

Employees' Perception on Human Resource Functions in The Select Paper Industries in Tamil Nadu with Special Reference to Tamil Nadu News Print Limited and Seshayee Paper and Board Limited



Commerce

KEYWORDS :

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INTRODUCTION

In an organization, individuals rise to higher position based on their technical skills. They occupy higher position involving greater responsibility and skill, and they spend less and time for technical aspects and problems, but spend more time on the human side of the organization which demands distinct knowledge, abilities and skills that may be absent in them to the extent required. 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. HRM 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 HRM strategy and implementation, so that individuals will stress the organization towards prosperity and growth.

STATEMENT OF THE PROBLEM

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 HRM in India, which has to play a vital role in correcting the situation. The managers in India are quite alive to the aspect of HRM. 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. HRM 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 HRM 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 HRM practices in TNPL and SPB Ltd in Tamil Nadu.

SCOPE OF THE STUDY

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 HRM 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 HRM practices fol-

lowed 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 sizes, are excluded from the study. 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

M.R.R. Nair and T.V. Rao (1990)¹ emphasized on chief executives' views and experiences on HRD. It also dealt with the HRD philosophy, importance, macro level issues, expectations of like managers and workers from HRD, role of HRD managers, dimensions of developing HRM facilitators and programmes. Arvindrai Desai (1990)² 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. M.G. Rao (1993)³ studied the complexities of managing human beings in the present day organisations. The various aspects of HRD in relation to small scale units operating in industrial estates have been presented initially, followed by theoretical presentation on HRM, different aspects of training, organisational development, employee participation, etc. The effects of training and employee developmental activities have also been put to close examination. It also attempted to find how the employee-related activities flourish in various other sectors like urban government, co-operative, informal sector and small scale sector. Miss B. Charumathi (1994)⁴ 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 HRM tasks relating to Supporting of Unions and associations are adequately performed in both the group of banks.

Joshi and Sharma (1997)⁵ 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 (1998)⁶ 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 (1999)⁷ 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 (2000)⁸ 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 HRM in Chennai Port Trust. A systematic HR planning is followed in the Chennai Port Trust. Selvaraj and Muthu Deivakani (2005)⁹, "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.

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 functions.
2. To study about the influence of educational qualification of the respondents on level of satisfaction towards human resource functions.
3. To study the relationship between age and level of satisfaction of the respondents with regards to human resource functions.
4. To analyse the influence of working department of the employees on level of satisfaction towards human resource functions.

RESEARCH METHODOLOGY

Sampling Techniques

The validity of a research depends upon the method of collecting the data and analyzing the same. In the present study extensive uses of both primary and secondary data which were collected systematically. 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 HRM practices and level of satisfaction of the selected sample respondent towards HRM 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

Data Collection

Primary Data: In order to fulfill the above objectives a sample study was undertaken using well-framed questionnaire and got it duly filled in by the employees. Respondents of varying nature were selected based on the important aspects of their present position, educational qualification, age and experience and working department etc. The researcher had conducted preliminary interview (Pilot Study) with some selected respondents. The drafted questionnaire was circulated among some research experts, General Manager, Assistant General Manager (HRM) and research scholars for a critical view with respect to the wording, format, sequence and liking of the questionnaire etc. It was re-drafted in the light of their comments. A structured questionnaire was pre-tested and suitable modifications in the questionnaire were carried out later. The researcher used "close and open" ended questions in the questionnaire to collect the primary data. For the collection of primary data employees are classified into three types based on their position i.e. worker,

staff and middle level executives.

Secondary Data: 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 HRM concepts, websites, HR journals and some selected books.

Discussions and Informal Interviews: In order to know about the general working pattern of the HRM, several rounds of discussions were held with knowledgeable persons in the field. For this purpose, a good report had been established with the leading Managers, Heads, and Supervisors.

