CHAPTER - VI

FINDINGS, SUGGESTIONS AND CONCLUSION

FINDINGS

1. Age classification of the respondents shows that majority of the respondents belonged to the age group 31 – 40 years

2. Qualification distribution of the respondents shows that majority of the respondents were professionally qualified

3. Marital status of the respondents shows that 83% of the respondents were married.

4. Designation of the respondents shows that 50% of the respondents belonged to floor level category of job.

5. Work experience of the respondents shows that 40% each of them had 16 – 20 and above 21 years of work experience.

6. Monthly salary of the respondents shows that 38% of the respondents belonged to the income group below Rs.10,000

7. 51% of the respondents agreed they had a clear understanding of the company’s goals and objectives.

8. 56% of the respondents agreed the employees had a clear understanding of the company’s mission and vision.

9. 41% of the respondents agreed Senior Executives in leadership roles in this organization promote team work and performance culture.
10. 43% of the respondents agreed the organization had leaders who inspired people to high levels of performance.

11. 51% of the respondents agreed that employees had enough opportunity to take initiative and demonstrate leadership qualities in their work.

12. 50% of the respondents agreed they had confidence in the ability of the business leadership to successfully manage the emerging challenges.

13. 43% of the respondents agreed that managers took decisions consistent in with the company values.

14. 53% of the respondents agreed the organization could meet the challenges of posted by economic liberalization.

15. 49% of the respondents agreed the organization was flexible and had the capability to manage change.

16. 49% of the respondents agreed the organization was a best place to work for.

17. 49% of the respondents agreed the organization had the ability of retain people with knowledge and expertise.

18. 54% of the respondents agreed superiors were receptive to the suggestions of their subordinates.

19. 37% of the respondents agreed that managers consulted them regarding work related changes to improve quality of work or service to customers.

20. 39% of the respondents agreed the organization made use of good ideas provided by the employees.
21. 33% of the respondents agreed the organization regarded work related failures seriously and took necessary steps.
22. 36% of the respondents agreed the organization encouraged innovations.
23. 45% of the respondents agreed the organization made proper use of the skills and abilities of the employees.
24. 47% of the respondents agreed that as a result of the way the organization treated employees they intend to work for the company for the foreseeable future.
25. 49% of the respondents agreed their job offered opportunities to acquire new competencies.
26. 38% of the respondents agreed employees were given the freedom to try out new work methods.
27. 27% of the respondents agreed that Performance standards of the job were clearly defined.
28. 34% of the respondents agreed performance is assessed against clarity set goals and objectives.
29. 35% of the respondents agreed the appraisal system in the organization has helped to learn about work strengths and areas for improvement.
30. 43% of the respondents agreed that employees in the organization viewed performance feedback and counseling as an opportunity to improve and grow.
31. 33% of the respondents agreed that Superiors in the organization gave feedback to their subordinate with adequate care and concern.
32. 37% of the respondents agreed there were adequate career growth opportunities in their organization.

33. 35% of the respondents agreed the management encouraged cross functional team culture.

34. 35% of the respondents agreed the Management ensures that job responsibilities / role is clearly understand to employees.

35. 37% of the respondents agreed they were delegated with necessary authorities to do their job well.

36. 33% of the respondents agreed employees in the organization were recognized for their work achievements.

37. 33% of the respondents agreed the organization was well equipped with infrastructure required for their job.

38. 36% of the respondents agreed they were provided with pleasant working environment.

39. 41% of the respondents agreed the organization gives high importance to safety.

40. 41% of the respondents agreed they were provided with all safety and health provisions.

41. 77% of the respondents had high level of satisfaction towards overall human resource practices in the organization.
STATISTICAL FINDINGS

Chi – Square

The personal profiles age, qualification, designation, work experience and monthly income have impact with Overall human resources practices.

Correlation

Human resource management practices is highly correlated with the dimensions like innovation & change, working conditions, role of clarity and performance management system and it is significant at (.000) and there is no significant correlation between overall human resource management practices and corporate culture.

Factor Analysis

Interpretation of factors is facilitated by identifying the statements that have large loadings in the same factor. The factors of human resource practices comprises of 34 individual statements these statements are categorized into seven groups.

The first factor group, Company Mission and Leadership consists of 6 statements and contributes 10.496 percent of variance in original variance.

