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**A STUDY ON ROLE OF HR IN TOTAL QUALITY MANAGEMENT
AT EASTERN CONDIMENTS PRIVATE LIMITED, THENI
TAMIL NADU**

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A PROJECT REPORT

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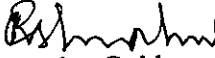
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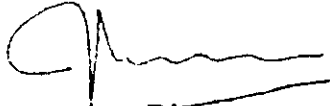
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Certified that this project report titled, "A Study on Role of HR in Total quality Management" is the bonafide work of Ms. SATHYAPREETHI. S (1020400051), who carried out the project under my supervision. Certified further, that to the best of my knowledge 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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ABSTRACT

This study describes the impact of employee's commitment toward quality of work as a result total quality implementation. In the company, they already have implemented total quality management so through this study, it measured the degree of implementation in the organization and what are the factor that are affected the commitment level and to check how much they are satisfaction with the total quality management implement.

Descriptive research is used where the insights and familiarity about the effectiveness of induction gained. Primary data is collected in the form of Questionnaire. The questionnaire which consisting of multiple-choice questions have made. The data is collected from them using Convenient Sampling Technique. And after that I have tabulated them and interpreted them. Percentage analysis, Correlation & Chi Square test are used to analyze the data where it tries to reveal the employee's commitment and quality of their work.

CHAPTER 1

INTRODUCTION

1.1 Introduction to the Study

Human resource management can play a vital role in implementing and maintaining a total quality management process. HR managers are responsible for recruiting high-quality employees, the continual training and development of those employees, and the creation and maintenance of reward systems. Thus, TQM controls processes that are central to achieving the dramatic cultural changes often required for TQM to succeed. Tailoring the TQM cultural development program to the firm's circumstances is essential in overcoming resistance to change and moving beyond simple compliance toward a total commitment to TQM.

Holding a major liaison role between top management and employees, HRM has many opportunities to establish communication channels between top management and other members of the organization. Using these channels, HR personnel can ensure that employees know they are the organization's number one priority in implementing the work-role changes that TQM requires. This can provide the foundation for all employees to be trained to consider their peers in other departments as internal customers. Here again, HRM has the opportunity to emphasize this new outlook by example. By exemplifying a customer-first orientation, HRM can help establish a departmental view of service throughout the entire organization.

Part of HRM's functional expertise is its ability to monitor and survey employee attitudes. This expertise can be particularly important for a TQM program, since getting off to a good start means having information about current performance. Thus, a preparatory step is

to administer an employee survey targeting two primary concerns. One involves identifying troublesome areas in current operations, where improvements in quality can have the most impact on company performance. The other focuses on determining existing employee perceptions and attitudes toward quality as a necessary goal, so that the implementation program itself can be fine-tuned for effectiveness.

1.2 Industry Profile

Indian Industry Overview

India has traditionally been known for its spice and culinary herb production. It is one of the largest spice producing and consuming country. Its strategic location, climatic conditions, advanced production processes and availability of cheap labour makes it advantages For the producers to ensure large scale production of quality spices and herbs.

India's Share in the Global Spice Market

The Indian spice industry is booming with a substantial increase in exports over the past few years. India accounts for nearly 45% and 30% in terms of volume and value in the world Spice trade.

The booming global spice market also poses good opportunities for the Indian spice industry to provide quality spices at competitive prices. India faces stiff competition form China, Malaysia and Pakistan in terms of pricing of the products. Manufacturers should therefore ensure consistency in supply, product quality, pricing and Marketing strategy to increase the share in exports.

Producers are incorporating latest methods and technologies to ensure higher quality of spices and herbs. India is one of the prime exporters of pepper, chillies, turmeric, seed spices and spice derivatives to the rest of the world. USA, EU, Japan and Srilanka import these Indian spices in large volumes.

India's share in global spice derivative market

Spice derivatives can be categorized into spice oil, oleoresins and essential oils. The demand for spice derivatives is also increasing due to the hygiene, standardization and consistency factor. India contributes nearly 70% to the world spice derivative market.

It exports largely to the US, EU etc. Indian southern states including Kerala, Karnataka and Tamil Nadu provide concentrated oils and oleoresins for use in perfumery, pharmaceuticals, foods processing and industrial chemical industry.

Government Initiative

Indian Government is providing financial assistance to farmers, growers and spice producers and has also taken certain steps to ensure the availability of better quality spices, more hygienically processed spices in order to boost exports. Indian spice board also provides financial and technical assistance to farmers.