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 HRM practices, the data collected from three different kinds of respondents were studied by means of

- a. Percentage Analysis,
- b. Averages,
- c. Ranges and standard Deviation,
- d. Two-way Tables,
- e. ANOVA Test,

POTENTIAL LIMITATIONS OF THE STUDY

The study is to subject to the following limitations

- a. 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.
- b. The study does not include other paper units, as they are very small and medium in size.
- c. The study excluded Top Level Executives in both industries from the data collection for the study purpose.

STATISTICAL ANALYSIS AND INTERPRETATION

In this study an attempt has been made to identify the factors that influence the HRM Functions the employees 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 Ltd and 172 respondents from TNPL. The respondents have been chosen randomly from the different departments of the companies. The data thus collected were arranged into simple tabular form. The level of satisfaction towards HRM functions 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 and ANOVA.

Level of satisfaction towards HRM functions : Anova Test

The level of satisfaction among the employees working in SPB Ltd and TNPL was measured based on their opinion on HRM functions from 15 statements. The responses were scored by Likert's five point scaling technique like 5 for Strongly Agree, 4 for Agree, 3 for Neither agree nor disagree, 2 for disagree and 1 for Strongly disagree. The level of satisfaction was classified as low, medium and high based on mean and standard deviation.

TABLE NO. 2 PRESENT POSITION AND LEVEL OF SATISFACTION TOWARDS HRM FUNCTIONS

S. No.	Present Position	SPB Ltd						TNPL					
		No. of Respondents	%	Average	Range		SD	No. of Respondents	%	Average	Range		SD
					Min	Max					Min	Max	
1.	Workmen	56	32.9	58.3	50	67	4.5	55	32.0	59.2	50	67	4.2
2.	Staff	73	42.9	58.2	51	66	4.5	71	41.3	59.0	51	66	4.3
3.	Middle Level Executive	41	24.1	57.2	49	67	5.4	46	26.7	57.1	47	67	5.1
	Total	170	100.0					172	100.0				

Source : Primary Data

SPB Ltd: It is determined from the above table that the respondents who are working as workmen in SPB Ltd and their level of satisfaction towards HRM functions ranges between 50 and 67 with an average level of satisfaction 58.3 and the respondents who are staff and their level of satisfaction towards HRM functions ranges between 51 and 66 with an average level of satisfaction 58.2. The middle level executive respondents and their level of satisfaction range between 49 and 67 with an average level of satisfaction 57.2. Thus, it is concluded that the respondents who are working as workmen have perceived the high level of satisfaction towards HRM functions in SPB Ltd.

TNPL: In TNPL paper industry, the respondents who are working as workmen and their level of satisfaction towards HRM functions ranges between 50 and 67 with an average level of satisfaction 59.2 and the respondents who are working as staff and their level of satisfaction ranges between 51 and 66 with an average level of satisfaction 59.0. The middle level executive respondents and their level of satisfaction range between 47 and 67 with an average level of satisfaction 57.1. Thus, it is witnessed that the respondents who are working as workmen have experienced the high level of satisfaction towards HRM functions in TNPL.

**TABLE NO. 3
PRESENT POSITION AND LEVEL OF SATISFACTION TOWARDS HRM FUNCTIONS (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	10 (17.9%)	29 (51.8%)	17 (30.4%)	56	10 (18.2%)	24 (43.6%)	21 (38.2%)	55
2.	Staff	17 (23.3%)	36 (49.3%)	20 (27.4%)	73	14 (19.7%)	33 (46.5%)	24 (33.8%)	71
3.	Middle Level Executive	13 (31.7%)	16 (39.0%)	12 (29.3%)	41	17 (37.0%)	18 (39.1%)	11 (23.9%)	46
	Total	40	81	49	170	41	75	56	172

Source: Primary Data

SPB Ltd: It is observed from the table that the percentage of high level of satisfaction towards HRM functions in SPB Ltd was the highest (30.4%) among workmen and the same was the lowest (27.4%) among staff. The percentage of medium level of satisfaction towards HRM functions was the highest (51.8%) among workmen and same was the lowest (39.0%) among middle level executive in SPB Ltd. On the other hand, the percentage of low level of satisfaction was the highest (31.7%) among middle level executive and the lowest (17.9%) among workmen in SPB Ltd.

