Chapter IX

SUMMARY, FINDINGS AND CONCLUSION

Human Resource Management (HRM) is concerned with the ‘people’ management and has always been a key staff function in an organization for its best performance and development. Human Resource Management is used widely to refer the philosophy, policies, procedures and practices relating to the management of people for achieving its organizational goals. Human Resource Management is concerned with competing for and competing on human resources. Competing for human resources involves recruiting and employing right personnel and competing with human resources involves developing, retaining and integrating personnel to achieve competitive advantage. It is executed through the mechanisms of recruitment, selection, compensation, performance appraisal, career planning, and training and development. There are several components of each one of these mechanisms. The present study is concerned with identifying as to whether these components have lead to creating organizational commitment and ultimately for better performance in the co-operative organizations in the Union Territory of Pondicherry or not.

The study was conducted in the cooperative sector in Pondicherry for which ten societies were selected from among 19 Cooperative Societies. Out of these ten societies, four were credit societies and 6 were non-credit societies. The cooperative sector was chosen for this piece of research because the cooperative movement faces number of challenges like lack of internal resources and poor mobilization of external resources, inadequate infrastructure, apathy of members towards management, lack of accountability, increasing sickness, dormancy, low level of professionalism, excessive government control, political interference, dominance of vested interests over the management, lack of human resource development measures etc. There is no system of recognition and reward for the committed
employees. Employees work without job satisfaction, and this adversely affects their motivation and organizational commitment. Organisational commitment of employees is important because the employees have to cope with the problems arising out of their job design and functions. In this context, the Human Resource Management and the organizational commitment of employees of cooperatives have seen to be of significance.

The major objectives of this study is to analyse the human resource management practices followed in the cooperatives in the Union Territory of Pondicherry and the consequent organizational commitment of the employees in general in contributing to the improved performance. The specific objectives are:

- To study the policies and practices relating to the recruitment selection, compensation, performance appraisal, career planning, and career development of managerial employees working in the cooperatives.
- To analyse the level of motivation of employees working in the cooperatives.
- To examine the expectation of the managers while working in the cooperatives in respect of job characteristics.
- To view and analyse as to how the levels of job satisfaction leads to the organizational commitment.
- To analyse the relationship between the socio-economic background and attitudes of managerial employees and their organisational commitment.
- To offer suggestions based on the finding of the study if any.

The Design and Methodology of the study

The study is based on the survey method. Both primary and secondary data have been adopted for this study. Primary data was extensively used and secondary data was used to supplement the primary data as well as to provide
the background information. The primary data was collected from the employees through the issue of a well designed questionnaire and the responses received from the selected cooperative department employees like Deputy Registrars, Cooperative Officers, Senior Inspectors, and Junior Inspectors. Combining all the cadres a sample of 104 employees became the respondents out of a population of 150 employees.

The data collected for this purpose have been processed and analysed with the help of computer aided software like SPSS and other Statistical techniques viz. Mean, Standard Deviation, Cross tabulation and Chi-square analysis, T-test, F-test. The reliability of the items was tested with Cronbach alpha co-efficient. Factor analysis and factor loadings with Varimax rotation were also used for the purpose of finding out the preference given by the employees towards certain factors.

The present study is divided into: Section-A representing the summary of chapters; Section-B containing the analysis of the study.

**Summary of Chapters**

The introductory chapter dealt with the subject matter of the study, the statement of the problem, the need for the study, its objective and the methodology adopted for the study. A brief outline of the survey conducted on the organizational commitment, instruments used for the study, the definition of the concepts used in the study, and the limitations of the study.

The second chapter dealt with the brief review of earlier studies and the reviews were classified and presented in three major areas. First functional aspects of Human Resource Management, Man power planning, Recruitment and selection, Training and Development and Salary Administration were discussed. Secondly the reviews on performance appraisal, job satisfaction, motivation and organizational commitment were analysed and finally the reviews focused on Human Resource Management in
the cooperative sector and for this purpose various sources such as research articles, working papers, seminar reports, internet, expert committee reports and commissions study reports from the libraries like IIM-Ahmadabad; IRMA-Gujarat; VAMNICOM-Pune; ICSSR-New Delhi; Natesan Institute of Coop. Management-Chennai; Pondicherry Cooperative College etc.