The second factor group Corporate Culture consists of 6 statements and contributes 10.395 percent of variance in original variance.

The third factor group Role clarity consists of 5 statements and contributes 6.998 percent of variance in original variance.

The fourth factor group Performance Management consists of 5 statements and contributes 6.725 percent of variance in original variance.
The fifth factor group Innovation and Change consists of 4 statements and contributes 6.419 percent of variance in original variance.

The sixth factor group Climate consists of 4 statements and contributes 6.281 percent of variance in original variance.

The seventh factor group Working Conditions consists of 4 statements and contributes 5.878 percent of variance in original variance.

**Multiple Regressions:**

(i) **Floor Level Employees.**
1. Organization climate is the best predictor’s of HRM practices.
2. Corporate culture is not significant with HRM Practices.

(ii) **Middle Level Workers**
1. Working condition and Role clarity are the best predicts of HRM practices.
2. Corporate culture is not significant with HRM Practices.

(iii) **Top Level Employees**
1. Innovation and change are the best predicts of HRM practices.
2. Climate and Corporate culture are not significant with HRM practices.

Statistical findings reveal that top level employees were highly satisfied towards overall human resource practices in Grasim Industry, Floor level employees were satisfied and Middle employees were moderately satisfied with the overall human resource management practices. The hypothesis framed to analyze were accepted.
SUGGESTIONS

1. The organization must make it essential that every employee in the concern has a clear understanding of the company’s goals and objectives and strive to the achievement of the goals. The objectives framed in the organization must be in line with the goals of the objectives.

2. Importance must be given to improving the corporate culture of the organization. It must inherently plan rigid and flexible goals and objectives which offer a pleasant working atmosphere for the worker and bring out the best from him.

3. Providing a better working condition with latest technologies and updations satisfying all cadre of people in the organization and making work more pleasurable creates work interest in the employee and produce good results.

4. A healthy and happy work environment which will bring out the best efforts of people must be aligned with the vision and strategy of the organization.

5. The organization must provide a positive working climate to employees can maximize their potential and not only grow individually but also help in the growth of the organization.

8. Poor work climate in the organization affects the amount of efforts contributed by the employee and leads to lack of job satisfaction. Thus, improvement in work climate helps employees perform well all-round.
9. The organization must avoid unnecessary rules and procedures which burden the employees and lead to low performance results.

10. Organization must continuously emphasize on improvement and change in areas where ever necessary as an attempt to retain its manpower.

11. There’s no other better motivator than rewards. Employees must be motivated from time to time by way of incentives and recognition for their efforts.

12. Prior to appraisal the employee must be clearly explained what is expected of him for the success of Performance Management System.

13. Growth and development strategies must be adopted by organization at intervals to bring about change in performance and results of the employees at all levels.

14. Good flow of communication must be maintained in the organization to create a harmonious work atmosphere at all levels.

15. Necessary efforts must be taken by the top level executives to clearly explain technological changes and updation in manufacturing units to the middle level people for easy understanding for its usage. This will help the employee work confidently which creates a positive attitude among employees which result in healthy working atmosphere.
CONCLUSION

Human Resource management is an often-underestimated task in work-environments. However, it is adequate and conscientious HR management that will establish and retain a qualified, well-cooperating workforce and therefore, ultimately, an increase of organizational growth, efficiency, and profitability. The most important tasks of the Human Resource department are to make sure that the people working in an organization 1) feel happy 2) are in the right job, and 3) get the opportunity to upgrade their skills when necessary. It is also HR’s task to coordinate the recruitment of new employees for vacant positions.

Needs for HR practice are changing rapidly in the 21st Century as a new context emerges from rapid political, technological, market and demographic changes. The challenge for both HR leaders and general managers is to build capabilities that ensure the successful execution of business strategy. The next generation of senior HR professionals will need to think in new ways, take diverse perspectives and lead their organization with confidence.

The simple message embedded in all of the above is that people need to be kept satisfied in order to perform well in a workplace. Managers should try to treat all workers correctly and never make the mistake of playing workers against each other; while, at the same time, they should also be aware that the ways in which workers get motivated vary richly. Thus, concluding that the overall human resource practices in Grasim Industries - Ariyalur is satisfactory, which is an appreciable factor in private sector.