TNPL: In TNPL paper industry, the percentage of high level of satisfaction was the highest (38.2%) among workmen and the lowest (23.9%) among middle level executive. The percentage of medium level of satisfaction was the highest (46.5%) among staff and the lowest (39.1%) among middle level executive. Finally, the percentage of low level of satisfaction was the highest (37.0%) among middle level executive and the lowest (18.2%) among workmen in TNPL.

**TABLE NO. 4
PRESENT POSITION AND LEVEL OF SATISFACTION TOWARDS HRM FUNCTIONS (ANOVA TEST)**

Source	SPB Ltd					TNPL				
	Sum of Squares	Degrees of Freedom	Mean Square	F	S	Sum of Squares	Degrees of Freedom	Mean Square	F	S
Between Groups	1.498	2	0.749	1.328	Not significant	2.990	2	1.495	2.590	Not significant
Within Groups	94.178	167	0.564			97.539	169	.577		
Total	95.676	169				100.529	171			

Source : Primary Data

It is witnessed from the table that in both SPB Ltd and TNPL paper industries the calculated F value is less than the table value and the result is not significant. Hence the hypothesis "present position and their level of satisfaction towards HRM functions are not associated" is accepted. From the analysis it is concluded that there is no significant difference between present position and their level of satisfaction.

EDUCATIONAL QUALIFICATION AND LEVEL OF SATISFACTION TOWARDS HRM FUNCTIONS

The following table discussed about the educational qualification of the employees working in SPB Ltd and TNPL paper industries and their level of satisfaction towards HRM functions.

TABLE NO.5 EDUCATIONAL QUALIFICATION OF THE RESPONDENTS AND LEVEL OF SATISFACTION TOWARDS HRM FUNCTIONS

S. No.	Educational Qualification	SPB Ltd						TNPL					
		No. of Respondents	%	Average	Range		SD	No. of Respondents	%	Ave-Rage	Range		SD
					Min	Max					Min	Max	
1.	Professional	34	20.0	57.5	49	66	4.9	32	18.6	58.3	49	66	4.7
2.	PG	52	30.6	58.9	51	66	4.8	54	31.4	58.8	47	66	4.9
3.	UG	64	37.6	57.2	50	65	4.6	60	34.9	58.1	50	65	4.3
4.	Up to 12 th	20	11.8	58.8	54	67	4.5	26	15.1	59.3	53	67	4.1
	Total	170	100.0					172	100.1				

Source : Primary Data

SPB Ltd: It is understood from the above table that in SPB Ltd paper industry, the respondents are qualified as professional ranges between 49 and 66 with an average level of satisfaction 57.5 and PG level qualified respondents range between 51 and 66 with an average level of satisfaction 58.9. The UG level qualified respondents range between 50 and 65 with an average level of satisfaction 57.2. The respondents are qualified upto 12th standard ranged between 54 and 67 with an average level of satisfaction 58.8. It is noted that PG level of qualified respondents have perceived the high level of satisfaction towards HRM functions in SPB Ltd.

TNPL: In TNPL paper industry, the respondents are qualified as professional ranges between 49 and 66 with an average level of satisfaction of 58.3 and PG level qualified respondents ranges between 47 and 66 with an average level of satisfaction 58.8. The UG level qualified respondents range between 50 and 65 with an average level of satisfaction 58.1. The respondents are qualified upto 12th standard ranges between 53 and 67 with an average level of satisfaction 59.3. Thus, it is studied that Upto 12th standard qualified respondents have experienced the high level of satisfaction towards HRM functions in TNPL.