The third chapter dealt with the relevance of organizational commitment and the theoretical frame work covering the meaning of organizational commitment and the concept of organizational commitment. This includes emotional attachment, working environment and loyalty of the managerial employees to the cooperatives. The concept of job satisfaction is an essential one covering the attitudinal changes of the employees towards various job factors. Motivational factors were also discussed for enabling the researcher for drawing meaningful conclusions. Finally performance appraisal system was studied to make assessment of the individual’s performance which may be the outcome of the organizational culture.

The fourth chapter represents the profile of the cooperatives in the Union Territory of Pondicherry. The first section dealt with evolution, highlights and milestones, historical profile of cooperative movement in India. Structure and significance of cooperatives and the share of cooperatives in national economy etc.,

Indian cooperative movement at a glance, the democracy in cooperation and good governance, cooperatives to get constitutional status, and cooperative model of micro financing and better life by cooperation were also discussed. The Second part dealt with the profile of the ten cooperatives selected for the study.

Chapter five dealt the evaluation of the organization commitment of the employees of the cooperatives. This part analysed the demographic and socio-economic characteristics and some job related aspects.
The study so carried out revealed that 67.3% of the sample respondents were above 40 years of age, and 23.3% were in the age of below 35 years and only 9.6% were in the age group between 36 to 40 years. It may be observed that majority of the employees were above 35 years of age and hence have substantial experience.

The sex wise analysis revealed that 84.6% of respondents were men and 15.4% were women, which clearly showed that men are having more inclination to take up job in Co-operatives than females.

The analysis pertaining to marital status revealed that 89.4% of the employees were married and 10.6% were unmarried. This shows the maximum employees were married and bounded with more responsibility.

The religion wise analysis revealed 86.5% of the sample respondents were Hindus and only 13.5% were non-Hindus irrespective of the cadre.

The caste wise analysed revealed that 51.9% were from the OBC Communities, 23.1% were from BC, 20.2% were belonging to SC/ST communities and only 4.8% were from forward caste. This shows that the other backward class people were showing more interest to serve in the cooperatives and adequate reservation was given to SC/ST employees.

The educational status wise analyse revealed that 65.4% of the sample employees were post graduates and 34.6% were degree holders. This shows that the employees have the competence for doing the job which they have taken up and are qualified to hold the positions.

It further revealed that 20.2% of the respondents were Deputy Registrars, 21.2% were Senior Inspectors, 30.8% were Junior Inspectors and around 27.9% were Cooperative Officers. It is observed that equal distribution of employees was found in the Pondicherry Cooperatives and some are eligible for higher positions when compared to the growth of the cooperative sector.
The analysis pertaining to personal characteristics also revealed that 40.4% were in junior level, 29.8% were in the middle level and 25.0% were in the senior level and 4.8% were in the top level in the department. The senior and top level employees fall in the cadre of Deputy Registrars and above as per the society or organization in which they are working.

The family size wise analysis revealed 75% were in the family size of upto 4 members and only 25% had a family size of more than 4 members.

The residential area analysis showed 61.5% of the employees were having own houses, 38.5% live in the rented houses. This shows that the employees above the age of 40 years might have constructed their own houses or may own inherited houses.

The analysis pertaining to the type of society showed, 56.7% of the respondents are working in non-credit societies and 25% are working in credit societies and 18.3% stated that they have been working both in credit and non-credit societies. Apart from this 18.3% work at the Head Office/Registrars’ Office.

When the method of selection was analysed it was found that 55.8% were appointed directly to the post of Senior Inspectors/Junior Inspectors. 42.3% reached their positions on promotion and 1.9% entered into the service on deputation basis.

