

**A STUDY ON THE EFFECTIVENESS OF HRD PRACTICES IN
STANPACKS (INDIA) LIMITED, CHENNAI**

By

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A PROJECT REPORT

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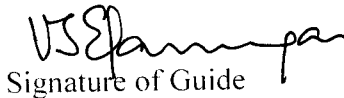
July, 2009

BONAFIDE CERTIFICATE

Certified that the Project report titled “**A Study on the Effectiveness of HRD Practices in Stanpacks (India) Limited, Chennai**” is the bonafide work of Ms. **Pavithra Lakshmi S** who carried out the work under my supervision. Certified further that to the best of my knowledge the work reported herein does not form part of any other project report or dissertation on the basis of which a degree or award was conferred on an earlier occasion on this or any other candidate.



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For **STANPACKS (INDIA) LIMITED.,**

**B SELVARAJ
GENERAL MANAGER (WORKS)**

"IF YOU ARE SATISFIED TELL OTHERS, IF NOT TELL US"

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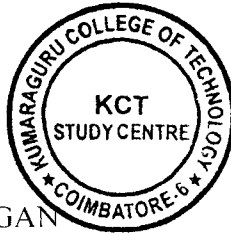

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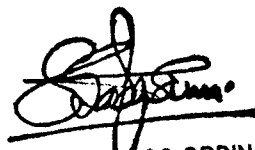
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ABSTRACT

Human Resource Development is the frameworks for helping employees develop their personal and organizational skills, knowledge, and abilities. Human Resource Development includes such opportunities as employee training, employee career development, performance management and development, coaching, succession planning, key employee identification, tuition assistance, and organization development.

This project titled as "A STUDY ON THE EFFECTIVENES OF HRD PRACTICES IN STANPACKS (INDIAN) LIMITED, CHENNAI" was done to examine the effectiveness of the HRD practices existing in the company. Strong emphasis has been laid on the training satisfaction, motivation, team work and employee welfare. The research is related to descriptive research. The participants are the workers and employees of the company. Sampling area is STANPACKS (INDIAN) Ltd Company. It is done using CONVENIENT SAMPLING. In the study, primary data is collected through questionnaires. The study has obtained views from the employees and the findings provide few points to help the managers understand where the employees stand and their understanding level of the HRD practices and the subordinates understanding of the management's expectations.

Suitable recommendations are made for the betterment and the areas of improvement are specified, which in turn can be used by the organization to identify any areas of improvement and result in individual as well as organizational development.

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Great honor and indebt gratitude to the Counselor **Mr.A.SENTHIL KUMAR**, Faculty-Finance, KCT Business School, Kumaraguru College of Technology, Coimbatore and Counselor-MBA Programme, KCT Study Centre, Coimbatore and my inspiring guide **Mr.V.S.Elamurugan** Professor/MBA, who have taken great interest in helping me on and often in the successful pursuit of my project. I am very much fortunate to get such a good guide, who encouraged me constantly with good counsel and helped me to complete the project successfully on time.

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LIST OF ABBREVIATIONS

PP	–	Poly Propylene
HDPE	–	High Density Polyethylene
LDPE	–	Low Density Polyethylene

CHAPTER 1 – INTRODUCTION

1.1 BACK GROUND OF THE STUDY

1.1.1 Company Profile

Stanpacks (Indian) Limited is a member of BLISS GROUP of Companies, a highly successful multi-products, multi-units manufacturing, trading and finance organization. The BLISS Group was promoted by Sri.G.Ramalingaiah in the year 1966.

The company has extended its collaboration agreement with M/s.Bagfilla overseas limited of U.K in 1992, for supply of technical knowledge, manufacturing specification and assembling instruction for continuous basis for manufacturing of filling and discharging machineries. The company is also engaged in the manufacturing of various types of PP/HDPE paper based and Hessian based packaging products like water proof paper, wax paper, Hessian laminated roles. poly coated paper, woven sacks. sandwiched bags and tarpaulins.

The Management team consists of Chairman Sri.G.Sudhakar, Managing Director Sri. Dr.G.V.Chalpathi, Joint Managing Director Sri.G.P.N.Gupta and Sri.G.Muralidhar.

In South India, The BLISS GROUP has three manufacturing units at Bangalore, Nellore and Chennai. Stanpacks (Indian) Limited, Chennai was established in the year 1997 and it is situated in Sholipalayam Village, Sholavaram, Thiruvallur district. The factory is located at a distance about 25 Kms from Chennai and 1.5 Kms from the

Chennai – Calcutta high way. The head office of the company is located at No.46, halls road, Kilpauk, Chennai - 10.

The layout of the factory is very spacious and the environment around the factory is pleasant with a lot of greenery. As it is located nearly to Chennai, the factory enjoys location advantages like procurement of raw materials, availability of man power and transportation of finished goods.

1.1.2 Manufacturing Process

1.1.2.1 Product Profile

Water proof paper

Two layers of paper are bonded with the help of PP by casting process. Normally, these are in the form of rolls of 50 meters or 100 meters each. They are cut into sheets depending upon the customer's requirements and packed in the lots of 100 numbers. Printing is also done wherever necessary.

Wax paper

The paper is dipped into molten wax to give a wax coating. It is rolled and subsequently cut in the form of sheets.

Hessian laminated roles

Hessian is laminated onto paper or polythene with help of bitumen as adhesive by roller coating. It is supplied in the form of rolls of various lengths such as 50 meters, 100 meters depending upon the customer requirements.

Poly coated paper

Paper of various gram mages (usually Kraft paper) is laminated using the lamination machine with PP coating grade process. PP forms a layer on the paper and the thickness can be varied from 25 microns depending upon the material and the end user's requirement.

Woven sacks

PP/HDPE granules are fed into the extruder and it comes out in the form of tapes of varying strength normally ranging from 700 denier to 1900 denier. This is then put into the loom which weaves them into fabric of desired lengths. Printing is done wherever necessary. The bags are then packed with a lot of 100 nos. before dispatch to customers.

Sandwiched bags

HDPE/PP fabric is laminated by extrusion process with the help of PP granules to sack Kraft paper. These are then cut into required sizes and then stitched with PP yarn. The bags may also be sealed at the side instead of stitching by using a tubing machine and stitched at the bottom. The manufacturing process is labor intensive and involves lamination, cutting, stitching, pasting etc depending upon the specification of the customers.

Tarpaulins

PP/HDPE fabric is laminated on both the sides by extrusion process with the help of LDPE/PP coating grade granules and if required, color is added depending on the end users requirements. Various sizes of bags are made as per customer need.

1.1.3 Quality Control

The Quality Assurance Systems of the company are designed to conform to ISO 9001 standards for Manufacturing and Services. To ensure the effectiveness on various functional areas, Internal auditing of quality systems and regular management reviews are done to generate feedback on the improvement aspects and trends of the Company. All leading to enhance production efficiency & customer satisfaction. Every batch of raw material (before usage) is inspected and certified strictly by quality assurance procedure. The workmanship of the final product is tested and approved through regular rotation and batch testing.

1.1.4 Human Resource Development

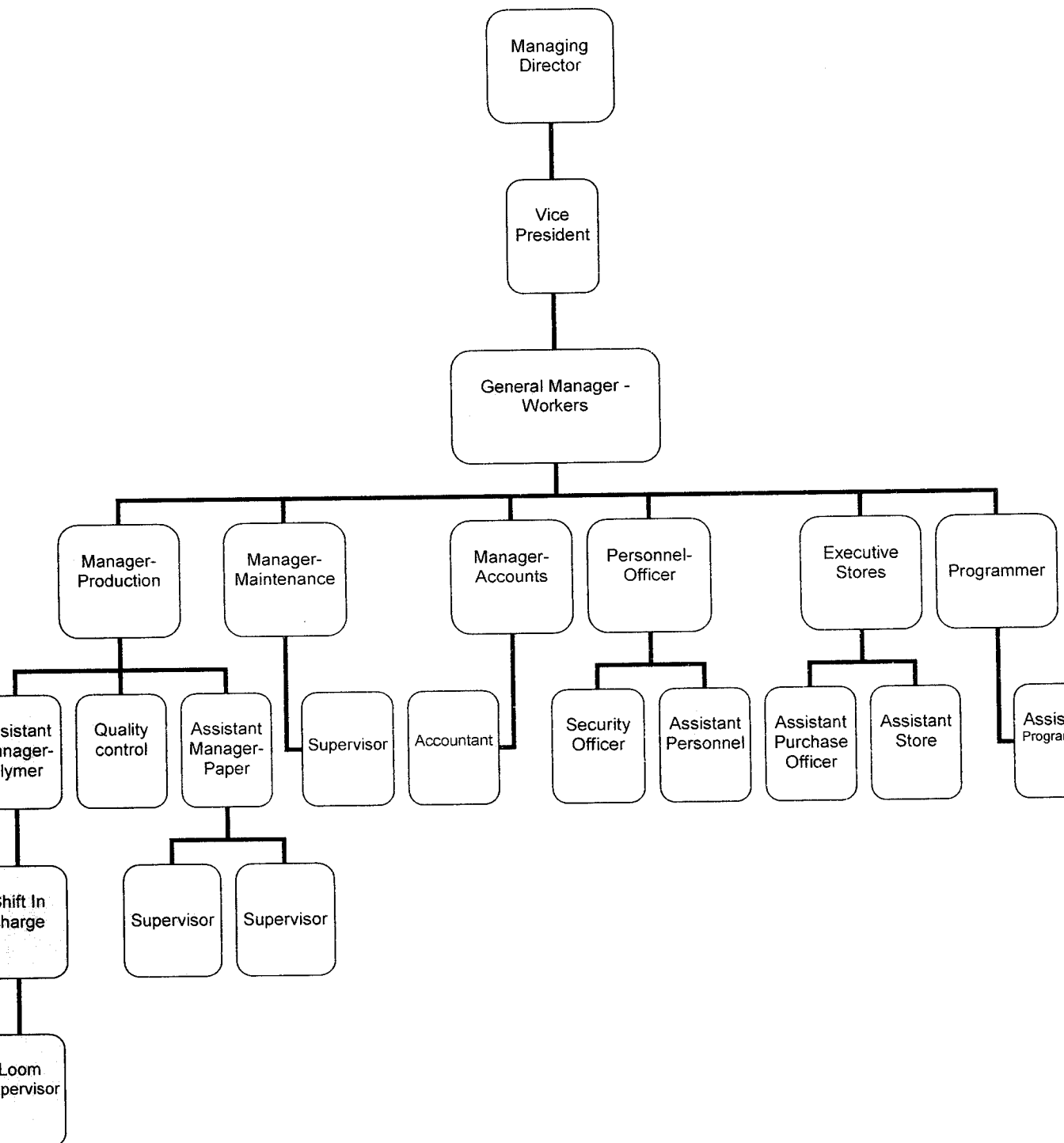
They believe that their most valuable resource is people. Hence Human Resource Development is one of their major focus areas. Huge investments are being made on improving both capability & commitment of employees. Employee's are encouraged (through the Japanese system of KAIZEN) to take initiative in making improvements and to share the same with their colleagues. Thereby, encouraging one and all in the drive towards enhanced efficiency and motivation.

