



## "Employees' Perception on Human Resource Practices in Select Paper Industries in Tamil Nadu with Reference To Tamilnadu News Print Ltd and Seshasayee Paper and Boards Ltd"

### KEYWORDS

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**ABSTRACT** *In this study, an attempt has been made to identify the factors that influence on the HR Practices by the employees who are working in SPB Ltd and TNPL. For this purpose, a field survey method was employed to collect first hand information from 170 sample respondents from SPB and 172 respondents from TNPL. The respondents have been chosen randomly from the different departments of the companies. The level of satisfaction towards HR practices perceived by the selected sample respondents in their job is considered as a dependent variable. The Independent variables selected for the study are Present Position, Educational Qualification, Age, Experience and Working Department. The data were analyzed by using simple statistical tools like Percentage, Average, Range, Standard Deviation, Two-way tables, Chi-Square test, Anova and Multiple Regression. It was found that the HR practices followed by both SPB Ltd and TNPL are highly satisfied by the majority of the employees working in the organisation. Hence, the new and advanced techniques of HR should be carried out by the management of SPB Ltd and TNPL to improve the efficiency and productivity of the organisation.*

### INTRODUCTION

Human resources are knowledge, skills, creative abilities, talents and attitudes obtained in the population; whereas from the viewpoint of the individual enterprise, they represent the total of the inherent abilities, acquired knowledge and skills as exemplified in the talents and aptitude of its employees. The human aspect of organizations has become very important over the years. HR stresses on the motivation of employees by providing them various financial and non-financial incentives. Effective management of human resources promotes teamwork and team spirit among employees.

Every business is made up of people and its human resources. An organisation is nothing without human resources. Human resource management is about managing these people effectively. It is aimed at achieving business objectives through the best use of an organisation's human resources. Effective management of human resources is vital in all types and sizes of organisations. An organization may be attractive and potentially profitable. It cannot be successful unless there are men who can mobilize, organize and harness resources. Companies have considerable life; it is too easy to criticize the managers of the long years. But today the need of the hour is the proper HR strategy and implementation, so that individuals will stress the organization towards prosperity and growth.

### STATEMENT OF THE PROBLEM

Human Resource Management though a new nomenclature as a field of study in today's context existed in some form with the evolution of human organizations even some 5000 years back through various institutions and system such as Ashramavyavastha, Purusharthas, Joint Family etc., These systems slowly disappeared from India on account of foreign invasions and alien rule for several centuries. India is a big democratic nation in the resources.

India has the largest number of engineer's technicians, doctors, lawyers and other professionals. The investment made both in public and private sector units and all organization should field decent returns. This demands not only advanced technology but also efficient human resource with skills, knowledge, right attitude and devotion to accomplish the objectives in the optimal manner. It highlights the importance and the significance of HR in India, which has to play a vital

role in correcting the situation. The managers in India are quite alive to the aspect of HR. Accordingly, the importance has been given, with hiring, motivating and maintaining people in an organization. It focuses on human resources and improving their capabilities for development with quality.

HR also gained importance from the collective efforts of the National productivity council, when the different organizations use the concept of strategic Human Resource Management as the key element for improving their business. For the study, TNPL in Karur District and SPB Ltd., in Namakkal District are selected by the researcher to study about the existing HR practice in such industries because there will be a greater scope for an improvement in the Human Resources Management practices in TNPL and SPB Ltd. Hence, an attempt has been made by the researcher to study employee's perception on the HR practices in TNPL and SPB Ltd in Tamil Nadu.

### SCOPE OF THE STUDY

It involves continuous improvement of employee's capabilities of the resources. Without HR, no organisation will function efficiently. In order to be the effective organisation, every manufacturing industry needs competitive people. Every organization wants to develop diversity, renew and change, improve which require efficient employees. So the competencies and capabilities of the employees can be developed through effective HR Techniques, i.e., training and development, promotion, performance appraisal, counseling and various incentive schemes etc. so this study aims at finding out the effectiveness of HR practices followed in both the TNPL and SPB Ltd industries on the basis of employee's views and perception. There are only two major paper industries in Tamil Nadu i.e., TNPL and SPB Ltd. The other industries, which are medium and smaller in size, which are listed below. So such industries are excluded from the study.