When the prior knowledge about the department was analysed it was found that 32.7% of the respondents do not have any knowledge about cooperatives. 51.9% have stated that they posses a little knowledge and 15.4% reported that they were very well aware of the department. That is 67.3% of the employees had a little or more knowledge about the cooperatives and it was varying depending upon their academic qualifications also.
When the employee’s knowledge about the existence of the HRM/Personnel Department in their organization was analysed, it was found that nearly 77.9% of them reported that they do not know anything about the existence of Personnel/HRM Department.

When the source of recruitment was analysed, it was found that 48% of employees in the present post were promotees, 34.6% were transferees from the other departments. On absorption and deputation basis 36.5% were recruited through the external sources. It was also found that the department is recruiting mainly through the employment exchange and 23% stated that they had entered the department through open advertisement.

When the motivational factors influencing the employees to join the cooperatives were analysed taking the socio-economic characteristic using the mean score value on the basis of age, gender, marital status, education status, designation, family size. The results reveal that all age groups were moderately attracted by the ‘fixed salary’. Further, all the factors except perks and other benefits and promotional opportunities have motivated to join cooperatives as per gender analysis. It is deduced that the category of job influencing the employees to join the organization is significantly depending upon the marital status. All the characteristics except the promotional opportunities (mean = 3.50) were acting as a motivating factor as per educational status. It was observed that the designation was playing a significant role in motivating the employees with reference to category of job, objectives/activities/goals and goodwill of the organization.

Family members above 4 are moderately attracted to join the cooperatives (mean = 3.77 and mean 3.96) where as the family size upto 4 members were slightly attracted to take up the job in cooperatives. It further revealed that all motivating factors, except promotional opportunities and work area located were independent of the family size.
While the opinion regarding satisfaction with the organization due to pay package was analysed making cross tabulation across respondents personnel characteristics with ‘yes’ or ‘no’ response to reveal their satisfaction, 62.5% in the age upto 35 years and 82.9% in the age above 40 years were satisfied with present salary. This shows that the satisfaction with present salary is associated with age of the employees. The levels of satisfaction based on caste revealed that 87.5% and 77.8% of the employees belonging to BC and OBC categories were satisfied with their pay package higher than the FC and SC/ST 52.4% category employees. This is significant. This shows that caste is also influencing the satisfaction with pay package.

When the levels of satisfaction of the employees based on the sex was analysed, it showed that majority employees were satisfied with the present salary i.e. 74.0% have expressed their satisfaction with present salary.

The satisfaction of the respondents with present pay package is compared based on job/family related characteristics. The analysis revealed that 84.4% of Senior Inspectors, 81.8% of Cooperative Officers, and 76.2% of Deputy Registrars reported that their satisfaction was more when compared to the Junior Inspectors.

The level of satisfaction is found to be independent of the marital status and 64.5% of the respondents were found to be satisfied with present benefits provided by the organization.

When the satisfaction with present benefits was analysed based on the educational qualification, it was found that 83.3% of the employees with graduation and 55.9% with post graduate degrees were satisfied with present benefits. Where as majority of the Junior Inspectors were not satisfied with present benefits. All together(totally) it was found that cooperative employees’ satisfaction with present benefits differ by educational status and job status.
When the level of satisfaction of the employees and their commitment to the organization was analysed based on the performance appraisal system it was found that 53.8% of the employees reported that they were satisfied and 46.2% reported that they were not satisfied with performance appraisal system. This shows that their level of satisfaction is moderate. It is further found that the performance appraisal system in cooperatives was not prominent and the opinion of the respondents differs by designation, present position and type of cooperative sector in which they are presently employed.

Career planning and career development in the cooperative sector was analysed to find out the growth of the employees, their level of motivation and improved performance and the benefits available to them and to their organization. It was analysed based on their designation, present position and type of sector. It was found that majority of the respondents irrespective of the cadre reported that the formal career planning system was not followed in the department. 64% strongly disagreed and said no career planning system was adopted for the better prospects of employees.

