CHAPTER-SIX

Discussion

Present chapter deals with the discussion on the basis of the facts and findings presented in the tabular form in chapter five. Justification and arguments relating to findings are given in this chapter. Discussion has been made on the basis of the findings relating to the effective measurement of HR functions. Further, discussions relating to the comparison of various organizations i.e. public vs. private, large scale, medium scale and small scale organizations has also been made in this chapter on the basis of the score obtained in current service level HR activities and employee readiness to HR initiatives.

Comparison of Public Sector and Private Sector Organisations on Current Service Levels of HR functions

The mean score along with the t-score of public sector and private sector has been presented in table5-1. The result clear cut shows that the t-value is significant. That is, public sector organizations differ significantly from the private sector organizations on the current service level HR practices index. Further, public sector organization has higher mean score (73.60) than the private sector organizations (62.53). This
findings support our first hypothesis i.e. there will be a significant difference between the public sector and private sector organizations as regards to the current service level of HR practices. **Thus, hypothesis I has been accepted on the basis of the results obtained through t-test.**

The inference of this finding is that the HR services presently rendered by the public sector is better as compared to the private sector organizations. One of the reasons may be that the HR policies are well accepted and properly implemented in the public sector organizations. Because, they are government undertakings and accountable to higher authority. In case of failure, serious action may be called for against the concerned persons. This is not the situation in private sector. Policies which are statutory are strictly implemented by the private sector organizations. Remaining depends on the management's willingness to implement.

**Comparison of Large Scale, Medium Scale and Small Scale Organisations on Current Service Levels of HR functions**

From sectorial analysis, we now shift our attention to the size of the organizations i.e. large scale, medium scale and small scale organizations. One way analysis of variance (ANOVA) was carried out to observe significance of difference among three groups of organizations on the current level services of
HR practices. The result shows a significant difference of variance among the three groups i.e. large scale, medium scale and small scale organizations. It can be inferred here that all the three organizations have different level of HR practices. This finding appears to be true because, all these three types of organization differ in terms of capital invested, number of employees, working culture, mission for the business and statutory provisions.

This finding supports our hypothesis II which reads “there will be significant differences among large scale, medium scale and small scale business organizations as regards to current levels of HR practices.”

**Comparison of Large Scale and Medium Scale Organisations on Current Service Levels of HR functions**

In order to assess and compare large scale and medium scale organizations on current service level of HR practices, questionnaire was to the employees of these two types of the organizations. According to the result of t-test presented in the table-5-3, both groups have shown significance of difference on mean score. The t-score has been found to be 5.94. The t value has been found to be significant. This finding shows that current service level of HR practice in large scale organizations is better as compared to medium scale organizations. This is reflected from the mean score of
large scale (78.60) and medium scale (68.40) organizations. The reason for this fact may be again the difference in the capital investment, expertise available, number of qualified personnel. Further, large scale organizations are facing stiff competition from other large scale organizations domestically as well as internationally. Quality based products and higher level professionalism in the work culture can help such organizations to face such competition. On the other hand, medium level organizations do not face such competitions like large scale organizations specifically from MNCs. Whatever, competition they face, it is basically from the domestic organizations.

Comparison of Large Scale and Small Scale Organisations on Current Service Levels of HR functions

Table 5-4 shows a significant t-value (10.61) for the mean score on current service level of HR practices index between the large scale and small scale organizations. As far as current service level of HR practices is concerned, large scale organizations differ significantly from the small scale organizations. It's mean score is higher than the small scale organizations. This is again because of the reason that small scale organizations are not very professional. They do not have defined HR policies. They are not even properly implementing HR initiatives. They do not have adequate
budgetary provision for training and development, programmes too. On the other hand, large scale organizations have adequate budgetary provisions for various HR programmes. They have adequate man power to undertake HR activities. This gives a different shape to the HR policies of the large scale organizations.

**Comparison of Medium Scale and Small Scale Organisations on Current Service Levels of HR functions:**

According to table 5-5, the t-value (5.16) for the mean score between medium scale and small scale organizations is significant. This shows medium scale organizations significantly differ from the small scale organizations. The mean score of medium scale (68.40) has been found to be higher than the mean score (57.20) of small scale organizations. The reason is obvious, medium scale organizations are better placed as compared to the small scale organizations.

**Gap between Desired Level HR Practices and Current Service Level HR practices**

HR activities have now become core activities in every organization. In order to compete with other organizations and products in the market, HR activities have become crucial issues. For, every department, HR activities have
become important. Be it marketing, finance or production, HR department's role has paramount importance. It's important has now been deeply felt.