1. Amaravathi Sri Venkatesa Paper Mills Ltd., Chennai.
2. CN Paper Industries, Chennai.
3. Cholan Paper & Board Mills Ltd., Chennai.
4. Dharmapuri Paper Mills Ltd., Chennai.
5. Blue Seas Paper Pvt. Ltd., Coimbatore.
6. BVV Paper Inds (P) Ltd., Coimbatore.
7. Sri Vari Paper Pvt Ltd., Coimbatore.
8. Sri Kasthuri Note Books, Coimbatore.

There is a high competitive paper market for these two paper industries i.e. TNPL and SPB Ltd in Tamil Nadu than other small paper industries. So the researcher has chosen only these two major paper industries for the study because these two industries are producing large quantity of paper and paper products which are of high quality.

## REVIEW OF LITERATURE

The related previous studies are given below: Arvindrai Desai<sup>1</sup> (1990) in his study, "An empirical study of relation of job involvements to job satisfaction of supervisory and non-supervisory staff in textile mills" revealed that the job variables of challenge and authority were strongly related to job satisfaction changes of rising in organisational hierarchy was related strongly to job satisfaction in their job involvement. Charumathi . B<sup>2</sup> (1994) conducted a comparative study on HRD in select public Sector and Private Sector Bank in Tamil Nadu in 1994. She has analysed Indian Bank and Indian Overseas Bank in Public Sector and Lakshmi Vilas Bank and Karur Vysya Bank in Private Sector. She found that the HR tasks relating to Supporting of Unions and associations are adequately performed in both the group of banks. Joshi and Sharma<sup>3</sup> (1997) conducted an investigation "Determinants of managerial satisfaction in a private organisation" which revealed that co-textual factors do have major role to play on job satisfaction. Co-textual factors job content training together account for more than half for the variance of job satisfaction. There are 15 variables were found significantly related to job satisfactions, which are scope for advancement.

Mahavir Singh's<sup>4</sup> (1998) conducted research on organisational climate in libraries, have added the objectives to study demographic factors and organisational climate dimension for job involvement among the library professionals. The result showed that, there is no significant relation between age, experience, salary and job involvement. The relationship between job involvement and organisational climate indicated that there is a negative between the two. Sivakumar<sup>5</sup> (1999) in his study on strategies for retaining employees, indicated that providing good environment, introduction of new management concepts, providing better employees benefits, providing intrinsic satisfaction, building model organisation, building cultural fit, avoiding demotivating practices are remain factors to give maximum satisfaction to employees of an organisation.

Gnanasekaran.A<sup>6</sup> (2000) conducted a study on HRD practices in Chennai Port Trust in 2000. Among the other things he found that Employees have accepted the concept of HR in Chennai Port Trust. A systematic HR planning is followed in the Chennai Port Trust. Selvaraj and Muthu Deivakani<sup>7</sup> (2005) "Human resources development in co-operative milk supply society", study reveals that healthy personality and education is a good sign of having job satisfaction. Job satisfaction is an important factor related to variables like job involvement, organisation, commitment, etc. J.Christopher Abele<sup>8</sup> (2006) in this study Jootwords job satisfaction is a central construct in organisational research is important. Theoretical conceptualizations on the determinants of job satisfaction can be divided into satisfaction approaches.

## OBJECTIVES OF THE STUDY

The study is based on the following objectives:

1. To ascertain the influence of present position on the level of satisfaction towards human resource practices.
2. To study the influence of educational qualification of the respondents on level of satisfaction towards human resource practices.
3. To study the relationship between age and level of satisfaction of the respondents with regard to human resource practices.

4. To analyse the influence of working department of the employees on level of satisfaction towards human resource practice.

## RESEARCH METHODOLOGY

### Sampling Technique

Both Primary and Secondary data were used in the study. For collecting primary data, field survey technique was used in the study area i.e., TNPL and SPB Ltd, through the questionnaire. First-hand information pertaining to existing HR practices and level of satisfaction of the selected sample respondent towards HR practices in the study area were collected. For this purpose, one hundred and seventy two respondents from TNPL and one hundred and seventy respondents from SPB Ltd. were selected randomly from the list of employees register roll. While collecting the data through questionnaire, stratified random sampling technique was adopted. So the respondents are classified into three types i.e. worker, staff and middle level executives. Top level executives are excluded from the data collection for the study purpose.