Training needs are identified for each employee and annual calendars are drawn up for internal & external training, implementation of these schedules is monitored at the top management levels. To give greater attention to employees at all level and enable faster decision making, a matrix organization structure has been adopted.

1.1.5 Communication Meeting

As a part of company management activities, company meeting takes place on first week of every month. In the communication meeting, best employee from each department is selected and given stars for their outstanding performance by the President. It is an open forum for the staff and executives of the company, where they put forth their problems, difficulties and grievances to the President of the Company. President addresses the forum mentioning the importance of the company and also answers the questions and grievances of the staff and executives.

1.1.6 Organizational Chart



1.2 PROBLEM IDENTIFIED FOR THE STUDY

This study is intended to identify the effectiveness of HRD practices and analyze whether the existing programs match with the employees development at "STANPACKS (Indian) Limited".

- This project is titled as "A STUDY ON THE EFFECTIVENES OF HRD PRACTICES IN STANPACKS (INDIAN) LIMITED, CHENNAI".
- The main objective of the study is to find out the effectiveness of the HRD practices existing in the company.
- Strong emphasis has been laid on the training satisfaction, motivation, team work and employee welfare.
- The research is related to descriptive research. The participants are the workers and employees of the company.
- Sampling area is STANPACKS (INDIAN) Ltd Company.
- It is done using CONVENIENT SAMPLING.
- In the study primary data is collected through questionnaires.

1.3 NEED FOR THE STUDY

HRD practices have become important for the development of the individuals which leads to the development of the organization. More emphasis has to be made on the training and talent development programs in the organization. If we need to find a way to develop employees in order to become effective contributors to the goals of an organization, we need to have a clear view of what an effective contribution would look like. The use of personal capabilities can be very helpful in describing the way in which an effective employee should operate and behave, as there can be no general prescription of an effective employee.

Effectiveness will differ with organizational context, and on whose perspective we are adopting. The matter of what finally makes an effective employee is a combination of personality, natural capabilities, developed skills, experience and learning. The process of enhancing an employee's present and future effectiveness is called development.

1.4 OBJECTIVE OF THE PROJECT

Primary Objective

1. To study the Effectiveness of the HRD practices in the organization.

Secondary Objectives

1. To identify the HRD practices prevailing in the company.
2. To find awareness of the employees about the available HRD practices.
3. To ascertain satisfaction of employees towards the HRD practices in the company

SCOPE OF THE PROJECT

The study is made to find inter personal relationship between the employees, their career development, training and personal development. This project would be of important for the company in knowing its area to be developed, strengths, opportunities and other influencing factors of its precious employees.

1.5 DELIVERABLES

This study helps the employees to share their views and the management can get a clear view on the satisfaction level of the employees. Suitable recommendations are made for the betterment which in turn can be used by the organization to identify any areas of improvement and in turn result in individual as well as organizational development.

CHAPTER 2 - LITERATURE SURVEY

2.1 REVIEW OF LITERATURE

David McGuire, Maria Cseh¹ explored the views of leading human resource development (HRD) academics regarding five main issues: the disciplinary bases of HRD, the historical milestones in HRD, the constituent components of HRD, the leading contributions in terms of journal articles and books to the development of HRD and the future of HRD. Their findings are Adult learning; systems theory and psychology were identified as the disciplinary bases of HRD. Works by Knowles, Nadler and McLagan were viewed as the leading contributions to the field. Adjusting to changes in work patterns and how work is organized was identified as a key trend influencing the field. Issues of professionalisation and balancing the needs of employees, organizations and society were identified as the key challenges facing the field.

¹ David McGuire, Maria Cseh, "The development of the field of HRD: a Delphi study", Journal: Journal of European Industrial Training (2006) Volume: 30, Issue 8, page (653 - 667), Publisher: Emerald Group Publishing Limited

Yonjoo Cho, Gary N. McLean² have made a study to identify South Korea's successful IT start-ups' HRD practices to determine whether there are steps that must be taken to maintain their HRD expertise for continued growth. The emergent themes resulting from an analysis of the four cases are adjusting to changing markets (globalization), the founder effect, workforce development, organizational culture, and challenges. These case studies show the importance of organizational culture for IT start-ups' continued growth. The fast-growing IT firms should carefully choose HRD practices to manage and develop their talent because these practices may shape the firms' innovative organizational culture, which, in turn, affects the firm's continued growth.

Chien-Chi Tseng, Gary N. McLean³ has explored the relationships among strategic HRD (SHRD) practices and organizational learning; and the relationships among organizational learning and HRD outcomes through a literature review. Their findings are Organizations that learn and develop their SHRD practices have more opportunities to obtain and integrate the nine HRD outcomes in the learning process: organizational mission and goals, top management leadership, environmental scanning, HRD strategies and plans, strategic partnerships with line management, strategic partnerships with HRM, trainers as organizational change consultants, influence corporate culture, and emphasis on individual productivity and participation. The practical implications are instilling more SHRD practices through organizational learning may lead to more desired HRD outcomes.

² Yonjoo Cho, Gary N. McLean, "Successful IT start-ups' HRD practices: four cases in South Korea", Journal: *Journal of European Industrial Training* (2009) Volume: 33, Issue 2, page (125 - 141)
Article type: Research Paper

³ Chien-Chi Tseng, Gary N. McLean, "Strategic HRD practices as key factors in organizational learning". Journal: *Journal of European Industrial Training* (2008) Volume: 32, Issue 6, page (418 - 432)
Article type: Literature review

A Ahad M. Osman-Gani, Akmal S. Hyder⁴ have made a study with increasing interest in overseas business expansion, particularly in the Asia-Pacific region, expatriate management, including repatriation readjustment, has become a critical international human resource development (HRD) issue for multinational enterprises (MNEs). This empirical study therefore aims to investigate the use of HRD interventions relating to training and development for effective readjustment of international managers on repatriation. The study provides valuable insights about repatriation training programmes, training contents, programme duration, delivery modes, and providers of effective training programmes. The findings have significant implications for career development of managers involved in international business operations. This paper discusses readjustment problems of the repatriating managers and suggests how realistic HRD programmes, mainly based on training, can be developed and implemented for retaining international managers. These findings from the dynamic region of Asia will also help in developing appropriate career development programmes.

⁴ A Ahad M. Osman-Gani, Akmal S. Hyder, "Repatriation readjustment of international managers: An empirical analysis of HRD interventions", *Journal: Career Development International* (2008) Volume: 13, Issue 5, page (456-475), Article type: Research Paper

Greg G. Wang⁵ has made a study to analyze a new research topic, national human resource development (NHRD) for neglected but critical components of economics foundation and accumulated international development research and practices. The findings in the paper are: current research on NHRD has not advanced our knowledge in economic development, human development, and human resource development under different cultural contexts; the HRD concept used by economists means human development (HD), the domain of HRD should not be extended to HD and HRD scholars should understand the different meaning of the same terms used in different fields determined by the contextual and historical background of the field; NHRD should be renamed as HRD national policy studies, and should be firmly based on economic foundation and incorporating accumulated knowledge in international development. Otherwise, the idea of NHRD is to reinvent the wheel with much less scholarly rigor. As HRD national policy studies, HRD professionals may contribute economic development by analyzing HRD-related policy implementation and propose policy recommendations by working with existing development communities.

⁵ Greg G. Wang, "National HRD: a new paradigm or reinvention of the wheel?"

Journal: Journal of European Industrial Training (2008) Volume: 32, Issue 4, page (303-316)

Article type: Research Paper

Thomas N. Garavan, John P. Wilson, Christine Cross, Ronan Carbery, Inga Sieben, Andries de Grip, Christer Strandberg, Claire Gubbins, Valerie Shanahan, Carole Hogan, Martin McCracken, Norma Heaton ⁶ have made a study utilizing data from 18 in-depth case studies, this study seeks to explore training, development and human resource development (HRD) practices in European call centres. It aims to argue that the complexity and diversity of training, development and HRD practices is best understood by studying the multilayered contexts within which call centres operate. Call centres operate as open systems and training, development and HRD practices are influenced by environmental, strategic, organizational and temporal conditions. The results indicate that normative models of HRD are not particularly valuable and that training, development and HRD in call centres is emergent and highly complex.

Sooyoung Kim ⁷ has made a study to suggest a conceptual model of formal mentoring as a leadership development initiative including “learning goal orientation”, “mentoring functions”, and “leadership competencies” as key constructs of the model. Formal mentoring could have great potential as a leadership development initiative. A conceptual model of formal mentoring for leadership development could lead HRD professionals to identify and develop learning goal-oriented mentors and protégés. Further, the future direction of research on mentoring in relation to leadership development will be recommended.

⁶Thomas N. Garavan, John P. Wilson, Christine Cross, Ronan Carbery, Inga Sieben, Andries de Grip, Christer Strandberg, Claire Gubbins, Valerie Shanahan, Carole Hogan, Martin McCracken, Norma Heaton, “Mapping the context and practice of training, development and HRD in European call centres”, *Journal of European Industrial Training* (2008) Volume: 32, Issue 8/9, page (612-728), Article type: Research Paper

⁷Sooyoung Kim, “Learning goal orientation, formal mentoring, and leadership competence in HRD: A conceptual model”, *Journal of European Industrial Training* (2007) Volume: 31, Issue 3, page (181-194). Article type: Literature review

Arif Hassan⁸ has made a study whose purpose is: Organizations create mission statements and emphasize core values. Inculcating those values depends on the way employees are treated and nurtured. Therefore, there seems to be a strong relationship between human resource development (HRD) practices and organizational values. The paper aims to empirically examine this relationship. The findings are: HRD practices like potential appraisal and promotion, learning/training; performance guidance and development were positively related to organizational values of collaboration, creativity, quality, delegation, and humane treatment. However, performance appraisal system, career planning, and contextual analysis variables were negatively associated with values such as trust and creativity. Further studies are needed on a larger sample to examine why some HRD practices like performance appraisal, career planning and contextual analysis contributed negatively to organizational values such as trust and creativity.