When status of promotional avenues in the cooperative sector was analysed, it was found that 59.4% of the Junior Inspectors have perceived it as ‘not better’ while 55.2% of Cooperative officers, 54.67% of Senior Inspectors and 71.4% of Deputy Registrars have perceived the same as ‘better’. It was found that majority of the high level employees perceive that promotional opportunities were better but a majority of the middle and low level employees perceive that the chances for promotion is not better in cooperatives.

While the impartiality in implementing the promotions were analysed and it was found that 78.8% of the employees accepted that it was impartial and their views were significant.
When the opportunities for self development was analysed it was found that the cooperative employees were not sure about the availability of opportunities for self development and promotions in the cooperative sector in Pondicherry and the differences in their perception were significant.

When the satisfaction of the employees with regard to the promotional policy was analysed, it was found that Deputy Registrars, Junior Inspectors, and Senior Inspectors were satisfied (71.4%, 68.2% and 84.4% respectively). Where as 51.7% of the Cooperative Officers were not satisfied and the difference is significant at 5% level.

When the training and development programme for the career development of employees were analysed with job/organization characteristics it was found that 87.5 percent of the employees affirm that there were chances for it. When the status of the training programmes were analysed it was found that only 36.3%, 33.0% and 22.0% have perceived that the training programmes were very good, good and satisfactory respectively and 61.5% of the respondents have attended the training programme conducted by the cooperative training institute in Pondicherry.

Payment of incentives for the trained personnel was not widespread. 90.6% of the respondents said that only the training cost and duty leave was the incentive received by the employees for the training they underwent. On the whole, it was found that the cooperatives in Pondicherry Organizes Training Programmes for career development and make them committed to their work.

While the adoption of reward system in cooperatives was analysed 57.7% of the respondents reported that there was no reward system in the cooperative sector except the salary paid.
The job satisfaction of the employees in cooperative sector in Pondicherry was analysed in the sixth chapter using 22 job related characteristic in a questionnaire with the value ranging from 1 to 5 point. The responses were subjected to reliability/item analyses by calculating Cronbach alpha coefficient. In the item analyses the total correlation value for promotional opportunity was shows the lowest (0.2768) and others were more than 0.30. When the alpha value was calculated by removing the lowest item which do not increase the overall alpha value remarkably it was considered as consistent and reliable.

It was further subjected to factor analysis to ascertain as to which factor determine the job satisfaction. Eigenvalue factors of job satisfaction were measured and it was found 77.92% to total variance. The factor loadings of actual variables with extracted factors for the 22 items were measured and the score for the valid factors were obtained by averaging the scores of the variables that are highly loaded. The analysis revealed that five major aspects of the job like interpersonal relationship, salary and benefits, working condition, job security and status and job environment were giving job satisfaction.

When the average scores were compared across respondent categories with general characteristics such as age, sex, marital status, religion, caste, educational status, designation, present position, family size, place of residence, and the type of the sector and the results were tested, it was found that employees of all age groups were satisfied with their job, but their level of satisfaction with salary and benefits, job security/job status and job environment was significantly different influenced by age.

The analysis further shows that the level of satisfaction with all job related aspects except job security/job status is independent of the gender of the employees in cooperative organization. The results further show that there is no relationship between marital status and job satisfaction of the employees of Cooperatives in Pondicherry.
The job satisfaction of the cooperative employees was not influenced by their religion and caste. It also showed that the results of the degree of job satisfaction were independent of the caste of the employees in the cooperative organization. Educational status influence on job satisfaction reveals that the job satisfaction with all aspects except salary and benefits were influenced by the educational status of the employees. The results of job satisfaction based on designation revealed that higher level of job satisfaction was found among the employees in the cadre of the Deputy Registrars than the others. There is a significant difference in the levels of job satisfaction among employee groups based of their present position.