TABLE. 1

TABLE SHOWING CLASSIFICATION OF THE RESPONDENTS FOR DATA COLLECTION

S.No	Respondents	TNPL (10%)	SPB (10%)	TOTAL
1	Workmen	55	56	111
2	Staff	71	73	144
3	Middle level executives	46	41	87
	Total	172	170	342

The primary data were supplemented by enough secondary data. The secondary data pertaining to the study were gathered from books, annual reports, journals etc., were utilized to get the necessary and latest information required for the study. The key aspects of the present research to be studied were identified from the HR concepts, websites, HR journals and some selected books.

### Period of Data Collection:

The primary data were collected by researcher during the period of 6 months that is July 2012 to December 2012.

### Statistical Tools Used

To analyse the employees opinion about the existing HR practices, the data collected from three different kinds of respondents were studied by means of

1. Percentage Analysis,
2. Averages,
3. Ranges and standard Deviation,
4. Two-way Tables,
5. Chi-square Test,
6. ANOVA Test,
7. Multiple Correlation and
8. Multiple Regression.

## LIMITATIONS OF THE STUDY

The study is to subject to the following limitations.

1. The study is confined only to two major paper industries in Tamil Nadu namely Tamil Nadu Newsprint Paper Limited (TNPL) and SPB Ltd., as they represent major contributors to the newsprint and papers production.
2. The study excluded Top Level Executives in both industries from the data collection for the study purpose.
1. There was a bias among the respondents while answering the questionnaire.

In this study, an attempt has been made to identify the factors that influence on the HR Practices by the employees who are working in SPB Ltd and TNPL. For this purpose, a field survey method was employed to collect first hand information from 170 sample respondents from SPB and 172 respondents from TNPL. The respondents have been chosen randomly from the different departments of the companies. The level of satisfaction towards HR practices perceived by the selected sample respondents in their job is considered as a dependent variable. The Independent variables selected for the study are Present Position, Educational Qualification, Age, Experience and Working Department. The data were analyzed by using simple statistical tools like Percentage, Average, Range, Standard Deviation, Two-way tables, Chi-Square test and ANOVA. In addition to that, Multiple Regression and have been used appropriately.

**STATISTICAL ANALYSIS**

**Level of Satisfaction towards HR Practices**

The level of satisfaction among the employees who are working in SPB Ltd and TNPL was measured on their opinion on HR practices. The responses were scored and classified as low, medium and high based on mean and standard deviation.

**TABLE.3 PRESENT POSITION AND LEVEL OF SATISFACTION TOWARDS HR PRACTICES (TWO-WAY TABLE)**

S. No.	Present Position	SPB LTD			Total	TNPL			Total
		Level of Satisfaction				Level of satisfaction			
		Low	Medium	High		Low	Medium	High	
1.	Workmen	19 (33.9%)	28 (50.0%)	9 (16.1%)	56	18 (32.7%)	26 (47.3%)	11 (20.0%)	55
2.	Staff	9 (12.3%)	34 (46.6%)	30 (41.1%)	73	9 (12.7%)	34 (47.9%)	28 (39.4%)	71
3.	Middle Level Executive	9 (22.0%)	26 (63.4%)	6 (14.6%)	41	12 (26.1%)	27 (58.7%)	7 (15.2%)	46
	Total	37	88	45	170	39	87	46	172

Source: Primary Data

**SPB Ltd:** It is clear from the table that the percentage of high level of satisfaction towards HR practices in SPB Ltd was the highest (41.1%) among staff and the same was the lowest (14.6%) among middle level executive respondents. The percentage of medium level of satisfaction towards HR practices was the highest (63.4%) among middle level executive and same was the lowest (46.6%) among staff in SPB Ltd. On the other hand, the percentage of low level of satisfaction is the highest (33.9%) among workmen and the lowest (12.3%) among staff in SPB Ltd.