Spice Industry Overview

Spice industry has been witnessing phenomenal growth rates both in the international and domestic sector. The growth in this sector can be attributed to the change in the lifestyle patterns of the consumers all over the world. The shift in the consumption trend toward natural products has also contributed to the increased global demand of spices and culinary herbs. Spice and derivatives market is booming because these products find applications in a number of industries including pharmaceutical, medicine, beverages, food processing, personal hygiene products to name a few.

Developing countries especially in the Asian continent are the major producers of variety of spices. A large percentage of international and domestic trade takes place in the dried form. India, Indonesia, China are few of the prime producers of a variety of high quality spices and also significant contributors to the global spice trade.

The culinary herb market is also expanding though the production areas are widely distributed. India is one of the prime producers and suppliers of raw herbs to USA and the EU. This is a labour intensive industry, therefore producers must have a sound knowledge of the methods and processes involved in the production of herbs and spices.

Industrial Analysis

Strength

- Commitment and confident of Management
- Stock monitoring system/planning of raw material
- Wide range of market
- Availability, reliability and flexibility of customers

- Customer loyalty/relationship
- Focus on customer satisfaction
- Corrective action, implementation and effectiveness
- Quality of product
- Supplier assessment
- Quality awareness of employees
- Utilization of machines and production
- 5S awareness practice and implementation

Weakness:

- Different Preferences taste
- Consumption accountability system
- Internal Communication
- New product development/standardization

Opportunity:

- Growing nuclear families
- Raw material supplier base
- NABL Accreditation for lab
- Growing opportunities in international market

Threats:

- Increasing trend for Raw material cost
- Raw material availability
- Environment pollution
- Unsusceptance of damage within production processes
- Local Competitors

1.3 Organization Profile

Vision

Become the undisputed leader in condiments in India and also the preferred taste of the average Indian household in 3 years

Mission

- To be the **PREFERRED SUPPLIER** catering to the basic needs of the mass market by providing products of outstanding value through the adoption of global standards and innovative practices.
- To be the **PREFERRED EMPLOYER** in the Industry we are in, by providing a challenging work environment and adding value to our people through varied exposure and continuous education.
- To be the **PREFERRED BUSINESS PARTNER** of all our stake holders, by providing them with exemplary benefits.

Chairman's Statement

Eastern aspires to win the trust of the customer through commitment to quality at the right price in all our products.

**“WINNING THE TRUST OF THE CUSTOMER
THROUGH COMMITMENT TO QUALITY AT THE
RIGHT PRICE IN ALL OUR PRODUCTS”**

-Group Chairman Mr.M.E.Meeran.

In Theni this (Eastern condiments Pvt. Ltd). Company was established in the year 1995, by Mr. M. E. Meeran with the initial capital of one crore, which is fully raised as loan from THE STATE BANK OF TRAVANCORE, KERALA, ADIMALI.

It is an ISO 9001:2000, ISO 22000 – 2005 Certified company and also HDCCP. Eastern is the first company in India to get the ISO 22000 certification issued by Food cert BV Netherlands.

Eastern condiments Pvt., Ltd, (ECPL) started as a family managed business and soon transformed into a professionally-run organization. The team is led by the Group chairman, Mr.M.E.Meeran and assisted by the Board of Directors.

Mr.Navas Meeran, Firoz Meeran, Mr.M.S. Ranganathan and Mr. M.S.Sebastian currently, ECPL employs approximately 900 employees across its various-40 management, 430 staff and 450 workers.

Kerala with its highest literacy rate at around 97%. and its suitable location provide a wonderful working environment. Specifically to mention about Adimali, it is a top most town which enjoys these climatic benefit with a flooded supply of skilled, semi-skilled and also unskilled labour.

The company captured the kerala market as a whole.Later this company's products move to other states like, Tamil Nadu, Karnataka, Andrapradesh, etc., more over they are exporting to all over the Gulf countries, Malasiya, Singapore, Europe, U.S.A., Australia, London.

The company should provide a good opportunity for men and women. Specifically provide job to women workers because the women are very much interested in cooking activity and also they have more knowledge about condiments because they are mostly used for cooking purpose.

Manufacturing Units:

This company has two marketing centres at Bangalore and Chennai and also has production centres,(factory). They are.

- ADIMALI
- KAVALANGAD
- OKKAL
- THENI
- KOTHAMANGALAM

Products Manufactured:

- Adimali
 - Blended Spice Powders
 - Coffee Powder
 - Pickles
 - Rice Products
 - Black Pepper Powder
- Theni
 - Straight Powder (Chilli, Coriander, Turmeric, Fenugreek, Ginger)
- Kavalangad
 - Tea
- Okkal
 - Export oriented unit

Proposed Manufacturing Company

1. Eastern Condiments Pvt., Ltd., Kotha mangalam, Ernakulam (Dt), Kerala
 2. Eastern Condiments Pvt., Ltd., Andhra Pradesh
- Soon they will open these two companies, now it is in Construction.