HR department prepares a fleet of people loaded with latest knowledge, self-confidence, willingness to work, people full of motivation and devotion. No department can survive or work efficiently without devoted, talented and motivated resources. In order to prepare such a talented and devoted work force, HR department undertakes different activities. Such activities are undertaken with utmost care. Employee's acceptance to these HR initiatives is also equally important. Otherwise, the policies may not successfully reach its destination.

In the present study, an index was computed to assess the current service level of HR practices undertaken by the public sector, private sector, large scale, medium scale and small scale organizations. No organization has been found to be touching the desired level of the HR services offered by them. However, public sector organizations and large sector organizations are found to some what nearer to the desired level of HR practices.

For the survival in the world of business, each organization should take appropriate steps to introduce HR policies for the betterment of their organizations as well as for the human capital. They should earmark a good amount of budgetary
provision for the HR department to undertake new initiatives. HR department should be made more active. Such steps will no doubt work as vitamin capsules for the business organizations to combat the competition and pressures coming from different corners.

Results show that small and medium scale organizations have poor HR activities. It seems they are not aware of the fruit of the good aspects of the good HR policies. They are also required to give more emphasis on the implementation of HR policies.

**Comparison of different Business Organisations on Employee Readiness to HR Initiative Index.**

Just implementing the HR policies is not enough and is not going to help the business organizations in getting its advantages. For its successful implementation, employees should be taken into confidence. On the top of it, the policies are required to be introduced in a stepwise manner by considering different aspects of employee's behaviour and attitude.

According to the table 5.6, a significance of difference of mean has been observed between the public sector and private sector organizations. The t-value has been found to be significant (4.26). Mean score of private sector is higher than
the public sector organizations. The result shows that employees of private sectors have tendencies to accept the HR initiatives and co-operate HR department fully in implementing the HR policies. They appear to be ready for the new HR initiatives. But, the result presented in the table 5.1 shows that public sector organizations have better HR policies as compared to private sector organizations. But, the employees of public sector organizations are not sticking or adhering to the HR policies introduced. They know they are secured as far as their jobs are concerned. They have upper hand in the bargaining for any demand. That is why; probably they resist new HR policies which are good for the organizations but not beneficial for the employees. On the other hand, employees of the private sector understand the hard reality of the corporate world. They don't have secure jobs as in the case of public sector employees. If they resist HR initiatives or others vehemently then they may be shown door to go out of the organizations. Such employees know about the difficulties in getting jobs specifically during the phase of recession. The positive aspect what has been found during interview of the employees is that they work in a team. The team spirit is very much prevalent among them. They said, without proper work or sincere effort, their organizations will go in loss. Under such circumstances their organizations can not compete with other organizations or
products. Such a situation will lead to the closure of the organizations. Thus, their jobs and careers will also at stake.

This finding supports our hypothesis III that "There will be significant differences between public sector and private sector organizations as regards to employee readiness to HR practices when they are implemented". Thus, hypothesis III has been accepted.

Next when we shift our attention to the employees readiness among the large scale, medium scale and small scale organizations, we find a significance of difference of variance among the three type of organizations on employee readiness to HR initiatives index. The mean score of large scale organization is higher than the medium scale and small organization.

One of the reasons may be employees of large scale organizations are enlightened and well aware of the present day business scenario. They know that specifically the large scale organizations are going to face the stiff competition from different angles. For their survival, existence of the organization is essential. If they cooperate in implementing HR policies, the organization is not only going to be benefited but also they themselves will be benefited. This is also amplified in the case of employees of large scale organizations during their interview with the researchers. In fact, large scale sample includes both
public sector as well as private sector organizations. This finding supports our hypothesis IV i.e. "there will be significant differences among large scale, medium scale and small scale business organizations as regards to employee readiness to HR practices when they are implemented." On the basis of the findings presented in table 5.7, hypothesis IV has been accepted.

In order to conclude the discussion, it can be said that all business organizations be large, medium and small scale organizations must motivate its employees to honour and adhere to the HR policies implemented by the organizations. The implementation of such policies will be successful if employees are taken into confidence before the implementation of such policies. This will be more effective if employees are motivated and encouraged to give their opinions and suggestions during the framing of the HR policies. During implementation of new HR policies care should also be taken to see whether the policies are in align with the organisation's objectives. This has been said by the respondents from almost all the groups during personal interview with the researchers.