**TNPL :** In TNPL paper industry, the percentage of level of satisfaction was the highest (39.4%) among staff and the lowest (15.2%) among middle level executive. The percentage of medium level of satisfaction was the highest (58.7%) among middle level executive and the lowest (47.3%) among workmen. Finally, the percentage of low level of satisfaction was the highest (32.7%) among workmen and the lowest (12.7%) among staff in TNPL.

**TABLE.2 LEVEL OF SATISFACTION TOWARDS HR PRACTICES**

S. No.	Category	SPB LTD		TNPL	
		NOR	%	NOR	%
1.	Low	37	21.8	39	22.7
2.	Medium	88	51.8	87	50.6
3.	High	45	26.5	46	26.7
	Total	170	100.0	172	100.0

Source: Primary Data, NOR – Number of Respondents

It is observed from the above table that a majority of the respondents were satisfied at the medium level in SPB Ltd (51.8%) and also in TNPL (50.6%). It is followed by 26.5 percentage of the respondents were highly satisfied in SPB Ltd and 26.7 percentage in TNPL. Finally 21.8 percentages and 22.7 percentages of respondents are satisfied at the low level in SPB Ltd and in TNPL respectively. Hence a majority of employees were satisfied at the medium level 51.8% in SPB Ltd and 50.6% in TNPL.

**Present Position and Level of Satisfaction towards HR Practices**

The following table discussed about the present position of the employees working in SPB Ltd and TNPL paper industries and their level of satisfaction towards HR practices.

**TABLE.4 PRESENT POSITION AND LEVEL OF SATISFACTION TOWARDS HR PRACTICES**

Factor		Calculated $\chi^2$ Value	Table Value	D.F	Remarks
Pre-sent Position	SPB Ltd	18.639	9.488	4	Significant at 5% level
	TNPL	14.135	9.488	4	Significant at 5% level

It is observed from the above table that in both SPB Ltd and TNPL paper industries the calculated chi-square value is greater than the table value and the result is significant at 5% level. Hence the hypothesis, "present position and their level of satisfaction towards HR practices are not associated" does not hold good. From the analysis it is concluded that there is a close relationship between present position and their level of satisfaction.

**Educational Qualification and Level of Satisfaction towards HR Practices**

The following table discussed about the educational quali-

cation of the employees working in SPB Ltd and TNPL paper industries and their level of satisfaction towards HR practices.

**TABLE.5**  
**EDUCATIONAL QUALIFICATION OF THE RESPONDENTS**  
**LEVEL OF SATISFACTION TOWARDS HR PRACTICES**  
**(TWO-WAY TABLE)**

S. No.	Educational Qualification	SPB LTD			Total	TNPL			Total
		Level of Satisfaction				Level of Satisfaction			
		Low	Medium	High		Low	Medium	High	
1.	Professional	6 (17.6%)	23 (67.6%)	5 (14.7%)	34	5 (15.6%)	20 (62.5%)	7 (21.9%)	32
2.	PG	6 (11.5%)	35 (67.3%)	11 (21.2%)	52	7 (13.0%)	33 (61.1%)	14 (25.9%)	54
3.	UG	20 (31.3%)	20 (31.3%)	24 (37.5%)	64	15 (25.0%)	26 (43.3%)	19 (31.7%)	60
4.	Up to 12 <sup>th</sup>	5 (25.0%)	10 (50.0%)	5 (25.0%)	20	12 (46.2%)	8 (30.8%)	6 (23.1%)	26
	Total	37	88	45	170	39	87	46	172

Factor		Calculated $\chi^2$ Value	Table Value	D.F	Remarks
Educational qualification	SPB Ltd	20.095	12.592	6	Significant at 5% level
	TNPL	15.107	12.592	6	Significant at 5% level

It is divulged from the above table that in both SPB Ltd and TNPL paper industries the calculated chi-square value is greater than the table value and the result is significant at 5% level. Hence the hypothesis, "educational qualification of the respondents and their level of satisfaction towards HR practices" does not hold good. From the analysis it is concluded that there is a close relationship between the educa-

tional qualification and their level of satisfaction.

**Age and Level of Satisfaction towards human resource practices**

The following table discussed about the age level of the employees working in SPB Ltd and TNPL paper industries and their level of satisfaction towards HR practices.