The Eastern Group of Companies:-

- EASTERN CONDIMENTS PVT LTD.,
- EASTERN TREADS LTD.,
- EASTERN MATTRESS PVT LTD.,
- EASTERN CLOTHING COMPANY
- EASTERN AQUA MINERAL
- EASTERN PUBLIC SCHOOL

Eastern Condiments won the prestigious govt. of India awards for being the largest exporter of spice powders in consumer packs from India for 6 consecutive years from 1997-1998 to the year 2006-2007. No Small achievement for a young brand from Kerala.

Profile of the Product:-

The success of the company is depending upon the changes in human life. In the ancient period human beings made the spice powders in their own home for the purpose of cooking. Now they have no time to spend to do so. In the modern world they are available in the market at consumer pack with different quantities.

The Eastern condiments produces the following types of products. Eastern processes and manufactures, spices and blended spice powders. The spices are procured from the finest plantations in kerala, India Eastern products are manufactures under controlled conditions to ensure high quality while at the same time retaining the nutrient value, freshness and flavor of spices.

Blended Spice Powders:-

- Garam Masala
- Sambar Powder
- Rasam Powder
- Kulambu Masala
- Pickle Powder
- Pav Bhaji
- Channa Masala
- Tandoori Masala
- Chicken Masala
- Chicken Fry Masala
- Fish Masala
- Meat Masala
- Biryani Masala
- Kebab Masala
- Egg Curry Masala
- Chat Masala

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Spice Powders:-

- Turmeric
- Chilli
- Coriander
- Pepper
- Ginger
- Kashmiri Chilli

Other Associated Products:-

1. Eastern Pickles:-

- Mango
- Ginger
- Lemon
- Gooseberry
- Mixed Vegetables
- Fish
- Prawns

2. Beverges:-

- Adimalai Kaapi (Coffee)
- Eastea (Tea)
- Eastern Packaged Drinking Water

3. Eastern Rice-Based Products:-

- Puttu Podi
- Idli Podi
- Dosa Podi
- Pathiri Podi
- Appam Podi
- Chemba Puttu Podi.

Specifically mention about the Eastern Condiments Theni, produces the following type of spice powders at consumer pack with the quality at 10gm, 25gm, 100gm, 250gm, 500gm, 1kg and 5kg. They are below:-

1. Chilly Powder
2. Coriander Powder
3. Turmeric Powder

The above products are produced by the quality control lab tests the products. The lab facility is also placed with in the company. In order to maintain natural freshness and taste.

Functional Areas:

- Marketing
- Finance
- Human Resources
- Production
- Quality Control

Marketing Function

Market:-

Market can be defined by demand. Demand determines the quality of supply. In fact consumer is act as mediator between demand and supply.

Market is a place in which buyers and seller meet each other and exchange the goods and services.

Actually place is only imaginary not in reality, and that place provide the opportunity to exchange the goods (or) services.

Marketing:-

Marketing is a economic process, in which the goods and services are exchanged and their value is determined in terms of money (or) Price.

Marketing is defined as, "The Process of ascertaining the consumer needs and wants and converting them into products, and then moving the products to the final consumer of specific consumer segments with emphasis on profitability and ensuring optimum use of available resources".

Marketing Department:-

Marketing department is the most important department, which involves continuous contact with a lot of middle men and a considerable amount is spending on their commission. More over the products over all movement cannot be regularly assessed.

The unit considered my study has done the best measure of avoid this problem. The chairman of the Eastern Condiments has taken the marketing directly under his control. He is the commenting authority in the case of marketing, and there is no middleman. The unit products reach the respective depots at regular intervals. From these depots the products reach the retailers. This has been a very positive movement from the chairman.

Advertisement:-

Today world is very competitive. A company cannot stand in the market with out an advertisement. Actually the demand of the products is determined by the power of advertisement.

This company have two types of Advertisement they are:

- (a) Product Advertisement
- (b) Company's Advertisement

(a) Product Advertisement:-

In short, product advertisement means advertisement about a particular products oriented. The company advertised their products through:

- Placed Sky board at Various Places.
- Magazines, etc.,

(b) Company's Advertisement:-

Eastern is a group of companies. The company's advertisement becomes very essential. The main aim of this advertisement is to popularize the board name of Eastern. The company's advertisement through.

- Calender
- Diary etc.,

(But there is no any advertisement in Tamil Nadu.)