There is no relationship between family size and job satisfaction of cooperative employees. Similarly the places of residence also do not have any relationship with job satisfaction. The analysis of job satisfaction based on the type of sector with salary and benefits and job security/job status vary significantly with the type of sectors.

It may be concluded that the employees in the co-operative organisation are found to be satisfied with interpersonal relationship, salary and benefits, working condition, job security and job status and job environment. But their level of satisfaction with most of the aspects of job related characteristics differ by age, educational status, designation, present position and the type of cooperative sector.

The attitude of the respondents towards Human Resource Management Practices in cooperative sector was analysed in Chapter VII for which 12 statements were framed in the questionnaire. The reliability test was conducted using cronbach alpha coefficient to find out the consistency of the statements used for measuring the values of the employees towards their job. Eigenvalues of factors was calculated to find out the influencing practices. Accordingly four different practices were found to be adopted as Human Resource Management Practices in cooperative organizations in Pondicherry.
The factor loadings i.e., correlation of each statement with extracted factors was worked out to find out which factor has high loadings and it was clear that the mode of ascertaining variables in this cooperative organization was not systematic, and the selection which was undergone by employees were good.

After Varimax rotation the factors were worked out across employee groups with different socio-economic characteristics to compare their attitude towards Human Resource Management Practices in cooperatives in Pondicherry.

When the organizational commitment was analysed in detail, it was found that there were three main types of organizational commitment-namely affective, continuance and normative.

The organizational commitment of the employees of the Cooperatives in Pondicherry was measured by collecting data through issue of a questionnaire in 5 point scale. The questionnaire was consisting of 15 items adopted from Allen and Mayer and the level of agreement or disagreement for the questions by the respondents were measured through mean score of the responses, which were classified as excellent, good, acceptable, questionable, and unacceptable. The data was submitted to the principal component/factor analysis with Varimax rotation.

The analysis has shown, that they have normative commitment for 3 items in the questionnaire namely:

1. I wanted to be a person of integrity to my organization
2. I feel satisfied in participating in the organizational activities other than my personal works and
3. I pay attention to the facts of my organization.
The employees have **continuance commitment** for the items like:
1. If I am offered high pay in other organization, I will quit this organization.
2. Do you feel going out of the organization when you get a better job.

The employees were **having emotional commitment** to the Cooperatives in Pondicherry for the following items:
1. I am very much attached to my organization emotionally
2. Do you feel that this is the best organization to work for
3. I am encouraging to known persons whom I like to join this organization.

The employees have **high sacrifice commitment** for the following items:
1. Both my value and the organization values are similar
2. I do not agree always with the policies in this organization
3. Other than my organizational works, I have other more important activities more important.
4. I speak alternatively about my organisation to my friends, relatives etc.

The employees have **affective commitment** to the following items:
1. I talk and feel that all problems in the organization are my problems.
2. I do not like others to speak wrong about my organization and
3. I feel personal of department/organization.

The commitments were analayised **age wise** it was found that the opinion were significantly associated with normative commitment, continuance commitment and affective commitment at 5 and 10 percent levels.
It further revealed that the marital status have significant influence with normative commitment and emotional commitment.

**Religion** has significant influence only with the normative commitment.

The educational status has significant influence only on the continuance commitment.

The designation has significant influence on all the types of commitment except on high sacrifice commitment.

The present position of the employees has significant influence on the normative, continuance and emotional commitments.

Family size has significant influence only on the emotional commitment.

The multiple regression analysis conducted on stepwise basis to find out the impact of socio-economic, job satisfaction variables and HRM practices revealed that marital status, religion, designation, place of residence, job security status and performance appraisal system have significant influence on **normative commitment**.

The same analysis conducted to find out the impact of the same factors on **continuance commitment** have shown education, place of residence, have positive influence and present position have the negative influence.

The analysis carried out to find out its impact on **emotional commitment** showed, family size, working condition, job security and status and performance appraisal system have significant positive influence and the place of residence have significant negative influence on it.
The analysis conducted to find out the factors influencing on the **affective commitment**, reveal that job security and status, job environment Performance Appraisal System have significant positive influence. The recruitment practices and training and development have significant negative influence on it.