Sally Sambrook⁹ has made a study whose purpose is to provide clarification of critical human resource development (CHRD), an emerging concept that is complex, ambiguous and lacks clarity. The concept analysis identifies antecedents, attributes and consequences of critical HRD. These include: personal and organizational factors; challenging contemporary practices, exposing assumptions, and emancipation; and more democratic work production, improved (working/learning) relationships; and improved creativity and productivity. This is not without difficulty given the complexity and ambiguity associated with the concept. It has been beyond the scope of this paper to present model and contrary cases of CHRD. Providing clearer operational definitions can assist researchers to investigate and evaluate critical approaches to HRD.

⁸ Arif Hassan, "Human resource development and organizational values", Journal: Journal of European Industrial Training (2007) Volume: 31, Issue 6, page (435-448), Article type: Research Paper

⁹ Sally Sambrook, "Critical HRD: a concept analysis", Journal: Personnel Review (2009) Volume: 38, Issue 1, page (61-73), Article type: Conceptual Paper

Julia Storberg-Walker, Laura L. Bierema ¹⁰ has made a study to analyze the historical development of HRD knowledge. The analysis aims to use the qualitative research technique of text deconstruction on an important management text from the human relations phase of organization theory. Deconstruction is not a common method to HRD. In this paper, HRD scholars interested in how HRD knowledge and theories are created are given this tool to expose implicit assumptions. The deconstruction identified several beliefs that suggest that Roethlisberger was operating from a masculine epistemological perspective. Two clusters of findings emerged: one cluster revolved around the role of the researcher, and the other cluster revolved around the role of gender. Post positivist perspectives on knowledge generation and theory building in HRD are limited. Post-structural analyses need to be considered.

¹⁰ Julia Storberg-Walker, Laura L. Bierema, "An historical analysis of HRD knowledge: A critical review of "The foreman: master and victim of doubletalk" ", Journal: Journal of European Industrial Training (2008) Volume: 32, Issue 6, page (433 - 451), Publisher: Emerald Group Publishing Limited
Article type: Research Paper

CHAPTER 3 - RESEARCH METHODOLOGY

3.1 TYPE OF PROJECT

This study is DESCRIPTIVE in nature. The study on “Effectiveness of HRD Practices”, identifies the major factors for successful HRD Practices implementation and attempts to capture the areas of improvement if any so as to increase and fine tune the benefits of implementing the HRD Practices.

3.2 TARGET RESPONDENTS

The target respondents are the employees of the organization. They are the ones using the HRD Practices. Questionnaire has been designed and the responses from the employees are obtained and analyzed.

3.3 ASSUMPTIONS, CONSTRAINTS AND LIMITATIONS

- This study is limited to the HRD practices of Stanpacks (India) Private Limited and the findings will not be applicable to any other industry or organization.
- The study may not reveal real facts, since it has conducted with small sample size rather than exhaustive survey.
- The respondents (samples) were chosen based upon their availability.
- The staff might not disclose all the details as they may be afraid of their superiors.

3.4 SAMPLING METHODS

Since purposive selection of particular units will be involved, deliberate sampling may be used. Convenient sampling may be used for selecting the samples. A sampling size of 120 respondents will be taken for this research among all the categories of employees.

3.5 DATA PROCESSING

Primary data collected through Questionnaires will be used to carry out this research project. Secondary data collected through magazines, journals, service rules and regulation annual reports etc will be utilized for research to carry out the project report. These processed data would be analyzed using the tools mentioned below.

3.6 TOOLS FOR ANALYSIS

Processed data will be analyzed and interpreted using appropriate tools like Percentage Analysis and Chi Square test.

SPSS is used for analyzing the data collected. The study uses percentage analysis and chi-square test to find out the effectiveness of implementing HRD Practices in Stanpacks (India) Limited, Chennai.

Percentage Analysis

Percentage refers to special kind of ratio; percentages are used for making comparison between two or more series of data. Percentages are used to describe relationships and are used to compare the relative terms which are distributed into two or more series of data.

Formula

$$\text{Percentage} = \frac{\text{Number of respondents for each response}}{\text{Total number of respondents}} * 100$$

Chi Square Test

Chi-Square test is one of the simplest and widely used non-parametric tests in statistical work. The quantity of chi-square describes the magnitude of discrepancy between theory and observations. It enables us to conclude whether more than two population proportions can be equal or not. If we classify a proportion into several categories with respect to two attributes, then they are independent of each other or not.

Formula

$$X^2 = \sum n \frac{(O_i - E_i)^2}{E_i}$$

With Degree of freedom = (n-1) or (r-1)(c-1)

“O_i” refers to the observed frequencies.

“E_i” refers to the expected frequencies.

SPSS

Introduction:

SPSS stands for Statistical Package For Social Science. SPSS provides powerful statistical analysis and data management system in a graphical environment using descriptive analysis menus and simple dialog boxes to do most of the work for us. Most tasks can be done easily by pointing and clicking the mouse.

SPSS FOR WINDOWS:**Data Editor:**

A versatile spread sheet like system for defining, entering, editing and displaying data.

Viewer:

The viewer makes it easy to browse your result, selectively show and hide the output, change display order.

Multidimensional Pilot Table:

The result comes along with multidimensional pilot table. Explore the table by rearranging rows, columns, and layers. Uncover important findings that can get lost in the standard report.

High Resolution Graphics:

High resolution, bulk colour pie charts, bar charts, histograms, scatter plots, 3D graphs and more are included as standard factors in SPSS.

Database Access:

Retrieve information from database by using the database wizard instead of complicated SQL Queries.

Data Transformation:

Transformation of data features help get your data ready for analysis. We can easily subset data, combine categories and aggregate, merge and split.

APPLICATION OF SPSS:

- Tables and graphics
- Descriptive analysis
- Probability distribution
- Forecasting
- Non parametric test

Sampling distribution

Hypothesis testing

Analysis of variance

Regression analysis

Chisquare analysis

CHAPTER 4 - DATA ANALYSIS AND INTERPRETATION

4.1 PROPOSED ANALYSIS AND INTERPRETATION METHODOLOGIES

All that have been presented in this chapter are descriptive and analytical analysis. In this analysis, at the first step, there is condition of sample about their work experience, age, gender and also their opinion regarding the HRD practices in the organization. Then frequency distribution of each option has been explained.

4.2 CALCULATIONS AND DIAGRAMMATIC REPRESENTATION

Analyzing the condition of Respondents sample

A) Frequency table and Bar chart of Age of the respondents

Table 4.1: Distribution of age condition of the respondents

Age (in yrs)	No. of Respondents	Percentage
Less than 25	56	46
26 to 35	24	20
36 to 45	20	16.70
46 to 55	10	8.30
Above 55	10	8.30
Total	120	100

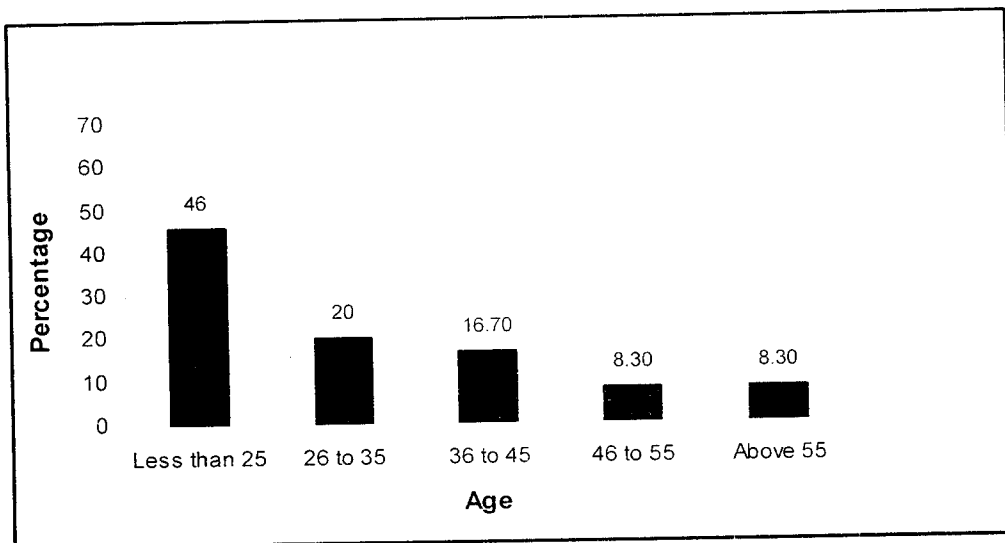


Figure 4.1: Bar chart of age status of the respondents

INFERENCE: According to table 4.1, majority of the people working in the Organization are youngsters whose age is less than 25.

B) Frequency table and Bar chart of Gender of the respondents

Table 4.2: Distribution of Gender of the respondents

Gender	No. of Respondents	Percentage
Male	48	40
Female	72	60
Total	120	100

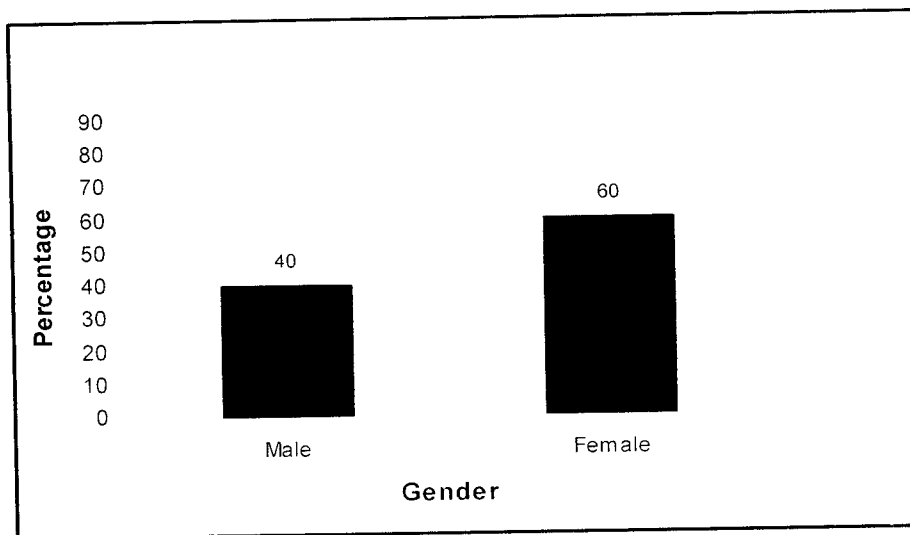


Figure 4.2: Bar chart of Gender of the respondents

INFERENCE: According to table 4.2. 40% of the respondents are Male and 60% of the respondents are Female.