Finance:

Accounts Department is very essential for any organization. The Eastern Condiments maintain the following books.

- Cash Book
- Purchase Book
- Main Ledger
- Bank Ledger

They are elaborated as

Cash Book:

Some fixed amount is kept as Liquidity or easily converted in to cash for emergency purpose.

Purchase Book:

Raw materials other purchases are entered in this book. The record includes Goods Receipt Note and Purchase Order Note.

Main Ledger:

All major expenses are included in the main ledger accounts like, Repairs and Maintenance charges, electric charges, etc.

Bank Ledger:

All the banking transaction is entered in this ledger. They are having account with "STATE BANK OF TRAVANCORE".

EDP (Electronic Data Processing):

All the on line problems and computer-based works are done with the help of EDP operators. The Accounts department prepares the online ledgers with the help of EDP operators to send for the head office.EDP operators and incharge person are working under the guidance of the manager.

Personnel (Or) HR Function

Human resource is one of the most essential aspects for any organization. Human resources is the major contributor of success of any organization. Once the human resource is managed properly then the organization will easily succeed. But this is not an easy job. Since each individual has his own preferences, and it is the duty of the management to bring these views in a single track to attain success. This company gained considerable success on human management. Which has been the cause of success of this unit.

In ECPL HR Department was started its functioning in the year January-2007. Earlier there were no HR Department in ECPL which led to many labour issues. Finally the Management decided to start HR Department. After implementation of HR Functions in ECPL the company gained considerable success on Human Development Management, which is been the cause of success of the unit.

Functions In Hr Department:-

- Manpower Planning
- Recruitment
- Training and Development
- Induction
- Wages and salary administration'
- Statutory complainces
- Leave administration
- Grievance Redressal
- Personal counseling
- Compensations and Benefits
- Welfare

Recruitment to Retirement (R-R) is taken care of HR Department. If any accidents occur in the factory the HR Department should take care

Production Function

Production is a process of converting input into output. Technically speaking, a production is concerned with step by step process of raw materials in to finished products.

INPUT PROCESS OUTPUT

Production Department:-

The production department is mainly engaged in the production materials. So the key function of this department is production. This department has a clear cut structure for its efficient functioning. The company follow continuous production according to the instruction of higher levels.

Production Manager:-

He is the head of the production department and whole production process are under him control including packing activities.

Function Of Production Manager:-

- He directly looks production function
- He directly looks the performance of supervisors.
- He passes the information to supervisors.
- He maintains the safety and discipline.
- He must be very closely to the labors, so he acts as a personal manager.
- He should be delegate the authority to his subordinates to carry out the work efficiently.
- The manager inspects the over all activates regularly for its smooth functioning.

Plant Location:-

A plant means a place in which the production is functioned. In other words where all the 6m's (Men, Machine, Money, Material, Method, Market) are brought into one place that place is called plant (or) industry (or) factory.

Quality Control Function:-

The special advantage (or) specialty of this company is both the raw materials and finished products are tested by the qualified quality controller in order to ensure its quality. Such quality control laboratory is also placed within the company.

Eastern condiments Pvt. Ltd (ECPL) has installed fully automated micro biology testing ready to eat food products. Equipment from BIO MERIEUX – Rated as the global leader in testing and monitoring been installed for this purpose.

ECPL is the first company in our country to have such system.

Types Of Testing:-

The quality controller performs the following types of testing on both raw materials and finished products they are:

(a) Raw materials Checking:-

The quality controller tests the purchased raw materials in order to avoid its moisture because the moisture material has less quality and also we cannot properly process it.

(b) Finished Products Checking:-

The quality controller also tests the finished products in order to ensure its quality, color, smell, etc.,

(c) Final Inspection:-

After packing, the quality controller checks the products weight, date of manufacture, expiry date and so on are correctly mentioned.

Awards of Excellence

Eastern Condiments won the prestigious govt. of India awards for being the largest exporter of spice powders in consumer packs from India for 6 consecutive years from 1997-1998 to the year 2006-2007.

Over and above many awards for excellence , “Eastern” won the prestigious award for outstanding export performance by spices board, India for eight consecutive years. Stringent quality control techniques has got Eastern several quality certificates and assreditations, including the HACCP and ISO 22000. Moreover, the Spices Board of India has awarded Eastern for being the “Largest Exporter of Spice Powders” in consumer packs, consecutively for nine years.

ISO: 22000 2005 – Eastern is the first company in India to get the ISO 22000 certification issued by Food Cert BV Netherlands and accredited by RvA, the first body in the world for food safety accreditation.