The analysis carried out in Chapter-VIII pertaining to the growth and performance of the Cooperative Organisations in Pondicherry as an outcome of the organizational commitment and HRM practices showed that the number of societies have grown from 467 in the year 1999-2000 to 514 in the year 2007-2008. On an average it was 494 in a year during this period. It had a linear growth rate of 6 societies per year during the period under study. This growth rate had been significant at 1 percent level.

In the same way the membership have increased from 4,35,622 in the year 1999-2000 to 5,48,350 in the year 2007-2008. The number of members were on an average 4,67,735 in a year during this period. The linear growth rate of the members was 23,734 per annum and this growth rate was significant at 1 percent level.

The paid up capital contributed by the members, societies and other agencies have grown from Rs.9224.69 lakhs in the year 1999-2000 to Rs.21,942.19 lakhs. The average annual paid up capital was Rs.14,876.35 lakhs. The linear growth of the same was 1816.46 lakhs per annum. This growth rate was significant at 1 percent level.

In the same way the working capital have been growing from Rs.21,345.25 lakhs in the year 1999-2000 to Rs.1,19,850.93 lakhs in the year 2007-2008. On an average, the working capital of the Cooperatives in Pondicherry was Rs.74,008.07 lakhs in a year during this period. It had a linear growth rate of Rs.11,894.30 lakhs per annum during this period. This growth rate was significant at 1 percent level.
The trend analysis carried out to measure the growth of the number of employees, have shown that it had grown from 5125 employees in the year 1999-2000 to 5841 in the year 2007-2008. On an average, they were 5470 per annum during this period. The employees had a compound annual growth rate of 2.30 employees per annum.

The trends in the growth of the salary and wages have shown that it had grown from Rs.2646.43 lakhs in the year 1999-2000 to Rs.6965.67 lakhs in the year 2007-2008. On an average the expenditure to the Cooperatives on the salary and wages was Rs.4388.57 lakhs per year during this period. It had a compound annual growth rate of 15.88 lakhs per annum and the linear growth rate was Rs.64,243 lakhs per annum and this is significant at 1 percent level.

The performance is also measured in terms of profits earned by any organization or from the losses from which it has suffered. The analysis revealed that the profits had been showing a fluctuating trend. It was Rs.245 lakhs in the year 1999-2000 and has grown upto Rs.296 lakhs in the year 2004-2005. On an average the profit was Rs.267.13 lakhs per annum. Its compound and linear growth rates were 1.66 lakhs and Rs.4.32 lakhs per annum respectively.

During the same period the Cooperatives in Pondicherry have suffered from losses and the losses had been ranging from Rs.222 lakhs in the year 1999-2000 and Rs.248 lakh in the year 2006-2007. On an average the losses were Rs.226.50 lakhs. It had the compound and linear growth rates like 0.73 lakhs and 1.74 lakhs per annum respectively. In all these years the profits earned are more than the losses from which they have suffered. All these positive aspects have shown that there have been improvements in the organizational commitment from the employees, which have helped to improve the Performance of the Cooperatives in Pondicherry.
The Union Territory of Pondicherry consists of Four Regions namely Pondicherry, Karaikal, Mahe (in the conclave of Kerala) and Yanam (the conclave of Andhra Pradesh near Kakinada).

Apparently the analysis revealed that there were on an average 357 societies in Pondicherry, 83 Societies in Karaikal, 24 societies in Mahe and 30 societies in Yanam. The number of societies was showing increasing trend in Karaikal, Mahe and Yanam and the linear growth rate were significant at 1 percent level. These regions having less number of populations and as such number of societies now almost reached the maximum.

The novelty in the Cooperative Institutions in Pondicherry and Mahe are that they are running educational institutions like the teacher education school in the Pondicherry region and a Teacher Education College (B.Ed.,) in Mahe.