C) Frequency table and Bar chart of Years of Experience of the respondents

Table 4.3: Distribution of Years of Experience of the respondents

Experience (in yrs)	No. of Respondents	Percentage
Less than 1	52	43
2 to 5	36	30
6 to 15	24	20
15 to 20	5	4.50
Above 20	3	2.50
Total	120	100

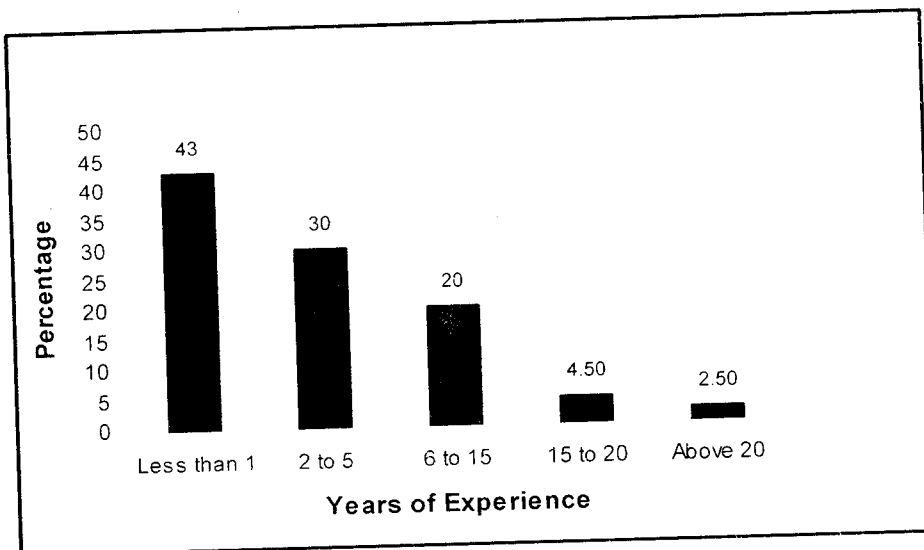


Figure 4.3: Bar chart of Years of Experience of the respondents

INFERENCE: According to table 4.3, 43% of the respondents are below 1 year, 30% of the respondents are between 2 to 5 years, 20% of the respondents are between 6 to 15 years, 4.5% of the respondents are between 15 to 20 years and 2.5% of the respondents are above 20 years.

For the below questions Percentage analysis has been used:

Q6: AWARENESS OF HRD PRACTICES PREVAILING IN THE COMPANY

Table 4.4: Distribution of awareness of HRD Practices prevailing in the Company

Awareness	No. of Respondents	Percentage
Yes	85	70.80
No	35	29.20
Total	120	100

INFERENCE: According to table 4.4, 70.8% of the employees have said that they are aware of the HRD Practices that are prevailing in the organization and the remaining 29.2% of the employees are not aware of the same.

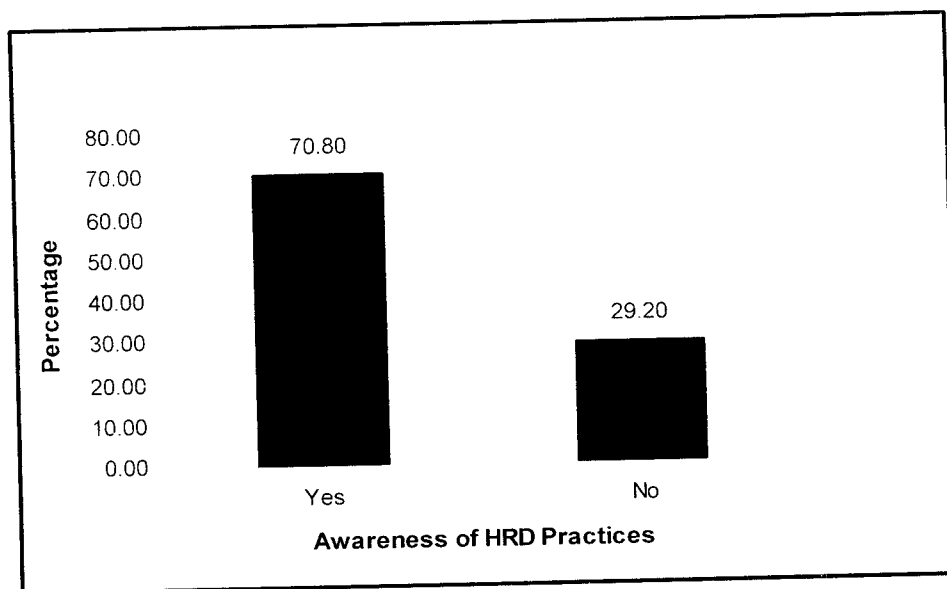


Figure 4.4: Bar chart of awareness of HRD Practices prevailing in the Company

Q7: EFFECTIVENESS OF EXISTING HRD PRACTICES

Table 4.5: Distribution of Effectiveness of HRD Practices

HRD Practices	No. of Respondents	Percentage
Training	38	31.70
Motivation	21	17.50
Team work	25	20.80
Information flow	13	10.80
Other department	23	19.20
Total	120	100

INFERENCE: According to table 4.5, 31.7% of the respondents consider training as effective, 17.5% of the respondents are consider motivation as effective, 20.8% of the respondents consider team work as effective, 10.8% of the respondents consider information flow as effective, 19.2% of the respondents consider other department as effective.

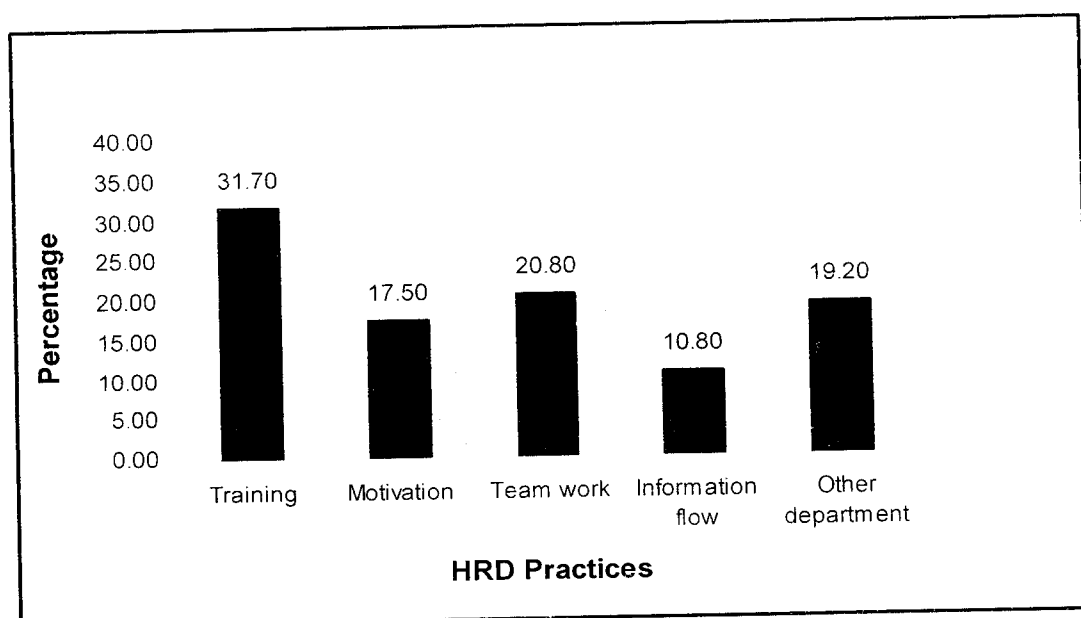


Figure 4.5: Bar chart of Effectiveness of HRD Practices

Q11: HOW FAR PROPER AND EFFECTIVE COMMUNICATION AND MOTIVATION ARE IN THE COMPANY.

Table 4.6: Distribution of effective communication and motivation in the Company

Parameters	No. of Respondents	Percentage
Not up to the mark	17	14.16
Not Bad	22	18.34
Good	44	36.66
Very Good	22	18.34
Excellent	15	12.50
Total	120	100

INFERENCE: According to table 4.6, 14.16% of the respondents say its not up to the mark, 18.34% of them say its not bad. 36.66% of them say its good and the remaining 18.34% of the respondents say its very good.

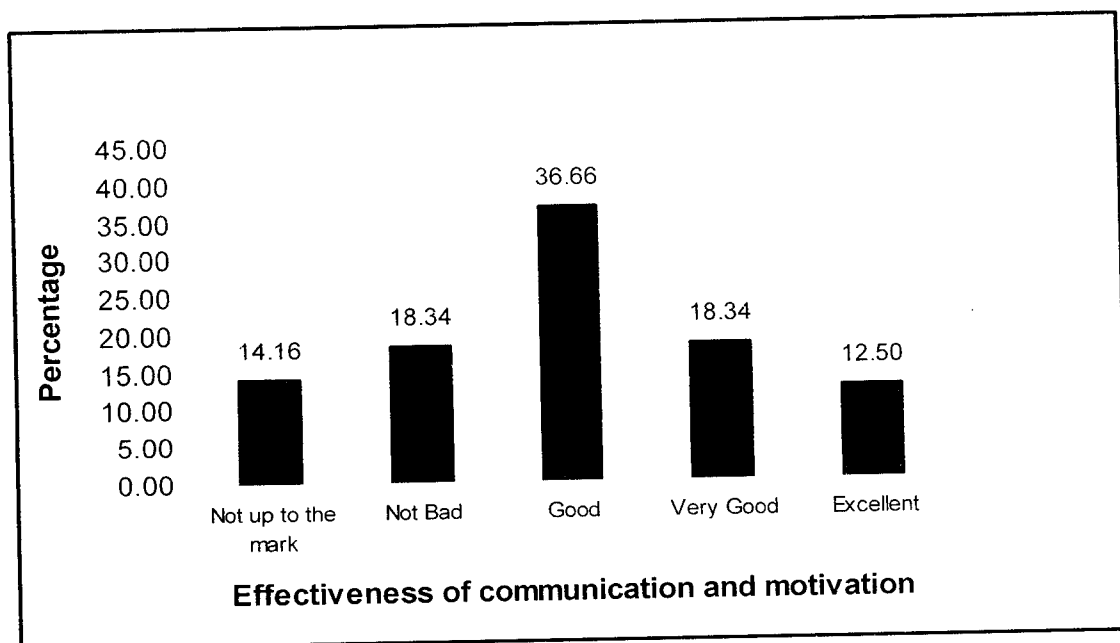


Figure 4.6: Bar chart of effective communication and motivation in the Company

Q12: OPINION ABOUT THE ABILITY OF HIGHER OFFICERS IN GUIDING THE PEOPLE TO COMPLETE THEIR TASK AND FULFILLMENT OF GOALS

Table 4.7: Distribution of opinion about the ability of higher officers in guiding the people to complete their task and fulfillment of goals

Ability	No. of Respondents	Percentage
Initiating New Ideas	47	39.20
Managing Groups	23	19.20
Delegating Duties	15	12.50
Coaching	15	12.50
Training	20	16.60
Total	120	100

INFERENCE: According to table 4.7, 39.2% of the respondents opinion is initiating new ideas, 19.2% of the respondents say's managing group, 12.5% of the respondents say's delegating responsibility, 12.5% of the respondents say's coaching, 16.6% of the respondents say's training.