HACCP – Certificate issued by Food Cert BV Netherlands and accredited by RvA, the first body in the world for food safety accreditation. Eastern is currently on an aggressive growth path and is in the process of transforming itself into a highly mechanizes, quality conscius and IT-enabled organization.

Eastern Condiments Private Limited has initiated the processes for the certificate namely, NABL for the laboratory.

1.4 Statement of the Problem

Human resource is the most important factor for any organization and success of any organization is depending upon its resource .If human resource of organization is not happy with the organization. It will adversely affect the organization.

The higher degree of commitment toward work will improve productivity and will decrease rejection cause due to human factor.

So to make the people happy is the responsibility of the organization. So this study is helpful to measure the level of commitment toward work and to know the factor affecting the commitment level.

1.5 Objective of the Problem

Primary Objective:

To study the role of human resource management in total quality management at Eastern Condiments Private Limited.

The main emphasis will be on to find out quality employee's commitment toward their work as a result total quality implementation.

Secondary Objectives:

- To find the degree of TQM implemented in the organization.
- To study the quality of employees toward their work.
- To find out factor influencing the improvement of employees performance.

CHAPTER 2

REVIEW OF LITERATURE

Definition of TQM

Dean and Bowen (1994) have analyzed the total quality management literature, claiming that the key points of total quality management are those of customer focus, continual improvements, and teamwork. Each of these points will be implemented through a number of practices, like gathering customer items of information and analyzing processes by applying specific quality techniques.

Raffio (1993) further includes the involvement of employees as well as management commitment, as basic principles of total quality management while Hart and Bogan (1992) identify the distinction of total quality management as a penetrating customer oriented approach to managing quantity for competitive advantage.

The British Quality Association (BQA) has three alternative definitions

- The first focuses on soft qualitative attributes, containing elements such as customer oriented, cultural as advantage, removal of performance barrier, teamwork, training and involvement of employees.

- The second BQA definition comprises production aspects such as systematic measuring and control of the work, setting standards for performance and the use of statistical procedures to achieve quality.

- The third BQA definition is a mixture of the two previous definitions which provide an acknowledgement of the scientific as well as the humanistic approaches.

Literature Review

Noor Azman Ali, Mohamed Zairi Fauziah Mahat (2006)¹. The paper emphasises on proving the fact that TQM has specific relationships with HRM in continuous improvement systems in either a manufacturing or a service environment. HRM is commonly practised as a part of the overall organisational quality planning, and implicitly intended for internal customer satisfaction, across organisational team working, training and career development, and quality of working life. Furthermore, the coherent purpose of performance management in TQM and HRM is for systems enhancement, sustaining continuous organisational improvement, and also as one part of the recognition and reward process. Therefore, the exercise is not only for performance improvement in the quality system, but also to enhance the performance of the people.

Sehdev Kumar Sharma (2007)². The international focus on quality, combined with increasing costs of materials, equipment, labor and training, are driving the implementation of TQM as a competitive strategy in all types of organizations. These forces for change also provide an opportunity for an expanded role of human resource management in making TQM. Quality can no longer be viewed as the responsibility for one department. It is a company-wide activity that permeates all departments, at all levels. The key element of any quality and productivity improvement program is the employee. Consequently, employee commitment to a TQM program is essential. Because of its fundamental employee orientation, HRM should seek the responsibility for implementing TQM programs rather than risk losing their influence over the key element of TQM -- the employee.

¹ Noor Azman Ali, Mohamed Zairi Fauziah Mahat (2006). Quality HR-TQM Model In Service Context. University Putra Malaysia Staff Paper 7/2006.

² Sehdev Kumar Sharma (2007). Role of HRM in TQM. :Oct2007

Niels Brynnum (2006)³. Total quality management has become a frequently used term in discussions concerning quality. The international and national competitive environment is in a process of constant change by the globalisation of markets and increased interdependence of economic agents. This process of change has brought increased demands on the organizations competitiveness and the customers have gained a central role in the organizations focus. Total quality management is considered to be an important management philosophy, which supports the organizations in their efforts to obtain satisfied customers. However traditional work practice and management attitudes does not conform with total quality management, which could cause a resistance towards an implementation of total quality management.

Shams-ur Rahma (2002)⁴. The objective of the study is to examine the state of leadership and HR focus in TQM research in Australia from published literature and to determine the areas for future research. The literature search covered 31 reputable referred journals over the years 1985 –1999 and identified 90 articles which focused on aspects of total quality management (TQM). The review shows that considerable attention has been devoted to research in strategic direction, organizational culture of the leadership category and, involvement and commitment, and effectiveness and development of the people category.

