

AN EMPIRICAL STUDY ON HUMAN RESOURCE PRACTICE IN PRIVATE SECTOR WITH SPECIAL REFERENCE TO THENI DISTRICT, TAMIL NADU

Dr. R.Vasuki*

ABSTRACT

The Indian economy had undergone significant policy shifts in the early 1990s. This new model of economic reforms included LPG i.e, Liberalization, Privatization and Globalization. Liberalization also deals with the working style of the people and hence organizations needed to innovate the HRM practices in an effort to ensure their survival in a highly competitive environment Innovative HR practices are proposed to enhance effectiveness and efficiency in different organizations and to retain talented workforce in the Organization for a longer period of time. The existing business environment requires companies as well as their HR teams to think creatively and come up with the new approaches to survive the downturn and bind the employees together. Initially, a pilot study was conducted among few respondents and changes were brought in the questionnaire. Analysis and interpretation is done using Chi-square method. Based on the findings, appropriate suggestions have been made for increasing the HR strategies.

Keywords: HR, Business Environment, HR Strategies, HR Evolution, Virtual Reality, Future Leaders.

Introduction

Human resources (HR) are one of the most important "assets" of your business. The individuals who make up your organization go a long way toward driving its success, whether they are employees, managers, consultants or others¹. HR refers to the recruitment and management of personnel, in compliance with the law. Thus, the practice of HR requires knowledge of the laws that affect your workplace - at the federal, state and local levels. In addition to legal compliance, HR covers the art of managing your business internally.

Review of Literature

Anupama Gupta (2010) described the challenges faced by Human resource manager in context of new economic scenario. This paper emphasized that these challenges should seriously taken care of. Main challenge is the shortage of skilled manpower. This paper examined the role of human resource department to tackle the problem. It was the duty of HR department to design a possible career path to retain talent. It was suggested that HR manager should be ready to handle the challenges, but the role of other stakeholders should also be included in order to ensure healthy survival of the organization.

Khanvilkar (2013) 75 has assessed JJ hospital and ESIS hospital human resources practices and found out the level in it and compared human resources practices between two government hospital. The study concluded that (1) high level in manpower planning, recruitment and training in ESIS and JJ hospital were practiced as well as in career planning, performance appraisal and promotion. But average level practices were followed in employee welfare. Overall moderate level human resource practices are followed in ESIS and JJ hospital. To overcome he suggested a separate commission be appointed to look into the HR practices in Government Hospitals.

* Associate Professor in Commerce, Sree Sarawathi Thyagaraja College (Autonomous), Pollachi, Tamil Nadu, India.

SHRM can be defined as “the pattern of planned HR deployments and activities intended to enable an organization to achieve its goals” (Wright & McMahan, 1992: 298). Increasingly, the field has emphasized the importance of focusing on whether and how “systems” or “bundles” of HR practices jointly help organizations achieve strategic goals, rather than on single HR practices individually. An HR system can be defined as a combination of HR practices “that are espoused to be internally consistent and reinforcing to achieve some overarching results” (Lepak et al., 2006: 221). Conceptually, these systems of HR practices—as a whole—are proposed to affect performance-related outcomes (Delery, 1998; Wright & Boswell, 2002). Existing evidence provides some first meta-analytic support, as HR systems tend to be more strongly related to performance than individual HR practices (Combs et al., 2006). However, how this joint effect occurs seems less clear. Conceptually, all practices in a system are proposed to promote an overarching goal (e.g., Jiang, Lepak, Han, et al., 2012); however, it is not always clear what the overarching goal is, how HR systems are conceptualized, or how practices contribute to this goal.

Multiple conceptualizations of HR systems exist, including high performance (e.g., Huselid, 1995), commitment (e.g., Arthur, 1994), and involvement (e.g., Guthrie, 2001). Some scholars use general labels such as HR system or HR bundle without indicating a dominant strategic focus, while others study targeted HR systems focused, for example, on customer service or teamwork (Jackson et al., 2014). Different levels can be distinguished within HR systems: HR policies represent an organization’s stated intentions about HR practices that should be implemented, whereas HR practices reflect the actual HR activities (Becker & Gerhart, 1996; Wright & Boswell, 2002). Techniques are methods used within practices, such as assessment centers in selection. One can also structure HR systems by focusing on broader types or subbundles of practices, such as those based on the ability-motivation-opportunity (AMO) model: ability-enhancing practices (e.g., selection, training), motivation-enhancing practices (e.g., performance management, rewards), and opportunity-enhancing practices (e.g., participation, job design; e.g., Jiang, Lepak, Ju, & Baer, 2012). The logic for this level of abstraction is that countless specific HR practices exist that at a broader policy level, form conceptually similar groupings of practices.