**TABLE.6**  
**AGE OF THE RESPONDENTS AND LEVEL OF SATISFACTION TOWARDS HR PRACTICES (TWO-WAY TABLE)**

S. No.	Age	SPB LTD			Total	TNPL			Total
		Level of Satisfaction				Level of satisfaction			
		Low	Medium	High		Low	Medium	High	
1.	Below 25 years	6 (13.6%)	15 (34.1%)	23 (52.3%)	44	8 (21.6%)	14 (37.8%)	15 (40.5%)	37
2.	26-40 years	17 (21.3%)	51 (63.8%)	12 (15.0%)	80	21 (21.6%)	53 (54.6%)	23 (23.7%)	97
3.	Above 40 years	14 (30.4%)	22 (47.8%)	10 (21.7%)	46	10 (26.3%)	20 (52.6%)	8 (21.1%)	38
	Total	37	88	45	170	39	87	46	172

**SPB Ltd:** It is understood from the above table that in SPB Ltd paper industry, the percentage of high level of satisfaction towards HR practices was the highest (52.3%) among the age group of below 25 years respondents and the lowest (15.0%) among the age group 26-40 years respondents. The percentage of medium level of satisfaction towards HR practices was the highest (63.8%) among the age group 26-40 years respondents and the lowest (34.1%) among below 25 years respondents. The percentage of low level of satisfaction towards HR practices in SPB Ltd was the highest (30.4%) among the age group of above 40 years respondents and the lowest (13.6%) among the age group of below 25 years respondents.

**TNPL :** In TNPL paper industry, the percentage of high level of satisfaction was the highest (40.5%) among the respondents of below 25 years and the lowest (21.1%) among the respondents of above 40 years. The percentage of medium level of satisfaction was the highest (54.6%) among the age group of 26-40 years respondents and the lowest (37.8%) among the age group of below 25 years. The percentage of low level of satisfaction is the highest (26.3%) among the age group of above 40 years and the lowest (21.6%) among the age group of below 25 years and also among the age group of 26-40 years respondents in TNPL paper industry.

Factor		Calculated $\chi^2$ Value	Table Value	D.F	Remarks
Age	SPB Ltd	23.379	9.488	4	Significant at 5% level
	TNPL	5.248	9.488	4	Not Significant

It is scrutinized from the above table that in SPB Ltd the calculated chi-square value is greater than the table value and the result is significant at 5% level. Hence the hypothesis, "age of the respondents and their level of satisfaction towards HR practices" does not hold good. From the analysis

it is concluded that there is a close relationship between the age and their level of satisfaction in SPB Ltd. It is witnessed from the table that in TNPL the calculated chi-square value is less than the table value and the result is not significant. Hence the hypothesis, "age of the respondents and their level of satisfaction towards HR practices" holds good. From the analysis it is concluded that there is no close relationship between the age and their level of satisfaction in TNPL.

**Experience and level of satisfaction towards HR practices**

The following table discussed about the experience of the employees working in SPB Ltd and TNPL paper industries and their level of satisfaction towards HR practices.

**TABLE.7**  
**EXPERIENCE OF THE RESPONDENTS AND LEVEL OF SATISFACTION TOWARDS HR PRACTICES (TWO-WAY TABLE)**

S. No.	Experience	SPB LTD			Total	TNPL			Total
		Level of Satisfaction				Level of Satisfaction			
		Low	Medium	High		Low	Medium	High	
1.	Below 10 years	10 (17.2%)	33 (56.9%)	15 (25.9%)	58	7 (15.6%)	27 (60.0%)	11 (24.4%)	45
2.	11-20 years	22 (34.4%)	27 (42.2%)	15 (23.4%)	64	12 (20.0%)	22 (36.7%)	26 (43.3%)	60
3.	Above 20 years	5 (10.4%)	28 (58.3%)	15 (31.3%)	48	20 (29.9%)	38 (56.7%)	9 (13.4%)	67
	Total	37	88	45	170	39	87	46	172

**Source: Primary Data**

**SPB Ltd:** It is understood from the above table that in SPB Ltd paper industry, the percentage of high level of satisfaction towards HR practices was the highest (31.3%) among the respondents of above 20 years of experience and the lowest (23.4%) among the respondents of 11-20 years of experience. The percentage of medium level of satisfaction towards HR practices was the highest (58.3%) among the respondents of above 20 years of experience and the lowest (42.2%) among the respondents of 11-20 years of experience. The percentage of low level of satisfaction towards HR practices in SPB Ltd was the highest (34.4%) among the respondents of 11-20 years of experience and the lowest (10.4%) among the respondents of above 20 years of experience.

the respondents of above 20 years of experience and the lowest (15.6%) among the respondents of below 10 years of experience.