The impact of the HRM practices were evaluated by taking 12 practices/variables under four headings like recruitment practices, training and development, performance appraisal and recognition and reward. The 12 practice variables were submitted to cronbach reliability test and there after it was analysed using factor analysis/factor loading also adopting varimax rotation concept.

The analysis revealed that the two factors namely:
1. The selection process which I underwent was good
2. The mode of ascertaining vacancies in this organization was not systematic, were the prime factors which the employees have found with reference to the Recruitment practices.

The second important factor weighed the commitment of the employees with reference to Recognition and rewards were:
1. I do not get the importance that I deserve
2. Promotions denied
3. Subordinates are not cooperative in this organisation.
In the same way the factors which have weighed more in influencing the performance appraisal were:

1. The feeling of I have been given the right designation according to my job.
2. Training is important in my organization to develop as a managerial person.
3. By joining the organization, I get a feeling over the years that I have developed myself to a considerable extent.
4. I believe that I am making a meaningful contribution to this organization through my work.
5. Employees who do good work are adequately rewarded.

The commitment of the employees as measured through the training and development (HRM practices) were influenced by the factors like:

1. Training programmes which I have attended through this organization have not been any use to me so far.
2. This organization is always serious about selecting the right person for the right job.

When the mean scores were calculated for the purpose of finding out the status of the HRM practices, it revealed that the recruitment practices and the performance appraisal practices were better in creating organisational commitment when compared with the other factors like recognition, and reward, training and development creating moderate level.

The analysis carried out taking into consideration the characteristics like age in influencing the attitude of the employees due to the HRM factors reveal that the age is able to influence the attitude through the performance appraisal significantly. Gender was able to influence the attitude through the recognition and reward significantly. Marital statuses do not have any significant influence on the HRM practice to change the attitude. In the same way caste and religion do not have much influence on HRM practices to
change the attitude of the employees. The educational status, present status and designation have influence on the HRM practices to change the attitude only through the performance appraisal.

**Findings**

From the foregoing analysis, the following major findings emanate:

1. The majority of the employees in the Cooperatives in Pondicherry (as per the sample) do not have any knowledge about the existence of the Personnel/HRM Department.

2. The objectives, activities goals and category of the job in the organization have motivated the people to join the cooperative organizations in Pondicherry.

3. With reference to the performance appraisal system the peer appraisal and committee appraisal seems to be the major system of performance appraisal system.

4. Inspite of the differences in the opinions of the employees with reference to the impartiality in carrying out promotions, majority have agreed that there is impartiality in implementing the promotions.

5. With reference to the criteria adopted for promoting the employees majority is of the view that seniority is the main criteria and also some are of the view that seniority cum merit is the criteria used for promotion.

6. Majority of the employees are on the view that training programmes and educational courses are conducted for the career development of the employees.
7. **Rewards** given for the efforts put forward have been perceived by majority of the employees as **quite low**.

8. The factors under interpersonal relationship are giving more of job satisfaction and the factors which give job satisfaction due to job environment are second and the factors supporting the working conditions job security and status, salary and benefits are followed next to these factors in giving job satisfaction.

9. Educational status is capable of giving significant level of job satisfaction through 4 out of the 5 contributory factors.

10. Designation is able to significantly contribute to job satisfaction in all the five aspects except the interpersonal relations. The present position is able to significantly influence the job satisfaction through all the five job satisfaction aspects.

11. The items which can contribute to high sacrifice commitment are more followed by the items which contribute to the normative commitment (3 items), affective commitment (3 items), emotional commitments (3 items), continuance commitment seems to be the lowest (only 2 items).

12. Designation is able to contribute to organisational commitment in 4 out of 5 types i.e. except high sacrifice commitment.

13. Present position is able to contribute to normative, continuance and emotional commitments.

14. Educational status is able to contribute to only continuance commitment.
15. Designation, job security and status, performance appraisal, training and development are independent variables which have significantly influenced all the five types of organisational commitment.