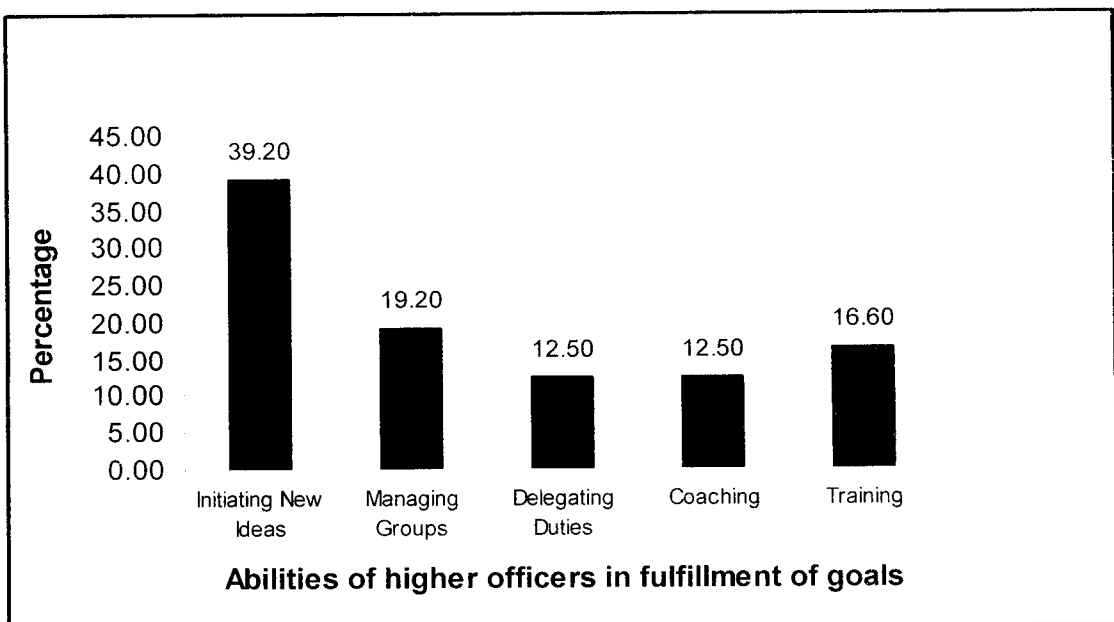


Figure 4.7: Bar chart of Opinion about the ability of higher officers in guiding the people to complete their task and fulfillment of goals

Q13: THE DAY-TO-DAY SKILLS THAT ASSIST IN PROMOTION EFFECTIVE PRODUCTION AND WORK SATISFACTION IN THE COMPANY

Table 4.8: Distribution of skills that promote effective production and work satisfaction

Skills	No. of Respondents	Percentage
Coordination Tasks	55	45.84
Accepting Criticism	22	18.33
Managing Time	15	12.5
Having Customer Focus	18	15
Thinking Positively	10	8.33
Total	120	100

INFERENCE: According to table 4.8, 45.84% of the respondents say coordination tasks is the most important skill to promote effective production and work satisfaction, 18.33% of the respondents say it as accepting criticism, 12.5% of the respondents say's managing time, 15% of the respondents say's having customer focus, and the rest 8.33% of the respondents sticks to the skill thinking positively.

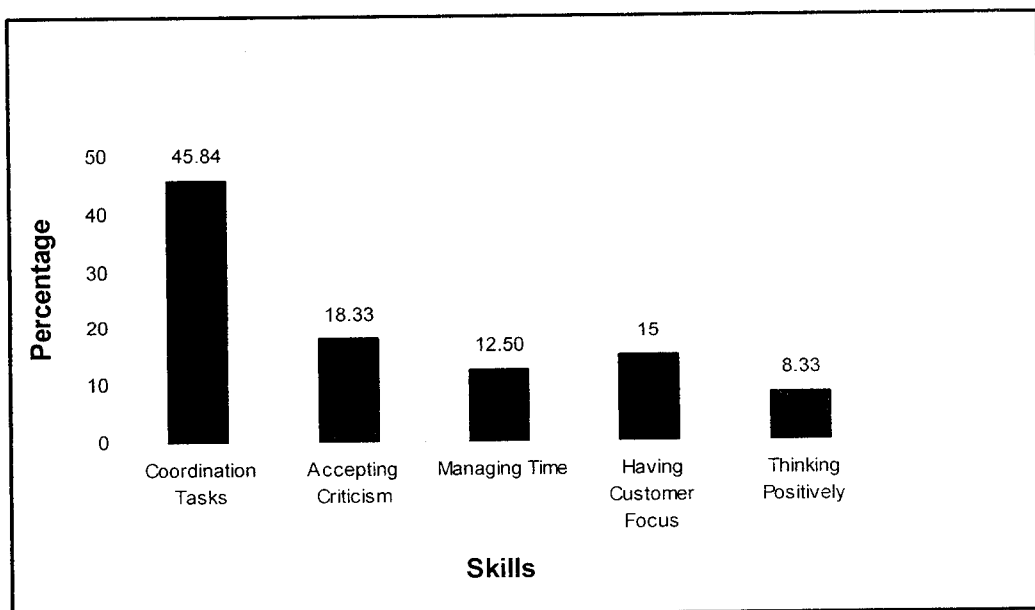


Figure 4.8: Bar chart of skills that promote effective production and work satisfaction

Q15: OPINION REGARDING THE SATISFACTION OF THE WORKING HOURS FOR THE EMPLOYEES

Table 4.9: Distribution of satisfaction level of the working hours for the employees

Parameters	No. of Respondents	Percentage
Very much satisfied	40	33.40
Satisfied	32	26.60
Some what satisfied	24	20
Dissatisfied	18	15
Very much dissatisfied	6	5
Total	120	100

INFERENCE: According to table 4.9, 33.4% of the respondents are very much satisfied with the existing working hours in the organization, 26.6% of the respondents are satisfied, 20% of the respondents are some what satisfied, 15% of the respondents are dissatisfied and the rest 5% of the respondents are very much dissatisfied.



Figure 4.9: Bar chart of satisfaction of the working hours for the employees

Q16: OPINION REGARDING THE EMPLOYEES DECISION PRIORITY IN THE ORGANIZATION

Table 4.10: Distribution of priority of employee's decision in the organization

Parameters	No. of Respondents	Percentage
Strongly Disagree	34	28.40
Disagree	16	13.30
Uncertain	21	17.50
Agree	25	20.80
Strongly Agree	24	20
Total	120	100

INFERENCE: According to table 4.10, 28.4% of the respondents are strongly disagreeing the priority given for employee decision, 13.3% of the respondents are disagreeing, 17.5% of the respondents are saying uncertain, 20.8% of the respondents are agreeing, finally 20% of the respondents are strongly agreeing.

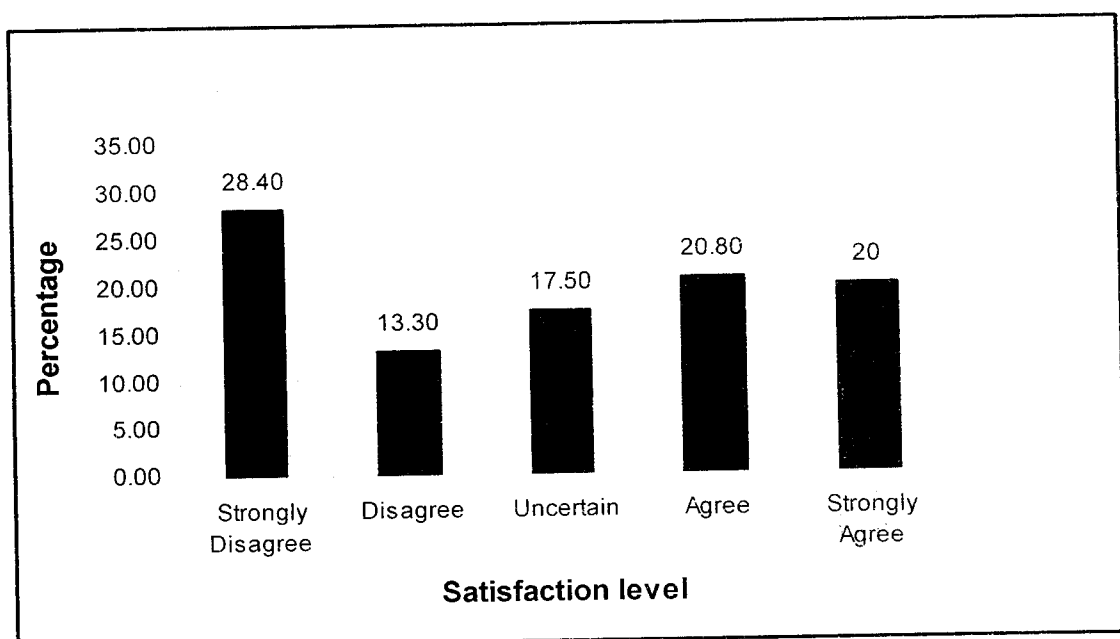


Figure 4.10 Bar chart of priority of employee's decision in the organization

Q17: OPINION ABOUT THE ENCOURAGEMENT IN CREATIVE AND INNOVATIVE ACTIVITIES

Table 4.11: Distribution of satisfaction level of encouragement in creativity and innovative activities

Parameters	No. of Respondents	Percentage
Strongly Disagree	12	10
Disagree	18	15
Uncertain	26	21.70
Agree	36	30
Strongly Agree	28	23.30
Total	120	100

INFERENCE: According to table 4.11, 10% of the respondents are strongly disagreeing the fact of encouraging creative and innovative activities, 15% of the respondents are disagreeing, 21.7% of the respondents are saying uncertain, 30% of the respondents are agreeing, and 23.3% of the respondents are strongly agreeing.