³ Niels Brynnum (2006). Total Quality Management – Aspects of Implementation and Human Resource. Master Thesis, Blekinge Institute Of Technology

⁴ Shams-ur Rahma (2002) Leadership and HR Focus in TQM Research in Australia: An Assessment and Agenda. Working paper its-wp-02-07

E.Soltani, J.Gennard, R.B.Van der Meer and T.Williams (2004)⁵. The study provides evidence of human resource performance evaluation practices as the most surveyed function of human resource management in the context of total quality management by documenting those criteria of HR performance evaluation that are most congruent with quality percepts and assumptions. Therefore, this study aims to explain the main difficulties with the concept of HR performance evaluation from a quality perspective, and to identify those criteria for improving quality of employees.

Sasmita Palo, Nayantara Padhi (2005)⁶. The main objectives of the present research were to: look at the strategic role-played by the HR professionals at various stages of TQM implementation. Data were collected both from the primary and secondary sources. The study prescribes certain HR strategies to strengthen the TQM-HRM bondage in the company.

Clinton, Roy J.; Williamson, Stan (1994)⁷. Discusses the role of the human resource management (HRM) in a company's implementation of total quality management (TQM). HRM as a role model for TQM; Increase in profile and status of the HRM department; Factors driving for the implementation of TQM.

⁵ E.Soltani, J.Gennard, R.B.Van der Meer and T.Williams. HR performance evaluation in the context of TQM. *International Journal of Quality and Reliability Management*, May2004 Vol. 21 Issue 4.

⁶ Sasmita Palo, Nayantara Padhi. How HR professionals drive TQM: a case study in an Indian organization. *TQM Magazine*; 2005, Vol. 17 Issue 5, p467-485, 19p.

⁷ Clinton, Roy J.; Williamson, Stan. Implementing total quality management: The role of human resource management. *SAM Advanced Management Journal*, Mar1994 Vol. 59 Issue 2, p10.

Caudron, Shari (1993)⁸. Discusses how human relations (HR) system influences employee performance and the success or failure of a total quality initiative. Employee communication; Focus of training on building quality skills; Revision of performance-appraisal processes; Revolution in the compensation system. INSETS: Communicating TQM to small groups improves understanding.;Quality within the HR function, by SC.;Coca-cola learns from its training mistakes, by SC.;HR is one pillar of the Baldrige Award, by SC.

Shin, Dooyoung; Kalinowski, Jon G.; El-Enein, Gaber Abou (1998)⁹. Discusses total quality management (TQM) in the workplace, and provides managers with guidelines for the successful implementation of TQM. Advantages of TQM; Reasons for the failure of TQM; Factors which prove critical for successful TQM implementation; Steps for successful TQM implementation.

Laabs, Jennifer J (1995)¹⁰. Presents the human resource (HR) management philosophy of Prudential Resources Management. Application of total quality management (TQM); Assessment of employee services in terms of corporate goals; Proposals for realignment of HR initiative.

⁸ Caudron, Shari. How HR drives TQM. *Personnel Journal*; Aug93, Vol. 72 Issue 8, p48B.

⁹ Shin, Dooyoung; Kalinowski, Jon G.; El-Enein, Gaber Abou. Critical implementation issues in total quality management. *SAM Advanced Management Journal*, Vol. 63 Issue 1, p10.

¹⁰ Laabs, Jennifer J(1995). Prudential measures HR with a total-quality yardstick. *Personnel Journal*; Apr95, Vol. 74 Issue 4, p139.

3.2 Source of Data

The primary source of the study includes the opinion of the respondents collecting through administrating the structured questionnaire on the basis of the factors responsible for employee's commitment in the organization.

The secondary sources were collected from journals, websites, books, and magazines

3.3 Time Period Covered

Time period covered for completing the project is 45 days. And the time period covered for data collection is 2 weeks.

3.4 Population and Sample Size

From the population of about 200 employees, 55 respondents were chosen from various departments and also from different grades.

3.5 Sampling Technique

Since the study is exploratory, it was found fit to use the Sampling technique Convenience Sampling method.

3.6 Statistical Tools Used

The data collected from the sources have been analyzed and interpreted in the form of tables and portrayed in the forms of bar diagrams. The statistical tools I have planned to use are percentage analysis, correlation and chi-square test.

3.7 Limitation of the study

- Employees of the organization may hide the fact.
- The management did not agree to disclose all the confidential data.
- Number of respondents are very less, so clear conclusion can't be drawn.