Already over a decade ago authors lamented that a precise and consistent definition of HR systems was lacking and that the variability across HR systems in terms of the included practices was considerable (e.g., Lepak et al., 2006). Here we review whether this has changed over time. We examine how systems are labeled and which practices and subbundles they contain to determine how HR systems that are labeled differently can be distinguished from each other and to what extent HR systems that are labeled similarly indeed are similar in terms of the practices they include. Ambiguity regarding the conceptual boundaries of a construct hinders knowledge accumulation, as it may be unclear what we are speaking about when we examine or compare (specific) HR systems (cf. Podsakoff, MacKenzie, & Podsakoff, 2016).

- **The System Element of HR Systems**

The core assumption underlying HR systems research is that the effectiveness of an HR practice depends on the other practices in the system (Delery, 1998). When practices fit into a coherent system (internal/horizontal fit), they reinforce one another and create synergies. When practices do not fit, they may detract from each other’s effects. Thus, HR practices should be examined jointly rather than separately. Practices in a system can relate to one another in different ways. For example, an additive relationship assumes HR practices have independent effects and add up without influencing each other. In contrast, in an interactive relationship, the effectiveness of a practice depends on the presence or level of other practices. Practices may for instance be substitutes or show positive or negative synergies (e.g., Delery, 1998).

Assuming an additive relationship between practices typically implies calculating an HR system score by summing or averaging scores on individual practices into a scale score or index (Delery, 1998). This approach assumes that HRM is best viewed as a consistent system that has most impact if all practices send consistent signals about the organization’s underlying intentions (Bowen & Ostroff, 2004). A suggested advantage of an additive index is that it allows for different ways (i.e., different combinations of practices) to achieve a high system score (e.g., Becker & Huselid, 1998). Yet many disagree with the use of additive indices, as these cannot capture the assumed synergies between practices, and advocate using methods that can capture these, such as cluster analysis or interactions (Becker & Gerhart, 1996; Chadwick, 2010). The few studies that compare different analytical techniques to test for synergies show that the different techniques yield different results and represent different underlying ideas about fit

(Chadwick, 2010; Delery & Gupta, 2016). Overall, conceptual approaches to combining differ considerably, and disagreement exists on how to combine HR practices in a system. Knowing how the elements of an HR system interact is important in order to study whether “systems” indeed affect intended outcomes. How much empirical attention different ways of combining practices have received over time is not clear; thus, we review this and analyze trends in the field over time.

- **Study Design and Measurement**

Theory and measurement are inherently linked, and the absence of rigorous study designs and valid measurement can hamper theoretical progress in the field. We thus also review this. We assess who is used as the source to provide information on the HR system. Early research relied mostly on a single (HR) manager to rate the system, which has problems, such as the potentially low reliability of such single-informant designs (e.g., Gerhart, Wright, McMahan, & Snell, 2000). However, even if multiple respondents are used, these sources may not be the most knowledgeable about specific practices or levels. For example, several studies focus on employee perceptions of HR systems (e.g., Den Hartog, Boon, Verburg, & Croon, 2013; Liao, Toya, Lepak, & Hong, 2009), which may not be suited for all research purposes, as employees might not be able to fully evaluate HR systems, especially practices that do not pertain to them personally or intended policies. The HR system may have different meanings at different levels, with different problems associated with each of the levels. Thus, we examine developments over time in the source used to rate the HR system and the levels at which the HR system is theorized and analyzed.

In addition, we review answer scales, as disagreement exists about appropriate rating or answer scales for capturing HR practices (Wright & Gardner, 2003). Answer scales can be more objective, such as the percentage of employees a practice covers, or more subjective, such as Likert-type scales indicating attitudes towards certain practices, and these can reflect different constructs. We assess the examined outcome, which is relevant as, for example, when studies measure how employees feel about the HR system and relate this to attitudinal outcomes, overlap may occur between the HR system and outcome. Also, because HR system theory implicitly assumes that time is important, as HR systems are supposed to influence performance, the field needs study designs that allow testing for relationships over time and cannot rely on cross-sectional designs. Thus, we review whether longitudinal studies are done and what they focus on.