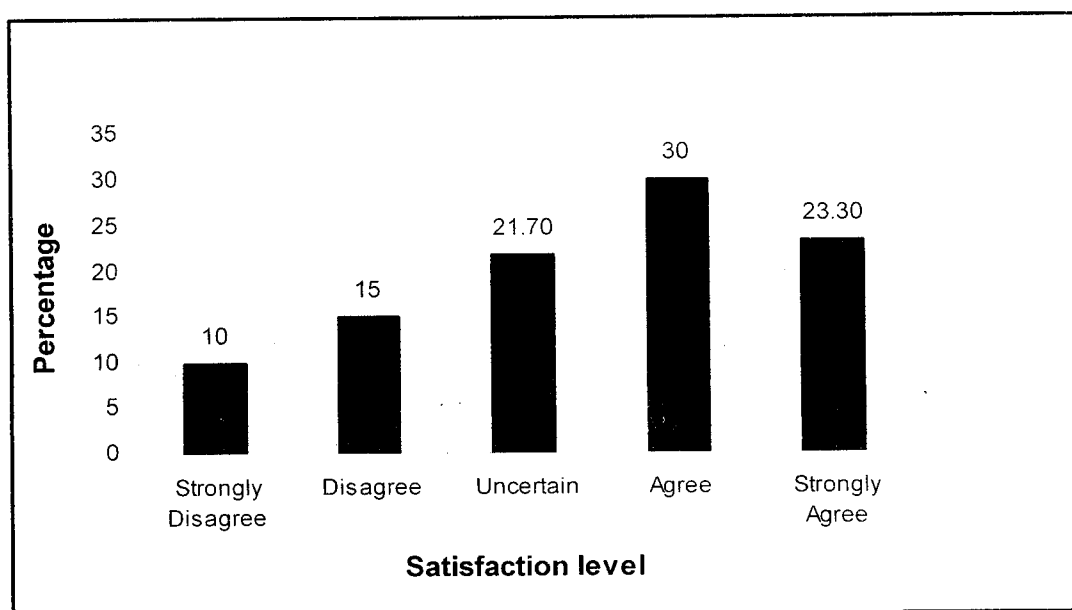


Figure 4.11: Bar chart of satisfaction level of encouragement in creativity and innovative activities

Q18: OPINION REGARDING THE PROBLEM SOLVING USING TQ TOOLS

Table 4.12: Distribution of opinion regarding the problem solving using TQ tools

Parameters	No. of Respondents	Percentage
Strongly Disagree	10	8.40
Disagree	25	20.84
Uncertain	9	7.50
Agree	44	36.60
Strongly Agree	32	26.66
Total	120	100

INFERENCE: According to table 4.12, 8.4% of the respondents are strongly disagreeing, 20.84% of the respondents are disagreeing, 7.5% of the respondents are saying uncertain, 36.6% of the respondents are agreeing, and 26.66% of the respondents are strongly agreeing.

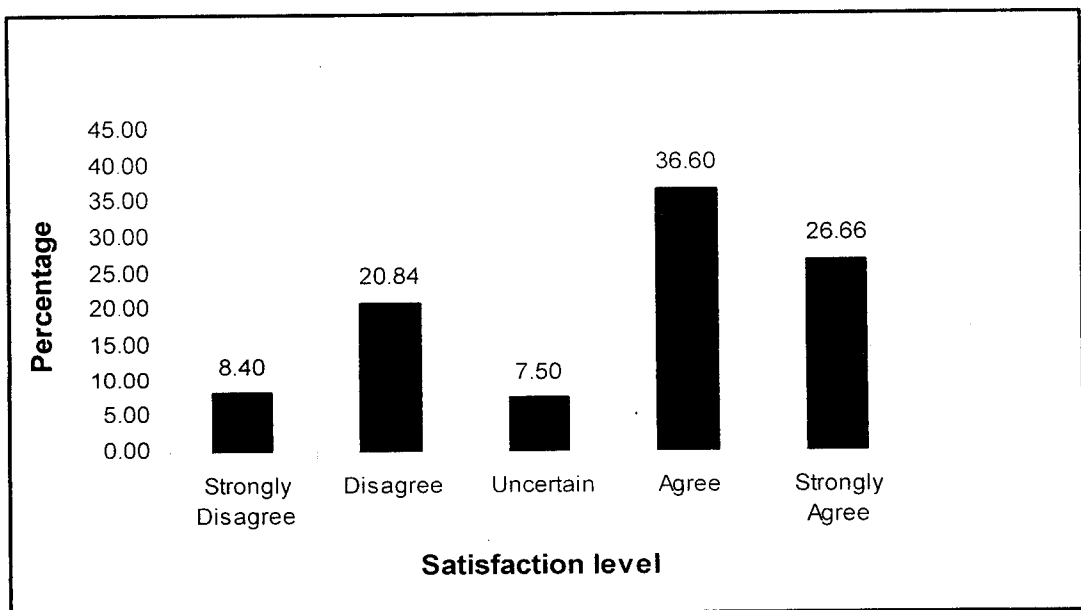


Figure 4.12: Bar chart of the opinion regarding the problem solving using TQ tools

Q19: OPINION REGARDING THE WORKS UNIT DEMONSTRATE COOPERATION BEHAVIOR AND SHARING POWER EFFECTIVELY IN THE ORGANIZATION

Table 4.13: Distribution of co-operative behavior and sharing power effectively

Parameters	No. of Respondents	Percentage
Strongly Disagree	16	13.40
Disagree	10	8.40
Uncertain	10	8.40
Agree	52	43
Strongly Agree	32	26.80
Total	120	100

INFERENCE: According to table 4.13, 13.4% of the respondents are strongly disagreeing, 8.4% of the respondents are disagreeing, 8.4% of the respondents are saying uncertain, 43% of the respondents are agreeing, and the remaining 32% of the respondents are strongly agreeing that the co-operation behavior and sharing powers are effectively used in the organization.

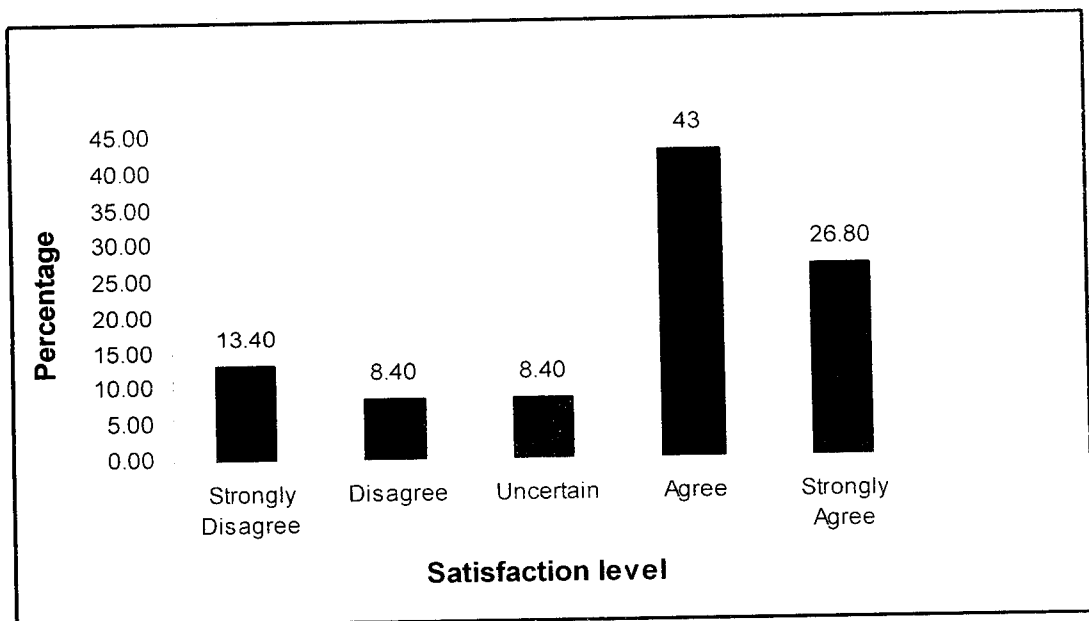


Figure 4.13: Bar chart of co-operative behavior and sharing power effectively

Q21: OPINION ABOUT THE CULTURE / ATMOSPHERE IN THE COMPANY GIVING EMPLOYEES FLEXIBILITY AND INDEPENDENCE AS THEY TAKE THE RESPONSIBILITY

Table 4.14: Distribution of opinion regarding culture/atmosphere in the company

Parameters	No. of Respondents	Percentage
Strongly Disagree	14	11.70
Disagree	10	8.30
Uncertain	14	11.70
Agree	22	18.30
Strongly Agree	60	50
Total	120	100

INFERENCE: According to table 4.14, 11.7% of the respondents are strongly disagreeing, 8.3% of the respondents are disagreeing, 11.7% of the respondents are saying uncertain, 18.3% of the respondents are agreeing, and the rest 50% of the respondents are strongly agreeing the fact the culture/atmosphere in the company gives employee's the flexibility and independence as they take responsibility.