CHAPTER 4

ANALYSIS AND INTERPRETATION

Data collection can become socially useful when that is properly classified and interpreted. Interpretation is, thus not only necessary but also is an essential task. Data can of course be classified in different ways. Unless that is done, there can be no utility of the data collected by the field investigator. In this chapter, the researcher presents the collected data for analysis and interpretation. The data are presented in the form of tables and diagrams leading to interpretation and appropriate conclusions. Interpretation of data provides knowledge about the problem and the subject under study.

4.1 Percentage Analysis

TABLE 4.1

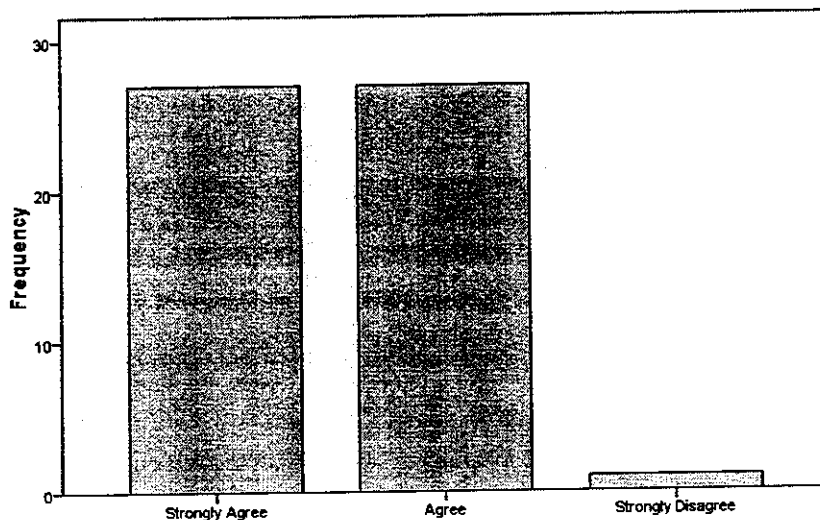
To find the quality conscious of organization towards the employees.

| Particulars | No. of respondents | Percentage of respondents |
|-------------------|--------------------|---------------------------|
| Strongly Agree | 27 | 49.1 |
| Agree | 27 | 49.1 |
| Strongly Disagree | 1 | 1.8 |
| Total | 55 | 100.0 |

Interpretation:

The majority of respondents (49.1%) strongly agreed and agreed that the organization is quality conscious towards the employees whereas the rest 1.8% of respondents turned against this concept. It is inferred that the major portion of respondents in the organization agree that the organization is quality conscious towards the employees.

Since the employees feels that the organization was much concerned about the quality of work done by the employees the majority of them were agreed to that the organization was quality conscious towards the employees.



Quality Conscious Toward Employees

Chart 4.1

TABLE 4.2

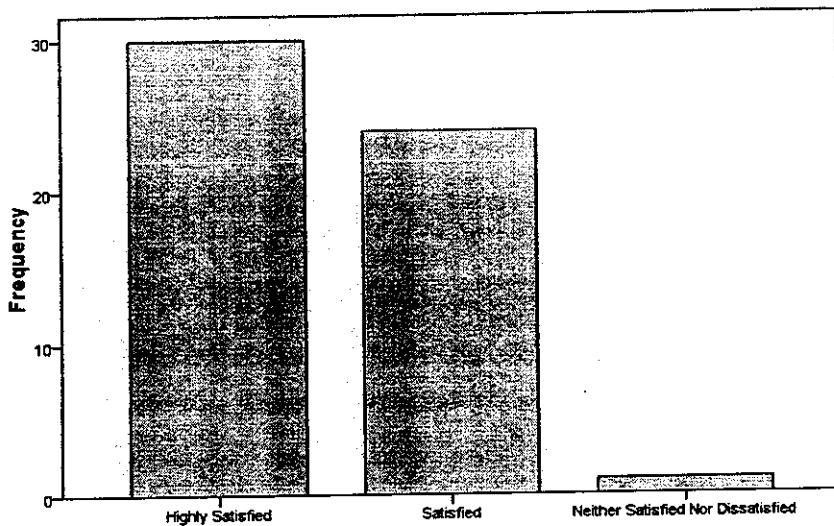
To find the satisfaction level of employees towards quality assurance system.

| Particulars | No. of respondents | Percentage of respondents |
|------------------------------------|--------------------|---------------------------|
| Highly Satisfied | 30 | 54.5 |
| Satisfied | 24 | 43.6 |
| Neither Satisfied Nor Dissatisfied | 1 | 1.8 |
| Total | 55 | 100.0 |

Interpretation:

The majority of respondents (54.6%) were highly satisfied with the current quality assurance system whereas 43.6% have satisfied and 1.8 % of respondents where neither satisfied nor dissatisfied It is inferred that the major portion of respondents in the organization where highly satisfied with the current quality assurance system followed in organization.