We review (changes in) the item types used to measure HR systems. Item content and wording can direct the respondents’ attention to different aspects of the work environment (e.g., organization or manager), focus on individual experiences (individual referent) or on common experiences in the group (group referent), and describe objective or evaluate subjective characteristics (Klein, Conn, Smith, & Sorra, 2001). Different item types can reflect different underlying conceptual ideas, introduce different biases, and influence the variability between respondents (Klein et al., 2001), which can affect the construct that is actually measured (Clark & Watson, 1995). For example, research on referent-shift models shows that shifting the referent from the individual to the group or vice versa results in two conceptually distinct constructs (Chan, 1998). In general, more objective items tend to yield more agreement among raters than evaluative ones, and individual referents tend to evoke more idiosyncratic responses than group referents, as personal values or interpretations play a larger role in responses. Thus, item wording can alter the meaning of the captured construct and the extent to which respondents are likely to agree. Variation in types of items and their mixed use within one scale may lower validity and accuracy of measurement of HR systems and hamper comparability of results. Below, we present a systematic review focused on all aspects involved in studying HR systems (conceptualization, study design, measurement, and assessing systems) and the developments in this research over time.

Statement of the Problem

For all enterprises need to recruit or replace staff members with the right individuals is essential. Thus, the recruitment becomes an ongoing process. It is necessary to reduce the recruitment cycle time of health care companies to save the cost and time involved in the entire recruitment process. Therefore, this research aims to study on end to end recruitment in all details suggest way of reducing the time and cost involved in the recruitment process. Human resources are the life breadth of knowledge industry. Due to ever growing demand for manpower, the human resource department in any organization faces never ending pressure to attract, retain and motivate the best in the industry. Satisfied employees are true “brand ambassadors” of the organization which shapes its image among the potential employees in the job industry. Employee development and retention plays a pivotal role in the growth of an organization. Human resources are affected by sentiments, encouraged through motivation and can direct and manipulate all physical and tangible assets to help achieve the objectives of an organization.

Every organization irrespective of its nature is made up of people. Utilizing employee's services, developing their skills, motivating them to reach higher levels of performances and ensuring that they continue to maintain their commitment towards the organization are essential in attaining organizational objectives. Organizations which are able to acquire, develop, stimulate and retain outstandingly talented employees are effective and efficient. Human resource thus, plays a vital role either in the success or failure of an organization. In today's competitive business environment, quality and productivity are the two important factors for the survival and growth of any organization. Satisfied employees can facilitate these two factors and thereby help the organization to compete in the market and to withstand the vagaries of market turbulence.

In this WTO era, enterprises not only face competition from rivals within the country but also from multinationals. Liberalization has lifted all the protections, so far provided to the domestic industries. So the survival of the enterprising units is possible only if they are efficient and effective in production and marketing of their products. The profitability and success has become a question mark now-a-days. Only a dedicated, qualified, efficient human resource team can bring success to the organization in this age of high technology. Therefore, human being is considered a most important asset to an organization. Hence, the researcher has undertaken to study the "Human Resource Management in Private Sector Enterprises in Theni District".

- **Methodology:** The research involves more systematic structure of investigation, which usually results in some formal record of procedures and the report of the results.
- **Research Design:** The study is mainly descriptive research designed to know the effect of Human Resource Management practices in private sector enterprises.

Objective of the Study

- To identify the policies and procedures adopted by the Private enterprises in Theni district, regarding recruitment, selection, training, and promotion of the employees.
- To look into the job related factors and disputes.
- To identify the problems and grievances of employees.
- To offer suggestions to solve the problems identified.

Hypothesis

- Experiences of employees did not significantly influence their opinion about major contents of disputes.
- There was no significant difference among employees of varied nature of their jobs in their opinion about major causes of disputes.
- Permanent employees and temporary employees did not differ significantly in their opinion about major causes of disputes.
- Experiences of employees did not significantly influence their opinion about major causes of disputes.