TABLE NO. 6
EDUCATIONAL QUALIFICATION OF THE RESPONDENTS LEVEL OF SATISFACTION TOWARDS HRM FUNCTIONS (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	9 (26.5%)	13 (38.2%)	12 (35.3%)	34	7 (21.9%)	14 (43.8%)	11 (34.4%)	32
2.	PG	14 (26.9%)	23 (44.2%)	15 (28.8%)	52	13 (24.1%)	23 (42.6%)	18 (33.3%)	54
3.	UG	17 (26.6%)	30 (46.9%)	17 (26.6%)	64	16 (26.7%)	25 (41.7%)	19 (31.7%)	60
4.	Up to 12 th	0	15 (75.0%)	5 (25.0%)	20	5 (19.2%)	13 (50.0%)	8 (30.8%)	26
	Total	40	81	49	170	41	75	56	172

Source : Primary Data

SPB Ltd: It is understood from the table that the percentage of high level of satisfaction towards HRM functions in SPB Ltd was the highest (35.3%) among professional and the lowest (25.0%) among the respondents are qualified upto 12th standard. The percentage of medium level of satisfaction towards HRM functions was the highest (75.0%) among 12th standard qualified respondents and the lowest (38.2%) among professional. The percentage of low level of satisfaction was the highest (26.9%) among PG level respondents and the lowest (26.5%) among professional in SPB Ltd.

TNPL: In TNPL paper industry, the percentage of high level of satisfaction towards HRM functions was the highest (34.4%) among professional and the lowest (30.89%) among 12th standard qualified respondents. The percentage of medium level of satisfaction was the highest (50.0%) among 12th standard qualified respondents and the lowest (41.7%) among UG level qualified respondents. The percentage of low level of satisfaction was the highest (26.7%) among UG level qualified respondents and the lowest (19.2%) among upto 12th standard qualified respondents in TNPL.

TABLE NO. 7
EDUCATIONAL QUALIFICATION OF THE RESPONDENTS AND LEVEL OF SATISFACTION TOWARDS HRM FUNCTIONS (ANOVA TEST)

Source	SPB Ltd					TNPL				
	Sum of Squares	Degrees of Freedom	Mean Square	F	S	Sum of Squares	Degrees of Freedom	Mean Square	F	S
Between Groups	4.640	2	2.320	2.681	Not significant	0.135	2	6.731E-02	.072	Not significant
Within Groups	144.537	167	0.865			158.656	169	.939		
Total	149.176	169				158.791	171			

It is found from the table that in both SPB Ltd and TNPL paper industries the calculated F value is less than the table value and the result is not significant. Hence the hypothesis "educational qualification and their level of satisfaction towards HRM functions are not associated" is accepted. From the analysis it is concluded that there is no significant difference between educational qualification and their level of satisfaction.

AGE AND LEVEL OF SATISFACTION TOWARDS HRM FUNCTIONS

The following table discussed about the different age group of the employees working in SPB Ltd and TNPL paper industries and their level of satisfaction towards HRM functions.

TABLE NO.8
AGE OF THE RESPONDENTS AND LEVEL OF SATISFACTION TOWARDS HRM FUNCTIONS

S. No.	Age	SPB Ltd						TNPL					
		No. of Respondents	%	Average	Range		SD	No. of Respondents	%	Average	Range		SD
					Min	Max					Min	Max	
1.	Below 25 years	44	25.9	57.9	52	66	4.6	37	21.5	59.2	47	66	4.7
2.	26-40 years	80	47.1	58.2	50	67	4.9	97	56.4	58.5	50	67	4.4
3.	Above 40	46	27.1	57.8	49	66	4.6	38	22.1	58.0	49	66	4.6
	Total	170	100.0					172	100.0				

Source : Primary Data

SPB Ltd: It is extrapolated from the table that in SPB Ltd paper industry the respondents who come along with the age group of below 25 years ranges between 52 and 66 with an average level of satisfaction 57.9 and followed by the respondent age group from 26-40 years ranges between 50 and 67 with an average level of satisfaction 58.2. On the other hand, the respondents belong to the age group of above 40 years ranges between 49 and 66 with an average level of satisfaction 57.8. Thus, it is witnessed that the respondents who come along with the age group of 26-40 years have perceived the high level of satisfaction towards HRM functions in SPB Ltd.