Factor		Calculated $\chi^2$ Value	Table Value	D.F	Remarks
Experience	SPB Ltd	10.535	9.488	4	Significant at 5% level
	TNPL	17.003	9.488	4	Significant at 5% level

It is clear from the above table that in both SPB Ltd and TNPL paper industries the calculated chi-square value is greater than the table value and the result is significant at 5% level. Hence the hypothesis, "experience of the respondents and their level of satisfaction towards HR practices" does not hold good. From the analysis it is concluded that there is a close relationship between the experience and their level of satisfaction.

**Department and level of satisfaction towards HR practices**

The following table discussed about the working department of the employees working in SPB Ltd and TNPL paper industries and their level of satisfaction towards HR practices.

**TABLE.8**  
**DEPARTMENT OF THE RESPONDENTS AND LEVEL OF SATISFACTION TOWARDS HR PRACTICES (TWO-WAY TABLE)**

S. No.	Department	SPB LTD			Total	TNPL			Total
		Level of Satisfaction				Level of satisfaction			
		Low	Medium	High		Low	Medium	High	
1.	Production	17 (29.3%)	37 (63.8%)	4 (6.9%)	58	12 (21.1)	37 (64.9)	8 (14.0)	57
2.	Packaging	4 (13.8%)	16 (55.2%)	9 (31.0%)	29	6 (23.1)	12 (46.2)	8 (30.8)	26
3.	Marketing	5 (15.6%)	19 (59.4%)	8 (25.0%)	32	11 (37.9)	12 (37.9)	7 (24.1)	29
4.	Finance	6 (17.1%)	11 (31.4%)	18 (51.4%)	35	5 (11.9)	22 (52.4)	15 (35.7)	42
5.	Human Resource	5 (31.3%)	5 (31.3%)	6 (37.5%)	16	5 (27.8)	5 (27.8)	8 (44.4)	18
	Total	37	88	45	170	39	87	46	172

**Source : Primary Data**

**SPB Ltd:** It is clear from the above table that in SPB Ltd paper industry, the percentage of high level of satisfaction towards HR practices was the highest (51.4%) in finance department and the lowest (6.9%) in production department. The percentage of medium level of satisfaction towards HR practices was the highest (63.8%) in production department and the lowest (31.3%) in human resource department. The percentage of low level of satisfaction towards HR practices in SPB Ltd was the highest (31.3%) in human resource department and the lowest (13.8%) in packaging department.

**TNPL :** In TNPL paper industry, the percentage of high level of satisfaction towards HR practices was the highest (44.4%) in finance department and the lowest (14.0%) in production department. The percentage of medium level of satisfaction towards HR practices was the highest (64.9%) in production department and the lowest (27.8%) in human resource department. The percentage of low level of satisfaction towards HR practices in TNPL was the highest (37.9%) in marketing department and the lowest (11.9%) in finance department.

Factor		Calculated $\chi^2$ Value	Table Value	D.F	Remarks
Department	SPB Ltd	27.685	15.507	8	Significant at 5% level
	TNPL	17.656	15.507	8	Significant at 5% level

It is implied from the table that in both SPB Ltd and TNPL paper industries the calculated chi-square value is greater than the table value and the result is significant at 5% level. Hence the hypothesis, "department of the respondents and their level of satisfaction towards HR practices" does not hold good. From the analysis it is concluded that there is a close relationship between the department and their level of satisfaction.

**SPB LTD - Multiple Regression Analysis**

In the following analysis, the relationship between the level of satisfaction towards HR practices among the employees of SPB Ltd and five independent factors were studied. It was found that out of five, four factors were closely associated with the level of satisfaction towards HR practices by the selected sample respondents.