Tools for Data Collection

This study relates to the attitude of Labour and Management towards selection, training, promotion and motivation. Primary and Secondary data has been mainly used. There is mixture of both primary and secondary data in this study. The primary data has been collected with the help of structured interview. The secondary data which consist of basic ideas and relevant concepts of the study were collected from books and websites.

Study Location

This study was conducted with Labour and Management at Theni District.

Sampling

In Theni district, there were 306 working factories, 18 large scale units, 12 medium scale units, 5154 small scale units, 155 cottage units and eight new factories set up as on 2006-2007. Only private sector enterprises were selected for the study.

The numbers of private industrial units in the study area were 5184 of which 30 units belonged to large and medium size and remaining 5154 units were small scale units.

Of the population of 5184 units, 65 units were selected as sample. 15 sample units belonged to the large and medium category representing 50 percent of the population being 30 units. Simple random sampling technique was adopted to choose the 15 sample large and medium scale enterprises.

The population of small scale enterprises was 5154 of which 1 per cent was selected as sample. The stratified random sampling technique was used to select the sample enterprises.

Tools Used for Analysis and Interpretation

The collected data has been presented in the form of tables. For understanding and interpretation the data are further simplified into percentages. The statistical tools like T- test, Chi-square test, Factor analysis, Garrett ranking technique, Analysis of variance and Likert- Scaling technique have been used.

Limitations of the Study

The primary data is subject to personal bias and cannot be relied upon. The sample is taken according to researcher's convenience and hence the sample does not represent the universe. The study is limited to a small area in Theni district and does not cover the whole area. Due to want of Time, entire universe of the study was not covered. Human Resource issues faced by the organization.

Table 1: Written Statement of Personnel Policies

Sl. No.	Written Statement	Large and Medium Scale Enterprises		Small Scale Enterprises	
		Respondents	Percentage	Respondents	Percentage
1	Yes	15	100	30	60
2	No	-	-	20	40
	Total	15	100	50	100

Source: Primary data

From Table No.1 it is seen that in large and medium scale enterprises, 15 (100 per cent) of the employers maintained a written statement of personnel policies and procedures in the organization.

In case of small scale enterprises, 30 (60 per cent) of the employers maintained a written statement of personnel policies and procedures in the organization and 20 (40 per cent) of the respondents did not maintain any written statement of personnel policies and procedures in the organization.

Man-Power Planning

No organization can be successful in the long run without having the right number and the right kind of people doing the right job at the right time. In the words of Stainer,¹ "manpower planning is the strategy for the acquisition, utilization, improvement and preservation of an organisation's human resources. It is aimed at coordinating the requirements for and the availability of different types of employees".

The ultimate purpose of manpower planning is²"to relate future human resources to future enterprise need so as to maximize the future return on investment in human resources".

Table 2: Sources of Recruitment

S. No.	Source	Large and Medium Scale Enterprises		Small Scale Enterprises	
		No. of Respondents	%	No of Respondents	%
1	Dependents of the deceased employee	9	60	30	60
2	Internet	4	27	-	-
3	Campus Recruiting Institutions	2	13	5	10
4	Employment Exchange	2	13	10	20
5	Computer Data Banks	2	13	-	-
6	Casual Application Bank	4	27	10	20

Source: Primary data

Note: Total does not tally with 15 units in large and medium scale enterprises and 50 units in small scale enterprises due to multiple responses.

¹ G. Stainer, *Manpower Planning*, 1971, p.3

² A.F. Sikula, *Personnel Administration and Human Resource Development*, 1978, p.148.

Table 2 shows the sources of recruitment. In case of large and medium scale enterprises 9 (60 per cent) of the employers recruit their employees from the dependents of the deceased employees. In case of small scale enterprises 30 (60 per cent) employers recruit from the dependents of the deceased employees. In the case of large and medium scale enterprises 4 (27 per cent) of the employers recruit their employees through Internet source but in case of small scale enterprises, employers did not recruit the employees through the internet.