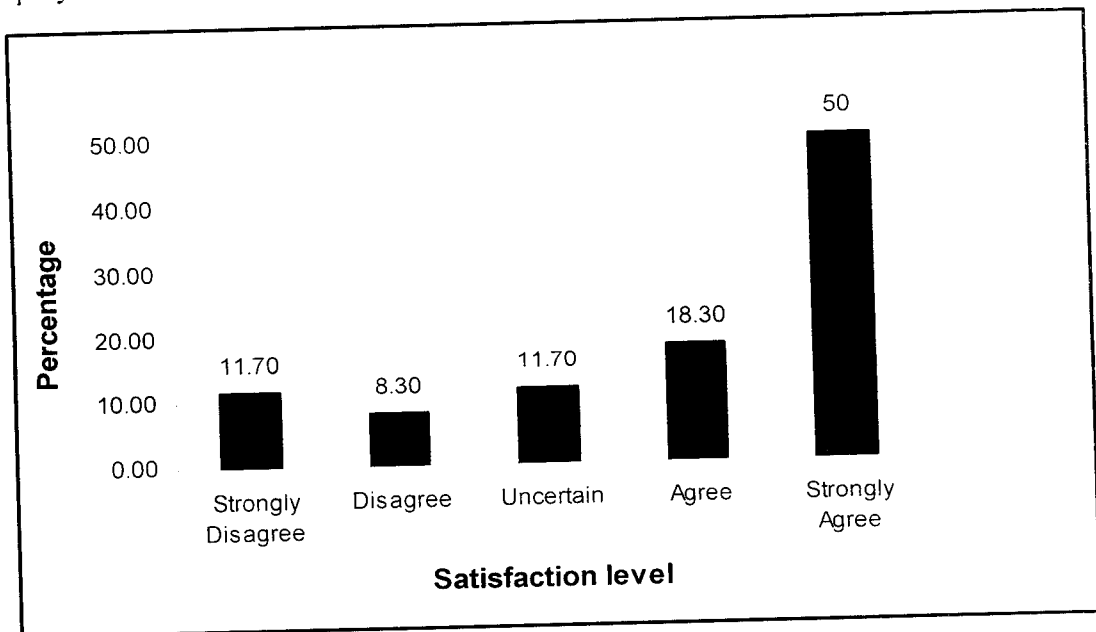


Figure 4.14 Bar chart of the opinion regarding culture/atmosphere in the company

Q22: PEOPLE AT WORK ENCOURAGES AND HELP OTHERS TO PARTICIPATE IN DECISION MAKING

Table 4.15: Distribution of responses on people encouraging & helping others participate in decision making

Parameters	No. of Respondents	Percentage
Strongly Disagree	9	7.50
Disagree	12	10
Uncertain	51	42.50
Agree	16	13.33
Strongly Agree	32	26.67
Total	120	100

INFERENCE: According to table 4.15, 7.5% of the respondents are strongly disagreeing, 10% of the respondents are disagreeing, 42.5% of the respondents are saying uncertain, 13.33% of the respondents are agreeing, and 26.67% of the respondents are strongly agreeing the fact that most people at work encourage and help others to participate in decision making.

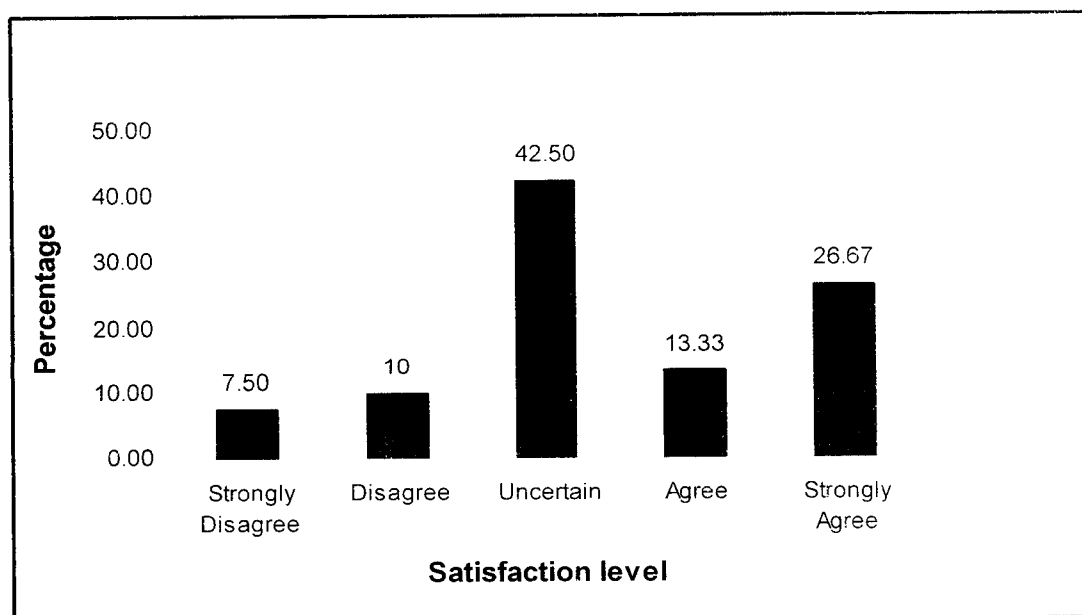


Figure 4.15: Bar chart of people encouraging & helping others participate in decision making

Q23: OPINION REGARDING THE TRAINING SATISFACTION PROVIDED TO PERFORM THEIR JOB

Table 4.16: Distribution of opinion regarding the training satisfaction provided to perform their job

Parameters	No. of Respondents	Percentage
Yes	97	80.83
No	23	19.17
Total	120	100

INFERENCE: According to table 4.16, 80.83% of the responds are satisfied with the training program and 19.17% of the respondents are not satisfied with the training program.

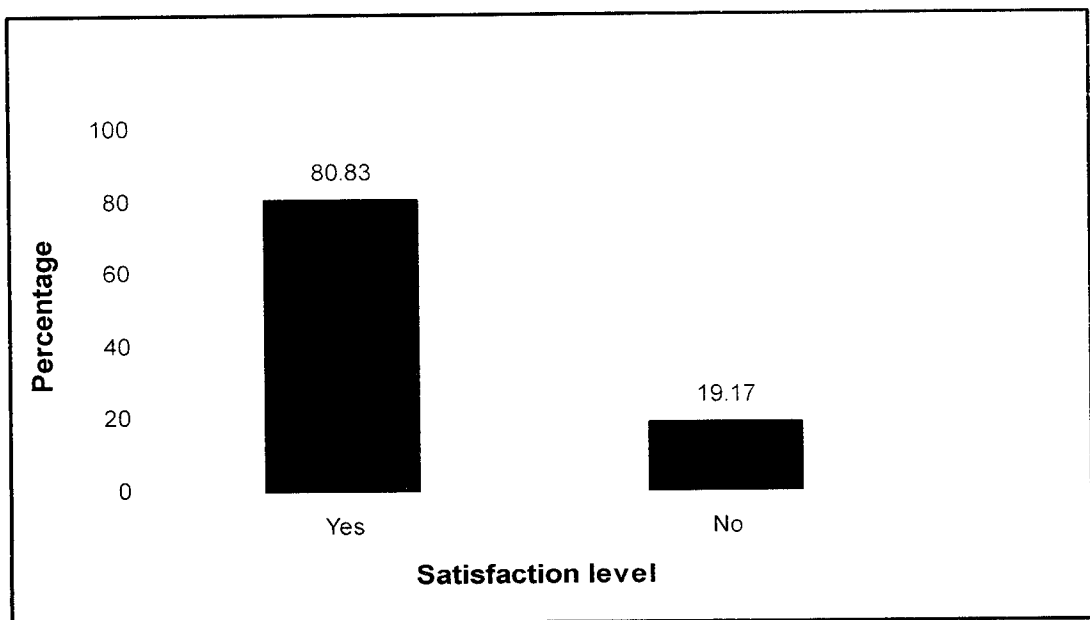


Figure 4.16: Bar chart of opinion regarding the training satisfaction provided to perform their job

Q9: OPINION ABOUT THE AREAS IN WHICH STAFF UNDER PERFORMS IN THE COMPANY

Table 4.17: Distribution of opinion regarding the areas in which staff under performs in the company

Areas	No. of Respondents	Percentage
Weaving	28	23.33
Threading	23	19.17
Looming	29	24.16
Binding	20	16.67
Finishing	20	16.67
Total	120	100

INFERENCE: According to table 4.17, 23.33% of the respondents under perform in weaving, 19.17% of the respondents under perform in threading, 24.16% of the respondents under perform in looming, 16.67% of the respondents under perform in binding, and 16.67% of the respondents under perform in finishing.

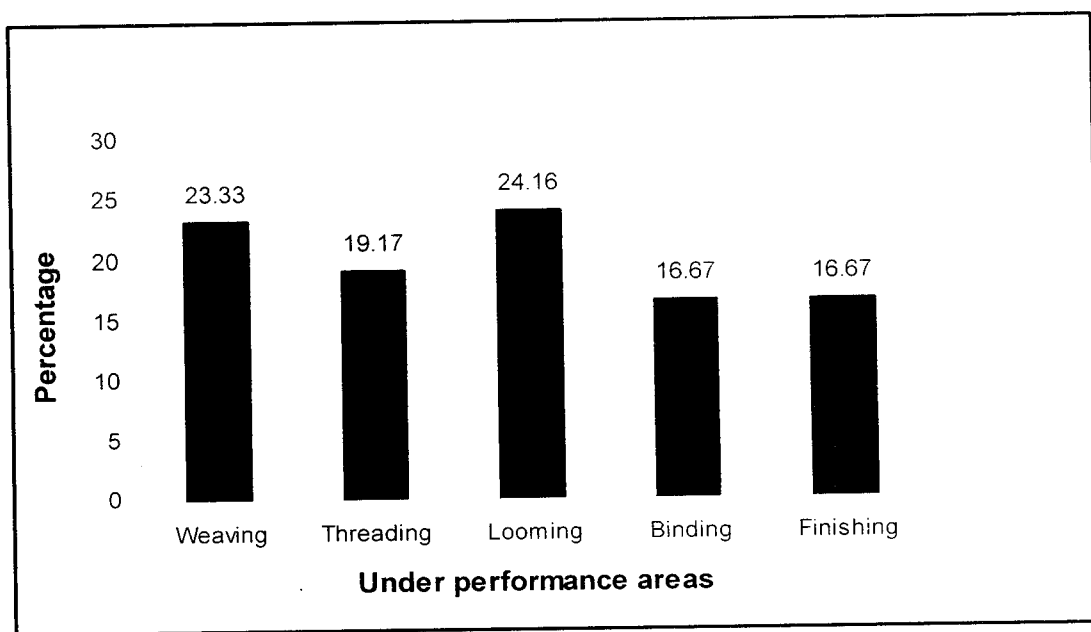


Figure 4.17: Bar chart of opinion regarding the areas in which staff under performs in the company

For the below questions Chi Square analysis has been used:

Q8: OPINION REGARDING THE SATISFACTION OF HRD PRACTICES THAT ARE AVAILABLE IN THE COMPANY

Table 4.18: Chi Square Test to find out the relationship between Gender and Satisfaction level of HRD Practices existing in the Company

Gender	Yes	No	Total
HRD Practices			
Male	30	27	57
Female	37	26	63
Total	67	53	120

HYPOTHESIS:

H_0 – There is no significant influence of gender on the satisfaction of the HRD practices that are available in the company

H_1 – There is significant influence of gender on the satisfaction of the HRD practices that are available in the company

Observed Frequency(O)	Expected Frequency(E)	(O-E)	$(O-E)^2$	$\frac{(O-E)^2}{E}$
30	31.82	-1.82	3.312	0.104
27	25.17	1.83	3.348	0.133
37	35.17	1.83	3.348	0.095
26	27.82	-1.82	3.312	0.119
			$\chi^2 = \sum \frac{(O-E)^2}{E}$	0.451

Degree of freedom = $(r-1)(c-1) = 1$

At 5% level of significance, the tabulated value = 3.841

INFERENCE: Since the calculated value 0.451 is less than the table value 3.841 at 5 % level of significance and at 1 degree of freedom we accept null hypothesis and infer that there is no significant relationship between Gender and Satisfaction level of HRD Practices existing in the Company.