**Selected five independent factors are.**

- Present Position
- Educational Qualification
- Age
- Experience
- Working Department

In order to measure the interdependence of independent factors and their level of satisfaction towards HR practices, the results were subjected to multiple regression analysis. The results of multiple regression analysis are shown in table.

**TABLE.8**  
**MULTIPLE REGRESSION ANALYSIS - LEVEL OF SATISFACTION TOWARDS HR PRACTICES IN SPB LTD**

Sl. No.	Variables	Un standardized coefficients		Standardized coefficients	T	Sig.
		B	Std. Error			
	(Constant)	1.787	0.346		5.164	
1	Present Position	0.132	0.038	0.264	3.478	1%
2	Educational Qualification	0.217	0.073	0.210	2.971	1%
3	Age	0.041	0.064	0.043	0.637	NS
4	Experience	0.303	0.059	0.379	5.113	1%
5	Working Department	0.235	0.079	0.243	2.971	1%

R-Value	R <sup>2</sup> -Value	Degree of freedom - V <sub>1</sub>	Degree of freedom - V <sub>2</sub>	F Value	Significance
0.871	0.759	5	169	103.20	1% Level

The multiple linear regression co-efficient (dependent variable) is found to be statistically good fit as R<sup>2</sup> is 0.759. It shows that independent variables contribute about 75.9 per cent of the variation in the level of satisfaction towards HR practices felt by the selected sample respondents and this is statistically significant at 1% and 5% level respectively. The table indicated that the co-efficient of present position, educational qualification, experience and working department are positively associated with the level of satisfaction towards HR practices in SPB Ltd. On the other hand, the co-efficient of age is negatively associated. Further, it indicated that the contribution of present position, educational qualification, experience and working department are statistically significant implying that their level of satisfaction towards HR practices is stronger than the other variable. Thus from the above analysis, the following observation could be made. The level of satisfaction towards HR practices is positively associated with their Present Position, Educational Qualification, Experience and Working Department in the company.

**TNPL LTD - Multiple Regression Analysis**

In the following analysis, the relationship between the level of satisfaction towards HR practices among the employees of TNPL and five independent factors were studied. It was found that out of five, four factors were closely associated with the level of satisfaction towards HR practices by the selected sample respondents.

**Selected five independent factors are.**

- Present Position
- Educational Qualification
- Age
- Experience
- Working Department

In order to measure the interdependence of independent factors and their level of satisfaction towards HR practices in TNPL, the results were subjected to multiple regression analysis. The results of multiple regression analysis are shown in table 1.

**TABLE.9**  
**MULTIPLE REGRESSION ANALYSIS - LEVEL OF SATISFACTION TOWARDS HR PRACTICES IN TNPL**

Sl. No.	Variables	Un standardized coefficients		Standardized coefficients	T	Sig.
		B	Std. Error			
	(Constant)	2.458	0.366		6.717	
1	Present Position	0.249	0.079	0.215	3.162	1%
2	Educational Qualification	0.364	0.056	0.458	6.451	1%
3	Age	0.550	0.085	0.438	6.451	1%
4	Experience	0.152	0.046	0.224	3.326	1%
5	Working Department	-0.014	0.100	-0.010	-0.145	NS

R-Value	R <sup>2</sup> -Value	Degree of freedom - V <sub>1</sub>	Degree of freedom - V <sub>2</sub>	F Value	Significance
0.888	0.789	5	166	124.40	1% Level

The multiple linear regression co-efficient (dependent variable) is found to be statistically good fit as  $R^2$  is 0.789. It shows that independent variables contribute about 78.9 per cent of the variation in the level of satisfaction towards HR practices in TNPL felt by the selected sample respondents and this is statistically significant at 1% and 5% level respectively. The table indicated that the co-efficient of present position, educational qualification, age and experience are positively associated with the level of satisfaction towards HR practices in TNPL. On the other hand, the co-efficient of working department is not associated with the level of satisfaction of employees in TNPL. Further, if indicated that the contribution of present position, educational qualification, age and experience are statistically significant implying that their level of satisfaction towards HR practices is stronger than the other variable. Thus from the above analysis, the following observation could be made. The level of satisfaction towards HR practices in TNPL is positively associated with their Present Position, Educational Qualification, Age and Experience in the study area.