Campus recruiting was the source of recruitment for 13 percent and 10 percent of the sample employer respondents of large and medium scale enterprises and small scale enterprises respectively. One of the sources of recruitment was employment exchange for 13 percent and 20 percent of employer respondents of large and medium scale and small scale enterprises respectively. Computer data banks were the source of recruitment for 13 per cent of the employer respondents of large and medium scale enterprises. So far no sample employers of small scale enterprises have computer data banks as a source of recruitment. 27 percent of the sample employer respondents of large and medium scale enterprises and 20 percent of the sample employer respondents of small scale enterprises have used casual application bank as a source of recruitment.

Table 3: Information about the Organization and Job

Sl. No.	Availability of Information	Large and Medium Scale Enterprises		Small Scale Enterprises	
		No of Respondents	Percentage	No of Respondents	Percentage
1	Yes	15	100	50	100
2	No	-	-	-	-
	Total	15	100	50	100

Source: Primary data

Table 3 points out that prospective employees were given adequate and reliable details about the organization and job both in the case of all the large, medium scale enterprises and small scale sample enterprises in Theni District.

Factors Considered for Selection of Employees

Psychological tests are being increasingly used in employee selection. A test is to verify whether some qualities of the individuals differ in their job related traits which can be measured. Tests help to reduce bias in selection by serving as a supplementary screening device. Tests are helpful in better matching of candidate and the job. Tests may also reveal qualifications which remain unexposed in the application form and the interview. Tests are useful when the number of applicants is more in number. Tests will be useful only when they are properly designed and administered.

Table 4: Factors Considered for Selection

Sl. No	Factor	Large and Medium Scale Enterprises		Small Scale Enterprises	
		No. of Respondents	Percentage	No. of Respondents	Percentage
1	Previous Experience	15	100	50	100
2	Performance in written test	2	13	20	40
3	Performance in personal interview	2	13	45	90
4	Recommendation	5	33	15	30

Source: Primary data

Note: Total does not tally with 15 units in large and medium scale enterprises and 50 units in small scale enterprises due to multiple responses.

Table 4 clearly indicates that 100 per cent of both large, medium scale enterprises and small scale enterprises have considered previous experience of the employees while selecting them for jobs. Previous experience of the employee was given weightage during the selection process in the industries surveyed. Employees' performance in written test was considered by 2 (13 per cent) employees of the large, medium scale sample enterprises and 20 (40 per cent) small scale employers. Employees

performance in personal interview was considered by 2 (13 per cent) of the large, medium enterprises and 45 (90 per cent) of the small scale sample enterprises. Recommendations carried by the prospective candidates was also considered by 5 (33 per cent) and 15 (30 per cent) of the large, medium enterprises and small scale enterprises respectively.

Test for Difference of Proportions

When we take two samples from different populations to find out whether there is any significant difference between the proportions of success, we make use of standard error of the difference between proportions by applying the following formula

$$\text{S.E. } (P_1 - P_2) = \sqrt{Pq (1/n_1 + 1/n_2)}$$

Where, p = the pooled estimate of the actual proportion in the population.

$$p = \frac{x_1 + x_2}{n_1 + n_2}$$

where x_1 and x_2 stand for the number of occurrences in the two samples of sizes n_1 and n_2 respectively.

Personality test is not given due weightage in selecting a candidate. There is no significant difference between large medium and small scale enterprises in the weightage provided to personality test while selecting a candidate.

$P_1 = 0.133$	$P_2 = 0.1$
$P = 0.1$	$q = 0.9$
$\text{S.E.} = 0.088$	$Z = 0.375$

Since the calculated value 0.375 is less than the table value 1.96 at 5 per cent significance level, the hypothesis is accepted and thus it can be concluded that there is no significant difference between large, medium and small scale enterprises in the weightage provided to personality test while selecting a candidate.

Communication

“Communication is the process of passing information and understanding from one person to another. It is essentially a bridge of understanding between people. By using this bridge of communication, a person can safely cross the river of misunderstanding that separates all people.”

Hypothesis

H₀: Employers' opinions about effectiveness of official communication do not differ significantly from opinion about effectiveness of rumours and grapevine.

$P_1 = 0.083$	$P_2 = 0.169$
$P = 0.5$	$q = 0.5$
$\text{S.E.} = 0.086$	$Z = 7.609$
Table Value	= 1.96 at 5 per cent level.

Since the calculated value 7.609 is higher than the table value 1.96 at 5 per cent significance level, the researcher did not accept the hypothesis and it can be concluded that the opinion of official communication differs significantly from the opinion about effectiveness of rumours and grapevine.