TNPL: In TNPL paper industry, the respondents belong to the age group of below 25 years ranges between 47 and 66 with an average level of satisfaction 59.2 and followed by the respondents belong to the age group from 26-40 years ranges between 50 and 67 with an average level of satisfaction 58.5. On the other hand, the respondents belong to the age group of above 40 years ranges between 49 and 66 with an average level of satisfaction 58.0. Thus, it is concluded that the respondents belong to the age group of below 25 years have perceived the high level of satisfaction towards HRM functions.

**TABLE NO. 9
AGE OF THE RESPONDENTS AND LEVEL OF SATISFACTION
TOWARDS HRM FUNCTIONS (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	11 (25.0%)	19 (43.2%)	14 (31.8%)	44	8 (21.6%)	12 (32.4%)	17 (45.9%)	37
2.	26-40 years	20 (25.0%)	32 (40.0%)	28 (35.0%)	80	23 (23.7%)	41 (42.3%)	33 (34.0%)	97
3.	Above 40	9 (19.6%)	30 (65.2%)	7 (15.2%)	46	10 (26.3%)	22 (57.9%)	6 (15.8%)	38
	Total	40	81	49	170	41	75	56	172

Source : Primary Data

SPB Ltd: It is determined from the above table that in SPB Ltd paper industry, the percentage of high level of satisfaction towards HRM functions was the highest (35.0%) among the age group of 26-40 years respondents and the lowest (15.2%) among the age group of above 40 years respondents. The percentage of medium level of satisfaction towards HRM functions was the highest (65.2%) among the age group of above 40 years respondents and the lowest (40.0%) among 26-40 years respondents. The percentage of low level of satisfaction towards HRM functions in SPB Ltd was the highest (25.0%) among the age group of below 25 years and 26-40 years respondents and the lowest (19.6%) among the age group of above 40 years re-

spondents.

TNPL: In TNPL paper industry, the percentage of high level of satisfaction was the highest (45.9%) among the respondents of below 25 years and the lowest (15.8%) among the respondents of above 40 years. The percentage of medium level of satisfaction was the highest (57.9%) among the age group of above 40 years respondents and the lowest (32.4%) among the age group of below 25 years. The percentage of low level of satisfaction was 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 respondents in TNPL.

**TABLE NO. 9
AGE OF THE RESPONDENTS AND LEVEL OF SATISFACTION TOWARDS HRM FUNCTIONS (ANOVA TEST)**

Source	SPB Ltd					TNPL				
	Sum of Squares	Degrees of Freedom	Mean Square	F	S	Sum of Squares	Degrees of Freedom	Mean Square	F	S
Between Groups	2.570	2	1.285	2.455	Not significant	3.586	2	1.793	4.243	Significant at 5% level
Within Groups	87.406	167	0.523			71.408	169	.423		
Total	89.976	169				74.994	171			

SPB Ltd ; It is clear from the table that in SPB Ltd the calculated F value is less than the table value and the result is not significant. Hence the hypothesis "age and their level of satisfaction towards HRM functions are not associated" is accepted. From the analysis it is concluded that there is no significant difference between age and their level of satisfaction.

are not associated" is rejected. From the analysis it is concluded that there is a significant difference between age and their level of satisfaction.

