmental training to the organizational members (Non-managerial employees and managers) to develop required skills and knowledge is an important function of green HRM.

- Carefully designed training programs for the members of the virtual cadre will ensure that the railways retain a pool of knowledge within itself, in tune with the technology trends. The database would be centrally updated to reflect the changing composition of the resource pool, including updating the skill-sets of each person periodically.

- Technology as a method of training (eg. e-learning or computer based learning) offers many opportunities and capabilities for enhancing employees training and development. Web based training can easily be embedded to enhance learning.

5.3.2 PERFORMANCE EVALUATION

- Collaboration with the academic institutions of good standing is needed to ensure that the IT effort of the Railways remain on track with innovative and appropriate projects being taken up to address its IT needs.

- Evaluation of green performance of employee must be done separately or at least as a part of the performance evaluation system of the organisation.

- To sustain good environmental performance, organizations must establish Environmental Management Information Systems (EMIS) and environmental audits.
For performance appraisal of the employee’s emphasis should be given to 360 degree feedback which is based on the review by superiors, peers, subordinates as well as self-review.

360 degree feedback will further lead to increased focus on, creating of highly involved workforce, decreased hierarchies, avoiding discrimination and biases and identifying performance threshold.

5.3.3 PROMOTION

- The union insists on having seniority as the main criterion for promotions. In case of individuals whose seniority was equal, merit was considered as the criterion for promotion.
- Periodic formal review may be part of the performance appraisal process, good performance management in an ongoing process, a once-a-year event.
- In every decision-making process proper weightage should be given for every aspect, that employees are involved wherever possible. It will ultimately lead to sense of team spirit, team-work and inter-team collaboration.
- Opportunity and comprehensive framework should be provided for full expression of employees’ talents and manifest potentialities.
- Networking skills of the organizations should be developed internally and externally as well as horizontally and vertically.

5.3.4 GRIEVANCE HANDLING SYSTEM

- No grievance is to be rejected without having been independently examined. At a minimum, this means that an officer superior, to the one who delayed taking the original decision or took the original decision that is cause for grievance, should actually examine the case as well as the reply, intended to be sent to the grievance holder.
Establish a single window system at points of employees/workers contact, wherever possible to facilitate disposal of applications.

Focus attention on analysis of employees/workers grievances to identify grievance prone areas and implement systematic changes to reduce grievances. Since it is a problem faced by the government employees that will lead to low quality in product, low employee morale and sometime high level of absenteeism.

5.3.5 CAREER PLANNING

- Management could provide proper platform for career development to talented employees. Offer them with proper training to get specialized in the selected area of the job.
- Top management should also design programmes like training for promotions which will also help for career development.
- The career of the employees should be planned in such a way that individualizing process and socializing process come together for fusion process and career planning should constitute the part of human resource planning.
- The capacities of the employees should be assessed through potential appraisal for performing new roles and responsibilities. It should not be confined to organizational aspects only but the environmental changes of political, economic and social considerations should also be taken into account.

5.3.6 JOB SATISFACTION / MOTIVATION

- Programmes should be related to the tasks or jobs to be performed by the railway staff. Because this will help to create higher impact on the job performance of staff.
Railways employees are not fully satisfied with the motivation of employees’ counseling, so that Railway management should pay more attention on employees’ counseling which will create willingness to work and will increase the productivity.

5.3.7 WORKSHOP COMMITMENT

- There is a need to develop ‘healthy’ conflict between the management and employees as not all organizational conflicts are undesirable.
- Shallow screening is not done on foreign Railways and they go in for full screening by machines. Also latest techniques and work methods should be adopted.
- For proper utilization of manpower in the organization the concept of six sigma of improving productivity should be intermingled in the HRM strategy.
- There should be focus on job rotation so that vision and knowledge of the employees are broadened as well as potentialities of the employees are increased for future job prospects.
- Management of workshops should emphasis on maintaining good relationship with the workers and superiors.
- Only few respondents were not satisfied with cleaning and ventilation, so this area may be taken much care.

5.3.8 WELFARE MEASURES

- The Railway Administration should encourage the formation of Co-operative Housing Societies for Railway men wherever and whenever possible in order to solve the problem of housing accommodation. The Railway Ministry must think of other means and sources to be explored and exploited in such a way, so that more construction can be done, for e.g.
availability of cheap loan at subsidized rate of interest. For this purpose more fund need to be allocated.

- Transfer policy should be need based for effective operation of Indian Railways.
- There is a need for proper attention towards employees’ welfare measures. Usually the government organizations should follow all the statutory and non-statutory laws related to welfare measures for all sectors.
- Welfare measures regarding recreational facilities should be properly maintained.
- Welfare facilities like rest shelter may be provided to the employees as a whole.

5.4 CONCLUSION

In Government industry the nature of HRM is perceived as mainly operational, administrative and weak considering the diversity of practices and the strategic role, with a soft emphasis. From the research researcher has found that employees recognize some of the HRM practices and feel that there is a need for improvement and introduce new model of HRM practices in the needed area such as the incentive and reward, promotions and transfer, training and development, industry relation and beneficial systems. Since, it is the government industry facing less competition but even though it cannot achieve success with employee job satisfaction. Through best HRM practices the organisation can get the employees’ job satisfaction in order to get the desire objectives of the organisation. Human factors have always been important part in the success of the organisation. Especially today the entire manufacturing business environment requires developmental aspect of Human Resource Management for the enhancement of effective employee performance. The researcher hopes that this study will bring the effective changes in the selected organisation as well as for the future researcher for a better research work.
5.5 SCOPE FOR FURTHER RESEARCH

A future study could also consider a more objective measurement of HRM practices on employees and organisational performance as against the subjective or perceptual measure used for this study. It could concentrate on conducting a similar study to explore the differences between performance appraisal satisfaction between the golden rock workshops and their impact on other workshops in Indian railways. The study may be extended for other workshops in Indian railways. While the present research is qualitative regarding HRM Practices in organizational performance; a quantitative analysis would be considered. Finally, the framework presentation of this study could be tested in order to provide a more authentic HRM practices in goldenrock railway workshop when compared to other workshops in Indian railways. A comparative study on HRM practices with other workshops is emphasized highly. The study must give more emphasis for performance appraisal as well for training and development for effective utilization of human resources in Indian railways. The study can concentrate more on HRM practices of Indian railway workshops to get competitive advantages at the global level. The study can also be conducted to enhance HRM practices in Indian railways towards international level which will help for the growth of our economy.