Objective of Wage and Salary Administration

Employee compensation is a vital part of human resource management. Wages, salaries and other forms of employee compensation constitute a very large component of operating costs.¹ “One of the biggest factors affecting industrial relations is the salary or wage-the compensation that employee receives for a fair day's work”.

Table-5 shows the objectives of salary and wage administration. Objectives were ranked according to the ranking given by the employer.

¹ IIPM: Op cit; p.222.

Table 5: Objective of Wage and Salary Administration

Sl. No	Objective	Large and Medium Scale Enterprises		Small Scale Enterprises	
		Mean Score	Rank	Mean score	Rank
1	Acquiring qualified competent personnel	174.6	I	679	I
2	Payment according to effort and merit	165.8	II	494	III
3	Retaining the present employees	147.8	III	592	II
4	Promoting organization feasibility	137.6	IV	446	IV
5	Securing internal and external equity	115.2	V	255	V

Source: Computed data

Table -5 reveals that the highest score was given the objective viz., to acquiring qualified competent personnel (174.6) in large, medium and in small scale enterprises as well. The score was (679). Payment according to effort and merit of the employees came second in the case of large and medium scale enterprises. It ranked third in case of small scale enterprises. Retaining the present employees ranked third in large and medium scale enterprises, but it ranked second in the case of small scale enterprises. Promoting organization feasibility and securing internal and external equity were ranked fourth and fifth respectively in both enterprises.

Factors Affecting Wage and Salary Levels

Employee compensation is a vital part of human resource management. Wages, salaries and other forms of employee compensation constitute a very large component of operating costs. One of the biggest factors affecting industrial relations is the salary or wage-the compensation an employee receives for a fair day's work.

Table 6: Factors Affecting Wage and Salary Levels

Sl. No	Factor	Large and Medium Scale Enterprises		Small Scale Enterprises	
		Mean Score	Rank	Mean score	Rank
1	Productivity	198.6	I	575	III
2	Cost of living	156.2	II	306	V
3	Firm's ability to pay	139.8	III	613	I
4	Government legislation	134.0	IV	385	IV
5	Remuneration in comparable industries	112.4	V	591	II

Source: computed data

From Table - 6 it is seen that the highest total scores were awarded to the "productivity" in case of large and medium scale enterprises, but it ranked third in case of small scale enterprises. 'Cost of living (156.2), 'Firm's ability to pay' (139.8), 'Government legislation' (134.0), 'Remuneration in comparable industries' (112.4) were ranked second, third, fourth and fifth factors in case of large and medium scale enterprises. But in case of small scale enterprises 'Remuneration in comparable industries' (591), 'Productivity'(575), 'Government legislation' (385), 'cost of living' (306) had been ranked as second, third, fourth and fifth factors respectively.

Sources of Grievances

The employee respondents of small scale units were asked to rank the sources of grievances faced by them. The data were analyzed in table 5.35.

Table 7: Sources of Grievances of Small Scale Units

Sl. No.	Grievance	Score	Rank
1	Wage / Salary Benefits	5464	I
2	Transfer and Promotion	4986	II
3	Conditions of Work	4326	III
4	Supervisor's Attitude	3387	IV
5	Conflict between Workers	3368	V
6	Suspension and Termination	3231	VI

Source: Computed data

From Table -7 it is seen that the highest total scores were awarded to the sources of grievances of "Wage and Salary Benefits" (5464). The statement "Transfer and promotion" (4986), "Conditions of work" (4326), "Supervisor's attitude" (3387), "Conflict between Workers" (3368), "Suspension and Termination" (3231) had been ranked as the second, third, fourth, fifth and sixth sources of grievances respectively by the employees.