Q10: OPINION REGARDING THE SATISFACTION OF THE TRAINING PROGRAMS AVAILABLE IN THE COMPANY

Table 4.19: Chi Square Test to find out the relationship between Gender and Satisfaction level on the training programs

Gender /Opinion	To full extent	Very Useful	Useful	Somewhat useful	Not useful	Total
Male	11	11	13	11	11	57
Female	11	11	16	13	12	63
Total	22	22	29	24	23	120

HYPOTHESIS:

H_0 – There is no significant influence of gender on the satisfaction of the training program

H_1 – There is significant influence of gender on the satisfaction of the training program

Observed Frequency(O)	Expected Frequency(E)	(O-E)	$(O-E)^2$	$\frac{(O-E)^2}{E}$
11	10.45	0.55	0.302	0.028
11	10.45	0.55	0.302	0.028
13	13.77	-0.77	0.592	0.043
11	11.4	-0.4	0.16	0.014
11	10.92	-0.08	0.006	0.0006
11	11.55	-0.55	0.302	0.026
11	11.55	-0.55	0.302	0.026
16	15.22	0.77	0.592	0.038
13	12.6	0.4	0.16	0.012
12	12.07	-0.07	0.004	0.0004
$\chi^2 = \sum \frac{(O-E)^2}{E}$				0.216

Degree organization of freedom = (r-1) (c-1) = 4

At 5% level of significance. the tabulated value = 9.488

INFERENCE: Since the calculated value 0.216 is less than the table value 9.488 at 5 % level of significance and at 4 degrees of freedom we accept null hypothesis and infer that there is no significant relationship between Gender and Satisfaction level on the training programs.

Q14: OPINION REGARDING THE SATISFACTION OF THE SALARY
STRUCTURE

Table 4.20: Chi Square Test to find out the relationship between Years of Experience and Satisfaction level of Salary structure

Opinion			
Experience(in yrs)	Yes	No	Total
Less than 1	15	12	27
2 to 5	14	14	28
6 to 15	12	10	22
15 to 20	12	10	22
Above 20	11	10	21
Total	64	56	120

HYPOTHESIS:

H_0 – There is no significant influence of experience on the salary structure satisfaction

H_1 – There is significant influence of experience on the salary structure satisfaction

Observed Frequency(o)	Expected Frequency(E)	(O-E)	$(O-E)^2$	$\frac{(O-E)^2}{E}$
15	14.4	0.6	0.36	0.025
12	14.93	-2.93	8.58	0.574
14	11.73	2.27	5.15	0.439
14	11.73	2.27	5.15	0.439
12	11.2	0.8	0.64	0.057
10	12.6	-2.6	6.76	0.536
12	13.06	-1.06	1.12	0.085
10	10.26	-0.26	0.06	0.005
11	10.26	0.74	0.54	0.052
10	9.8	0.2	0.04	0.004
			$\chi^2 = \sum \frac{(O-E)^2}{E}$	2.216

Degree organization of freedom = (r-1) (c-1) = 4

At 5% level of significance, the tabulated value = 9.488

INFERENCE: Since the calculated value 2.216 is less than the table value 9.488 at 5 % level of significance and at 4 degrees of freedom we accept null hypothesis and infer that there is no significant relationship between Years of Experience and Satisfaction level of salary structure.

4.3 DELIVERABLES - EXPECTED CONCLUSIONS

The study has helped the subordinates to share their views. This has helped the managers to understand where the employees stand and their understanding level of the HRD Practices. The subordinates can also understand what the expectation of the management towards HRD Practices implementation is. Suitable recommendations are made for the betterment, which in turn can be used by the organization to identify any areas of improvement and result in individual as well as organizational development.

CHAPTER 5 – CONCLUSIONS

5.1 SUMMARY OF FINDINGS

The study was an effort to analyze and to understand the effectiveness of the HRD practices that are prevailing in the company and the following were inferred.

From the study it is inferred through chi-square test that:

- ✓ There is no significance of gender on the HRD practices followed in the organization.
- ✓ There is no significant influence of gender on the satisfaction of the training program.
- ✓ There is no significant influence of experience on the salary structure.

From the study,

- ✓ Most of the respondents (80%) are satisfied with the training program provided to perform their job.
- ✓ Most of the respondents (72%) are satisfied with the HRD practices that are prevailing in the company.
- ✓ Most of the respondents (82%) are satisfied on the welfare measures provided to the employees.

- ✓ Most of the employees (76.2%) accept the fact that encouragement in creative and innovation activities are very useful.
- ✓ Most of the respondents (70%) are highly satisfied with the performance appraisal done in the organization.
- ✓ Most of the respondents (78.2%) are highly satisfied with the promotional decision and culture of the organization.
- ✓ Most of the respondents (82.5%) are highly satisfied with the team spirit and extend of freedom.
- ✓ Most of the respondents (57.5%) are saying that their decisions are given high priority in the organization.
- ✓ Most of the respondents (80%) are highly satisfied with the job rotation and working hours in the company.
- ✓ Most of the respondents (67.5%) are aware of the actions taken on misbehavior or malpractices in the company.
- ✓ Most of the respondents (70.8%) are highly satisfied with the flow of communication and motivation existing in the company.
- ✓ Most of the respondents (74.49%) are highly satisfied with the day to day skills which assist in promoting effective production and work satisfaction.

5.2 SUGGESTIONS AND RECOMMENDATIONS

From the analysis, most research findings shows that most of the responses are positive. If the organization takes into consideration the following suggestions it may achieve its targets through the available manpower successfully in a better manner.

- The organization shall adopt some more new methods of reward system both monetary and non-monetary, which will much more increase the motivation level.
- The training program conducted for the employees is satisfactory but some of them are not satisfied due to various reasons. So they can improve their style of work and update the training methods.
- Welfare measures provided by the organization are satisfied by the employees, but some more provisions can be provided for refreshment to the staff during a day which will improve their job satisfaction level.
- Organization can create awareness among the managerial staff about the action taken on misbehavior and malpractices which is required in any organization to maintain our culture.
- The flow of communication between the superiors and the employees is good, but various meetings and other extra curricular activities must be arranged by the organization.

5.3 CONCLUSIONS

This project “**A Study on Effectiveness of HRD Practices in Stanpacks (India) Limited, Chennai**” was done to examine the effectiveness of HRD practices and to identify the major factors that influences the success of HRD practices.

Stanpacks (Indian) limited is a middle scale industry engaged in the Manufacturing and producing PP bags for various reputed concerns like HUSTSUN AGRO.PRODUCTS, CENTURY ENKA LTD., etc. It has been manufacturing modern and efficient tools to its customers. The management has taken keen concentration on all the activities carried out in the organization. The process and flow of work are more systematized and worker friendly. This is exhibited by the responses collected from the staff and the mutual growth that have been shown in the past years and present.

From the study, I conclude that HRD practices in the company are effective and that may be improved further by implementing the suggestions mentioned after the study. Also from the study, I gathered lots of knowledge about the HRD and it usefulness.

5.4 DIRECTIONS FOR FUTURE RESEARCH

The research can be done on

The parameters that have been identified can be utilized in certain other organizations and the outcome may be studied.

The study can be done taking an HR consultancy and with the parameters identified in the study to measure the satisfaction level and areas for improvement can be identified.

The study can be done for identifying obstacles affecting HRD practices adoption in all companies.

APPENDIX

QUESTIONNAIRE

1. Name :

2. Age:

- Less than 25yrs 26 to 35 yrs 36 to 45 yrs
 46 to 55 yrs Above 55 yrs

3. Gender:

- Male Female

4. Designation :

5. Experience:

- Less then 1 yrs 2 to 5 yrs 6 to 15 yrs
 15 to 20 yrs Above 20 yrs

6. Are you aware of HRD practices that are prevailing in the Company?

- Yes No

7. Among the following, which HRD practice is effective according to you?

- Training Motivation Team work Information flow
 Any other development

8. Are you satisfied with the HRD practices that are currently available in the Company?

- Yes No

9. In which area does the staff does under perform in the company?

- Weaving Threading Looming
 Binding Finishing

10. Are you satisfied with the training programs available in the company?

- To full extent Very useful Useful
 Some what useful Not useful

11. How far proper and effective communication and Motivations are in the company?

- Not up to the mark Not bad Good
 Very good Excellent

12. Choose the best way to supervise, direct and guide individuals as well as group in getting the tasks completed and fulfillment of goals.

- Initiating new ideas Managing groups
 Delegating responsibility Coaching Training

13. What are the day to day skills which assist in promotion of effective production and work satisfaction?

- Co- ordination task Accepting criticism
 Managing time Having a customer focus
 Thinking positively

14. Are you satisfied with your salary structure?

- Yes No

15. Are you satisfied with your working hours / timing offered by the organization?

- Very much satisfied Satisfied Some what satisfied
 Dissatisfied Very much dissatisfied

16. Employees decision is given high priority in the organization

- Strongly disagree Disagree Uncertain
 Agree Strongly agree

17. Creativity and innovation are actively encouraged in the Organization.

- Strongly disagree Disagree Uncertain
 Agree Strongly agree

18. Any problem is solved using TQ tools?

- Strongly disagree Disagree Uncertain
 Agree Strongly agree

19. People in the work unit exhibit co-operation behavior.

- Strongly disagree Disagree Uncertain
 Agree Strongly agree

20. People use and share power effectively.

- Strongly disagree Disagree Uncertain
 Agree Strongly agree

21. The culture / atmosphere in the company give employees flexibility and independence as they take responsibility.

- Strongly disagree Disagree Uncertain
 Agree Strongly agree

22. Most people at work encourage and help others to participate in decision making.

- Strongly disagree Disagree Uncertain
 Agree Strongly agree

23. Are you satisfied with the training provided to perform your project?

Yes No

24. Are you aware of the actions taken by the organization, when the employees are involved in any misbehavior or malpractices?

Yes No

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