TNPL: In TNPL the calculated F value is greater than the table value and the result is significant at 5% level. Hence the hypothesis "age and their level of satisfaction towards HRM functions

EXPERIENCE AND LEVEL OF SATISFACTION TOWARDS HRM FUNCTIONS

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

TABLE NO. 10 EXPERIENCE OF THE RESPONDENTS AND LEVEL OF SATISFACTION TOWARDS HRM FUNCTIONS

S. No.	Experience	SPB Ltd						TNPL					
		No. of Respondents	%	Average	Range		SD	No. of Respondents	%	Average	Range		SD
					Min	Max					Min	Max	
1.	Below 10 years	58	34.1	58.7	51	67	4.8	45	26.2	59.3	52	67	4.2
2.	11-20 years	64	37.6	57.0	49	67	4.6	60	34.9	57.9	49	67	4.6
3.	Above 20 years	48	28.2	58.4	52	66	4.7	67	39.0	58.7	47	66	4.7
	Total	170	100.0					172	100.0				

Source : Primary Data

SPB Ltd: It is observed from the above table that in SPB Ltd paper industry the respondents are having the experience of below 10 years ranges between 51 and 67 with an average level of satisfaction 58.7 and followed by the respondents are having 11-20 years of experience ranges between 49 and 67 with an average level of satisfaction 57.0. On the other hand, the respondents are having above 20 years of experience ranges between 52 and 66 with an average level of satisfaction 58.4. Thus, it is witnessed that the respondents are having below 10 years of experience have perceived the high level of satisfaction towards HRM functions in SPB Ltd.

TNPL: In TNPL paper industry the respondents are having the experience of below 10 years ranges between 52 and 67 with an average level of satisfaction 59.3 and followed by the respondents are having 11-20 years of experience ranges between 49 and 67 with an average level of satisfaction 57.9. On the other hand, the respondents are having above 20 years of experience ranges between 47 and 66 with an average level of satisfaction 58.7. Thus, it is witnessed that the respondents are having below 10 years of experience have perceived the high level of satisfaction towards HRM functions in TNPL.

TABLE NO. 11
EXPERIENCE OF THE RESPONDENTS AND LEVEL OF SATISFACTION TOWARDS HRM FUNCTIONS (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	13 (22.4%)	23 (39.7%)	22 (37.9%)	58	9 (20.0%)	19 (42.2%)	17 (37.8%)	45
2.	11-20 years	14 (21.9%)	40 (62.5%)	10 (15.6%)	64	15 (25.0%)	32 (53.3%)	13 (21.7%)	60
3.	Above 20 years	13 (27.1%)	18 (37.5%)	17 (35.4%)	48	17 (25.4%)	24 (35.8%)	26 (38.8%)	67
	Total	40	81	49	170	41	75	56	172

SPB Ltd: It is observed from the above table that in SPB Ltd paper industry, the percentage of high level of satisfaction towards HRM functions was the highest (37.9%) among the respondents of 10 years of experience and the lowest (15.6%) among the respondents of 11-20 years of experience. The percentage of medium level of satisfaction towards HRM functions was the highest (62.5%) among the respondents of 11-20 years of experience and the lowest (37.5%) among the respondents of above 20 years of experience. The percentage of low level of satisfaction towards HRM functions in SPB Ltd was the highest (27.1%) among the respondents of above 20 years of experience and the lowest (21.9%) among the respondents of 11-20 years of experience.

TNPL: In TNPL paper industry, the percentage of high level of satisfaction towards HRM functions was the highest (38.8%) among the respondents of above 20 years of experience and the lowest (21.7%) among the respondents of 11-20 years of experience. The percentage of medium level of satisfaction towards HRM functions was the highest (53.3%) among the respondents of 11-20 years of experience and the lowest (35.8%) among the respondents of above 20 years of experience. The percentage of low level of satisfaction towards HRM functions in TNPL was the highest (25.4%) among the respondents of above 20 years of experience and the lowest (20.0%) among the respondents of below 10 years of experience.