### MAJOR FINDINGS

Findings related to SPB Ltd.

- It is found that out of 56 workmen, only 9 (16.1%) respondents have experienced high level of satisfaction. In the case of staff, out of 73, only 9 (12.3%) respondents have experienced low level of satisfaction. As far as middle level executives are concerned only 6(14.6%) respondents are experienced high level satisfaction with regards to the present position.
- It is found that out of 34 only 5 (14.7%) respondents with professional qualification have had high level of satisfaction. Only 6 (11.5%) respondents with PG qualification have experienced low level of satisfaction out of 52. It is also noted that only 5 (25%) respondents with qualification of higher secondary have had high level of satisfaction.
- It is noted that out of 44, 23(52.3%) respondents with 25 years or less have experienced high level of satisfaction. Out of 80, 51(63.81%) respondents from the age group between 26-40 years have had medium level of satisfaction. Out of 46 respondents with above 40 years, 22 (47.8%) respondents have experienced medium level of satisfaction. Hence, there is significant relationship between the age and their level of satisfaction.
- It is found that 33(56.9%) respondents with 10 years experience have had medium level of satisfaction out of 58. Out of 64 respondents with the experience between 11-20 years, 27 (42.2%) respondents have experienced medium level of satisfaction. Hence, there is significant relationship between experience and level of satisfaction.
- It is noted that out of 58, 37(63.8%) respondents from production department have perceived medium level of satisfaction. In the case of packing department 16 (55.2%) respondents have had medium level of satisfaction out of 29. Around 19 (59.4%) respondents from marketing department have experienced medium level of satisfaction. Majority of the respondents (51.4%) from finance department have perceived high level satisfaction. Only 37.5 percent of respondents from HR department have had high level of satisfaction.

### Findings related to TNPL

- It is found that out of 55, 26 (47.3%) workers have experienced

medium level of satisfaction. Around 34 (47.9%) staff has perceived medium level of satisfaction out of 71. Out of 46, 26(58.7%) middle level executives have had medium level of experience with regards to their present position.

- It is noted that majority of the respondents with professional qualifications (62.5), with PG qualification (43.3%) have experienced minimum level of satisfaction. Hence, there is significant relationship between educational qualification and level of satisfaction.
- It is found that around 41 respondents with high satisfaction are belonged to the age group of 25 years, 55 percent of respondents with medium level of satisfaction are belonged to the age group of 26-40 years and 53 percent of respondents with medium level of satisfaction have belonged to the age of above 40.
- It is observed that 60 percent of respondents with medium level of satisfaction have gained 10 years and below 10 years of experience, 43 percent of respondents with high level of satisfaction have gained 11-20 years and 57 percent of the respondents with medium level of satisfaction have had above 20 years of experience.
- It is found that majority of the respondents from production (65%), packaging (46.2%), Marketing (41.3%) and finance (52.4%) have experienced medium level of satisfaction. In the case of HR department, majority of the respondents (44.4%) have experienced high level of satisfaction.

### SUGGESTIONS

The following suggestions are given by the researcher based on the findings arrived from the study:

- The management should provide training and information sessions to all employees on the topics of values and ethics, occupational health and safety, and harassment in the workplace.
- Both SPB Ltd and TNPL should provide an opportunity to the 3 level categories of employees that is workman, staff and middle level executives to avail the training facility in abroad regularly for improving their efficiency.
- Canteen maintenance committee should be encouraged to function both in SPB Ltd and TNPL for providing hygienic food items to the employees inside the organization.
- Workers participation schemes should be encouraged by the HR manager among the employees, so that there will be an effective motivation among the employees both in SPB Ltd and TNPL.
- Suggestion schemes in both SPB Ltd and TNPL should be enlarged by providing more incentives for valuable suggestions given by the employees.
- The regular and updated work plan should be used for the management of HR function and it should be linked to the overall objectives.
- Efficient and continuous training should be provided to those concerned to ensure consistent understanding of the new HR framework.

### CONCLUSION

HR practices followed by both SPB Ltd and TNPL are highly satisfied by the majority of the employees working in the organisation. Hence, the new and advanced techniques of HR should be carried out by the management of SPB Ltd and TNPL to improve the efficiency and productivity of the organisation.

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