Rotated Factor Matrix with Commonalities

Sl. No.	Variable	Factor 1	Factor 2	Factor 3	Factor 4	Commonalities
1	Workers participation in management is in practice	.85065	.01628	.00810	.31789	.825
2	Attitude of management towards workers is good	.83907	-.16764	.13510	-.03411	.752
3	Workers are interested to work	.76277	.27636	.18967	-.01337	.694
4	Monitory motivation is in practice	.13170	.78170	.01079	-.16299	.655
5	Grievance redressal machinery is functioning well	-.04546	.74486	-.22307	-.10442	.618
6	Non-monitory motivation is in practice	-.37518	.73230	.16956	.32841	.814
7	Industrial relations in Enterprise is good	.07528	.62707	.05105	.3126	.414
8	There are no disputes between workers and management	-.02284	-.22289	.87162	.24811	.871
9	Organizational climate is cordial	.19954	.27455	.78218	.13435	.745
10	Disputes are settled immediately	.53206	-.12423	.67546	-.31014	.856
11	Management is sympathetic to the grievances of workers	.14671	-.01218	.17942	.92905	.917
	Eigen value	3.09600	2.35731	1.61324	1.09417	
	Percentage of variance.	28.1	21.4	14.7	9.9	

Source: Computed data

To interpret the factor matrix, it is essential to examine the factor loadings of the individual variables and then to give meaning to those variables, which have a high loading on an individual factor. Four opinions which have very high factor loadings (value above 0.4) are selected for discussion. The value 0.4 is taken as the cut off point because a opinion, should be able to explain at least 40 percent of the variance. The selected factors and opinions with factor loading are shown vide Table 7

Disputes and Nature of Business in Large and Medium Scale Enterprises

Sl. No	Major Dispute	Mean Score in Nature of Business			F. Ratio	Table value at 5 % level	Results
		Textiles	Food products	Wood & paper products			
1	Wages	4.0167	4.0000	4.1000	0.6624	2.99	Insignifi-cant
2	Work Load	3.7083	3.9000	3.3000	23.4399	2.99	Significant
3	Poor Working Conditions	3.6417	4.000	3.2000	56.5037	2.99	Significant
4	Work-out Machinery	3.1650	3.9500	2.9000	119.5247	2.99	Significant
5	Political Interference	3.4750	3.8500	3.0000	62.1120	2.99	Significant
6	Retrenchment	3.6667	3.7500	3.3000	18.0168	2.99	Significant
7	Bonus	3.3000	3.8500	3.5000	47.2939	2.99	Significant
8	Absenteeism	2.9833	3.6500	2.9000	50.4666	2.99	Significant
9	Personal Conflict	3.2167	3.6000	3.0000	27.5356	2.99	Significant
10	Poor Welfare Facilities	2.8667	3.5000	3.0000	29.1726	2.99	Significant

Source: Calculated data

Table - 8 clearly indicates that there was significant difference among employees of varied nature of business in their opinion about the major contents of disputes except the content wages. It was inferred that opinion about major content of dispute varies with the nature of business.

Major Causes of Disputes and Nature of Employment

In order to find out the association between major content for disputes in large scale and medium scale enterprises with years of experience, the one way analysis of variance has been executed. The results are shown vide Table -9.

Table 9: Disputes and Nature of Employment in Large and Medium Scale Enterprises

Sl. No.	Major Dispute	Mean Score in Nature of Employment		F. Ratio Analysis	Table value at 5% level	Result
		Temporary	Permanent			
1	Wages	3.8750	4.0727	21.0034	3.84	Significant
2	Work Load	3.5500	3.7636	25.7928	3.84	Significant
3	Poor Working Conditions	3.6000	3.6818	4.6350	3.84	Significant
4	Work-out Machinery	2.9250	3.3818	116.4587	3.84	Significant
5	Political Interference	3.2500	3.5818	77.7032	3.84	Significant
6	Retrenchment	3.8000	3.6000	28.9088	3.84	Significant
7	Bonus	3.4000	3.3818	0.1622	3.84	Insignificant
8	Absenteeism	2.4250	3.3000	327.0239	3.84	Significant
9	Personal Conflict	3.2250	3.2636	0.7262	3.84	Insignificant
10	Poor Welfare Facilities	3.2000	2.8727	26.0574	3.84	Significant

Source: Calculated data

The table shows that there was significant difference in opinion about major contents of dispute between the temporary and permanent employees except the bonus and personal conflict issues. It was summated that the opinion about major contents of dispute varies with the nature of employment of the employee.

Major Issues for Disputes and Experience

In order to find out the association between major disputes in large scale and medium scale enterprises with nature of employment, the one way analysis of variance has been put to use. The results are shown vide Table 6.8.