TABLE NO. 12
EXPERIENCE OF THE RESPONDENTS AND LEVEL OF SATISFACTION TOWARDS HRM FUNCTIONS (ANOVA TEST)

Source	SPB Ltd					TNPL				
	Sum of Squares	Degrees of Freedom	Mean Square	F	S	Sum of Squares	Degrees of Freedom	Mean Square	F	S
Between Groups	.231	2	0.115	0.183	Not significant	.527	2	.263	.410	Not significant
Within Groups	105.181	167	0.630			108.659	169	.643		
Total	105.412	169				109.186	171			

It is examined from the above table that in both SPB Ltd and TNPL paper industries the calculated F value is less than the table value and the result is not significant. Hence the hypothesis "experience and their level of satisfaction towards HRM functions are not associated" is accepted. From the analysis it is concluded that there is no significant difference between experience and their level of satisfaction.

WORKING DEPARTMENT AND LEVEL OF SATISFACTION TOWARDS HRM FUNCTIONS

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 HRM functions.

TABLE NO. 13
DEPARTMENT OF THE RESPONDENTS AND LEVEL OF SATISFACTION TOWARDS HRM FUNCTIONS

S No.	Department	SPB Ltd						TNPL					
		No. of Respondents	%	Average	Range		SD	No. of Respondents	%	Average	Range		SD
					Min	Max					Min	Max	
1.	Production	58	34.1	58.1	51	67	4.1	57	33.1	58.1	51	67	4.1
2.	Packaging	29	17.1	56.8	50	65	4.9	26	15.1	58.8	50	65	4.3
3.	Marketing	32	18.8	59.9	53	67	4.2	29	16.9	59.4	53	67	4.1
4.	Finance	35	20.6	58.3	49	66	5.6	42	24.4	58.5	47	66	5.6
5.	Human Resource	16	9.4	55.1	51	64	4.0	18	10.5	58.4	51	66	4.5
	Total	170	100.0					172	100.0				

Source : Primary Data

SPB Ltd: It is found from the above table that in SPB Ltd paper industry the respondents are working in production department ranges between 51 and 67 with an average level of satisfaction 58.1 and followed by the respondents are working in packaging department ranges between 50 and 65 with an average level of satisfaction 56.8. The respondents are working in marketing department ranges between 53 and 67 with an average level of satisfaction 59.9 and followed by the respondents are working in finance department ranges between 49 and 66 with an average level of satisfaction 58.3. On the other hand, the respondents are working in human resource department ranges between 51 and 64 with an average level of satisfaction 55.1. Thus, it is witnessed that the respondents are working in marketing department have perceived the high level of satisfaction towards HRM functions in SPB Ltd.

TNPL: In TNPL paper industry the respondents are working in production department ranges between 51 and 67 with an average level of satisfaction 58.1 and followed by the respondents are working in packaging department ranges between 50 and 65 with an average level of satisfaction 58.8. The respondents are working in marketing department ranges between 53 and 67 with an average level of satisfaction 59.4 and followed by the respondents are working in finance department ranges between 47 and 66 with an average level of satisfaction 58.5. On the other hand, the respondents are working in human resource department ranges between 51 and 66 with an average level of satisfaction 58.4. Thus, it is witnessed that the respondents are working in marketing department have perceived the high level of satisfaction towards HRM functions in TNPL.

TABLE NO. 14
DEPARTMENT OF THE RESPONDENTS AND LEVEL OF SATISFACTION TOWARDS HRM FUNCTIONS (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	8 (13.8%)	38 (65.5%)	12 (20.7%)	58	14 (24.6%)	29 (50.9%)	14 (24.6%)	57
2.	Packaging	11 (37.9%)	11 (37.9%)	7 (24.1%)	29	7 (26.9%)	10 (38.5%)	9 (34.6%)	26
3.	Marketing	2 (6.3%)	13 (40.6%)	17 (53.1%)	32	6 (20.7%)	9 (31.0%)	14 (48.3%)	29
4.	Finance	11 (31.4%)	12 (34.3%)	12 (34.3%)	35	10 (23.8%)	19 (45.2%)	13 (31.0%)	42
5.	Human Resource	8 (50.0%)	7 (43.8%)	1 (6.3%)	16	4 (22.2%)	8 (44.4%)	6 (33.3%)	18
	Total	40	81	49	170	41	75	56	172

SPB Ltd: It is derived from the above table that in SPB Ltd paper industry, the percentage of high level of satisfaction towards HRM functions was the highest (53.1%) in marketing department and the lowest (6.3%) in human resource department. The percentage of medium level of satisfaction towards HRM functions was the highest (65.5%) in production department and the lowest (34.3%) in finance department. The percentage of low level of satisfaction towards HRM functions in SPB Ltd was the highest (50.0%) in human resource department and the lowest (6.3%) in marketing department.