16. While measuring the HRM practices which creates changes in the attitude and performance of the employees, the performance appraisal system seems to have changed the attitude through five variables while the others like recognition, reward through three variables and others through only two variables.

**Suggestions**

Based upon the foregoing findings, the following few suggestions are offered for improving the performance of the Cooperative in Pondicherry.

1. The employees have stated that they do not have any idea about the existence of the Personnel/HRM sections, but the subsequent analysis have shown that they appreciate the selection process, training and development programmes, performance appraisal system and hence the employees have to be educated about the role played by this section in improving the quality of work life.

2. The objectives, goals and activities of the Cooperative Department and the category of the job have motivated the employees, revealing the commitment of the employees towards the principles of Cooperation and the organizations and hence the department should exploit this factor to the benefit of the organisation and betterment of the employees.

3. The rewards given to the employees towards the efforts put-forth by them have been found quite low and hence the Cooperative Department in the Union Territory of Pondicherry will have to adopt suitable reward system to motivate the employees to work better.
4. The performance appraisal system should be made more prominent for implementing training and development, transfers and postings and also for adopting suitable reward system for making the employees satisfied and committed to the organization and improves the performance.

5. A separate Section/Department like Personnel Department/ Human Resource Management Department may be established for the better Man Power Planning and satisfying the employees to make them work better to achieve the goals of these organizations.

6. In the views of the employees, training is given locally and hence it has not been taken seriously by them and hence, they may be given training in different aspects of Cooperation in different specialist institutions in and around the country.

**Conclusion**

The study on the Human Resource Management in Cooperatives in the Union Territory of Pondicherry have been carried out by evaluating the organisational commitment of the employees based on the demographic characteristics first, then source of recruitment motivational factors influenced the employees to join cooperatives. The employees were motivated based on different factors at different levels. The levels of job satisfaction of the employees due to different factors like pay package, benefits were found that the employees were satisfied at different levels. The study also covered the Performance Appraisal System and the career planning and career development measures adopted by the Cooperatives in giving satisfaction to the employees. The employees have given inconsistent responses to these due to the less popularity of these measures. The promotional avenue giving job satisfaction was found that the top level employees had good avenues, but the Junior Inspectors, Senior Inspectors and Cooperatives officers felt that they did not have many avenues to come up. The employees have responded positively by stating that the promotions were carried out impartially.
Majority of the employees are satisfied with the promotional policy. The rewards given to the efforts put forward were rated by the employees as quite low. More variables were giving job satisfaction through interpersonal relations, job environment, working condition, job environment, salary and benefits at different levels. High sacrifice commitment, emotional commitment, normative commit, affective commitment and continuance commitments were influenced by different items. The multiple regression analyse have revealed that there were some common factors which were contributing to the above said five commitments.

The HRM practices which were contributing to the changes in the attitude of the employees were the recruitment practices, recognition and reward, performance appraisal and training and development. Out of the 12 variables, used for measuring the changes in attitude through these practice, it has shown the variables coming under performance appraisal, recognition and reward, training and development and recruitment practices have contributed more in the respective order.

To sum up because of the improved organizational commitment, the performance of the cooperatives in the Union Territory of Pondicherry have improved as evidenced in the growth of the number of societies, number of member, increase in paid up and working capital and also increase in the profits. By and large the HRM practices have created organizational commitment among the employees in the Cooperative Department in the Union Territory of Pondicherry and have helped to improve the performance including the Pondicherry State Cooperative Bank winning many national awards.

**Scope for future research**

The present study on Human Resource Management on the organizational commitment and its impact on performance of cooperatives in the Union Territory of Pondicherry were based on the opinions of managerial
employees only. In the course of the study it was observed that there is a lot of potentiality for future research in the area of cooperatives on

1. The type of the leadership.
2. The commitment of the members to the principles cooperation.
3. Preventive measures for losses of the societies
4. Making the members to realize the goals of their societies/organization etc., may be the suitable area for further research to make the cooperation to succeed.