Table 10: Disputes and Experience in Large and Medium Scale Enterprises

Sl. No.	Major Issues for Disputes	Mean Score in Experience				F. Ratio	Table value at 5% level	Result
		Up to two years	2-5 years	5-10 years	Above 10 years			
1	Wages	4.4222	3.9375	4.1212	3.8000	15.3108	2.605	Significant
2	Work Load	3.9630	3.6375	3.5758	4.0000	23.6569	2.605	Significant
3	Poor Working Conditions	4.0000	3.5625	3.5152	4.0000	49.3251	2.605	Significant
4	Work-out Machinery	3.5556	3.2125	3.0606	3.5000	27.4467	2.605	Significant
5	Political Interference	3.8519	3.4500	3.3030	3.5000	39.5815	2.605	Significant
6	Retrenchment	3.5185	3.5875	3.7273	4.3000	45.6706	2.605	Significant
7	Bonus	3.3704	3.3375	3.3939	3.8000	10.8693	2.605	Significant
8	Absenteeism	3.8519	2.8125	2.8485	3.7000	139.4920	2.605	Significant
9	Personal Conflict	3.6296	3.1000	3.0909	4.0000	77.4534	2.605	Significant
10	Poor Welfare Facilities	3.1481	2.8250	2.7273	4.3000	68.3715	2.605	Significant

Source: Calculated data

Table indicates that opinion about major contents of disputes was influenced by the experience of the employees. There was a significant difference in opinion about major contents of disputes among employees of varied experience in case of large and medium scale enterprises.

Major Causes for Disputes and Nature of Business

In order to find out the association between major causes for disputes in large scale and medium scale enterprises with nature of business, the one way analysis of variance has been attempted. The results are shown vide Table

Workers must be educated about the benefits of trade union movement and must be encouraged to establish and join the trade unions to establish their rights. Promotion policy should be well defined and kept transparent. Promotion policy will serve as a motivating factor for skill development and improved performance only made known to the employees.

Training opportunity must be extended to all the employees of the organization.

The HRM policy must be merit based which may focus on multi skilled and cross training that enables the human resources equipped with necessary and innovative skills, knowledge and technologies.

Liberalization has opened up several opportunities for organizational growth as well as personal growth. The human resource development policies must aim at integrating personal development of the individual with that of organization plan so that both organization and individuals gain. The need of the hour is to align the human resources to the organizational needs and strategies.

To-days market situation, besides the skill development call for change in the mindset, attitude and behaviour of the employees. Therefore sufficient provision should be made before adopting new strategies to bring about the required changes in mindset and attitude in the employees and creating knowledge workers to align with organizations goal.

Proper employee assistance programmes should be defined considering the organizational and individual development. The human resource department should develop systems and process so that ideas are continuously generated and reach the top management.

Findings

- Written statements of personnel policies and procedures were maintained in all the sample large, medium and majority of small scale enterprises. Employers had assessed their manpower requirement well in advance.
- Employers had depended on both internal and external sources for recruitment. Dependents of the deceased employees were chosen on humanitarian grounds by majority of the employer respondents.
- Experience possessed by employees was given weightage in the selection procedure, apart from considering performance in written test and personal interview. But majority of employees thought that performance in personal interview fetched them the job. Various types of tests were administered to the employees to select the apt person for the job. But only 13 per cent and 10 per cent of the employees of large, medium and small scale enterprises respectively were administered the personality test. It was observed that there was no significant difference between large, medium scale enterprises and small scale enterprises in this regard.
- Majority of the employer respondents had appointed recruits only on probation. Analysis of employer's opinion about the reasonableness and cost effectiveness of selection procedure was made. It was found that there was significant difference on this aspect between large, medium scale and small scale enterprises

Conclusion

The success of management practices lies in empowering employees in the organization. The employees should be trustworthy and should be ready to serve the organization best with all their potentials. The organization should also take note of these aspects. Responsibility and authority should be delegated and the management should act as a partner with the employees. Petty mistakes committed by the employees or subordinates are to be tolerated and the tolerance should be demonstrated through deeds and words. Information should be shared with the subordinates and they may be allowed to work with sufficient information. Team work concept may be encouraged. If the modern human resource concepts are taken into account by the managements, personnel management practices will grow to excellence with full labour satisfaction.

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