TNPL: In TNPL paper industry, the percentage of high level of satisfaction towards HRM functions was the highest (48.3%) in marketing department and the lowest (24.6%) in production department. The percentage of medium level of satisfaction towards HRM functions was the highest (50.9%) in production department and the lowest (31.0%) in marketing department. The percentage of low level of satisfaction towards HRM functions in TNPL was the highest (26.9%) in packaging department and the lowest (20.7%) in marketing department.

TABLE NO. 15
DEPARTMENT OF THE RESPONDENTS AND LEVEL OF SATISFACTION TOWARDS HRM FUNCTIONS (ANOVA TEST)

Source	SPB Ltd					TNPL				
	Sum of Squares	Degrees of Freedom	Mean Square	F	S	Sum of Squares	Degrees of Freedom	Mean Square	F	S
Between Groups	16.048	2	8.024	4.348	Significant at 5% level	1.791	2	.896	0.440	Not significant
Within Groups	308.164	167	1.845			343.860	169	2.035		
Total	324.212	169				345.651	171			

SPB Ltd: It is noted from the above table that in SPB Ltd the calculated F value is greater than the table value and the result is significant at 5% level. Hence the hypothesis "department and their level of satisfaction towards HRM functions are not associated" is rejected. From the analysis it is concluded that there is a significant difference between department and their level of satisfaction.

TNPL : In TNPL the calculated F value is less than the table value and the result is not significant. Hence the hypothesis "department and their level of satisfaction towards HRM functions are not associated" is accepted. From the analysis it is concluded that there is no significant difference between department and their level of satisfaction.

FINDINGS

- It is found from the analysis that among the three categories of the Employees viz., Workmen, Staff and Middle level executives, the workmen cadre of employees have attained high level of satisfaction towards HRM functions in both SPB Ltd and TNPL.
- It is noted from the analysis that PG level of qualified respondents have perceived a high level of satisfaction towards HRM function in SPB Ltd, and those studied that Upto 12th standard respondents experience a high level of satisfaction towards HRM functions in TNPL.
- It is concluded from the analysis that among the three categories of age group respondents, the age group of 26-40 years category of employees have attained high level of satisfaction towards HRM Functions in SPB Ltd and below 25

years age category of the respondents perceived maximum level of satisfaction towards HRM functions in TNPL.

- While in the case of experience, among the three category of experience level viz., below 10 years of experience, 11 to 20 years of experience and above 20 years of experience, the respondents who have below 10 years of experience have perceived high level of satisfaction towards HRM functions both in SPB Ltd and TNPL.
- It is witnessed from the analysis about working department of the employees that among the five category viz., production, packaging, marketing, finance and human resource department, the respondents who work in marketing department have high level of satisfaction towards HRM functions both in SPB and TNPL.

SUGGESTIONS

- The prize amount for incentives schemes in TNPL should be increased.

- The award for suggestion schemes in SPB Ltd is Rs.500 each which should be increased Rs.5000 as given in TNPL.
- Like TNPL more non-financial incentives should be provided by the management of SPB Ltd to its 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.
- Management of the HR Function should develop simple and effective policies and procedures for key HR areas, which would contribute to more effective and efficient performance of employees.

CONCLUSION

Modern HRM functions have been performed by the HR manager to improve the role and responsibility of HR managers in the future. Hence, the new and advanced techniques of HRM 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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