As the organization provides a very good quality assurance system the employees where very much satisfied with the system.



Quality Assurance System
Chart 4.2

TABLE 4.3

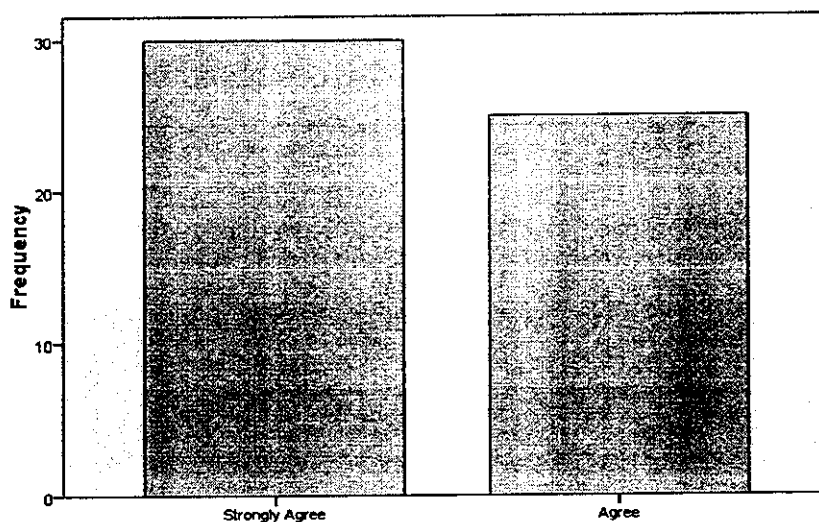
To find whether the quality circle is active or not.

| Particulars | No. of respondents | Percentage of respondents |
|----------------|--------------------|---------------------------|
| Strongly Agree | 30 | 54.5 |
| Agree | 25 | 45.5 |
| Total | 55 | 100.0 |

Interpretation:

The majority of respondents (54.5%) were strongly agree that the quality circle in their organization is active and the remaining 45.5% where agreed. It is inferred that the major portion of respondents in the organization where strongly agreed that their organization has active quality circle.

The maximum number of employees were agreed that the quality circle was very active since they conduct meeting periodically and often give feedback.



Active Quality Circle

Chart 4.4

TABLE 4.4

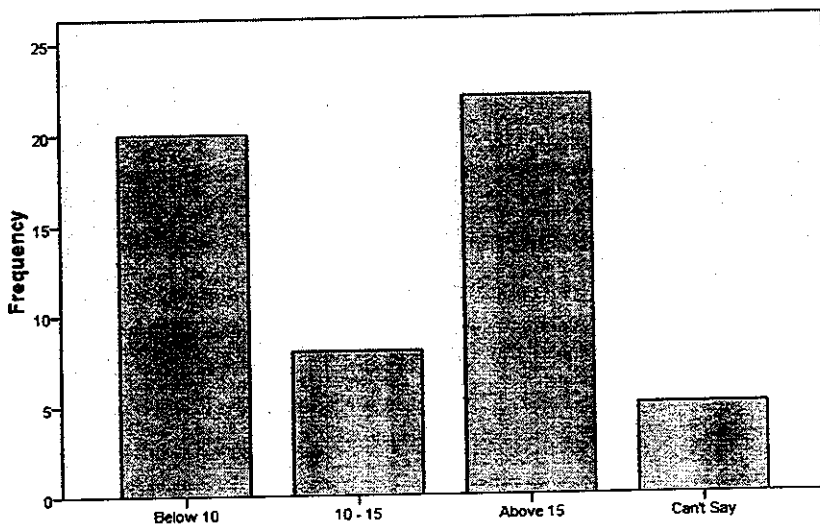
To find the number of people in quality circle.

| Particulars | No. of respondents | Percentage of respondents |
|-------------|--------------------|---------------------------|
| Below 10 | 20 | 36.4 |
| 10 - 15 | 8 | 14.5 |
| Above 15 | 22 | 40.0 |
| Can't Say | 5 | 9.1 |
| Total | 55 | 100.0 |

Interpretation:

The majority of respondents (40%) were said that there was above 15 people was involved in quality circle and 36.4% were said that the quality circle of the organization contains only below 10 people and 14.5% were said that that there was about 10-15 people involved in organization's quality circle and the remaining respondents were said that they can't say about that. It is inferred that the major portion of respondents in the organization where confirmed that there was above 15 people were involved in the quality circle.

The organization has more than 10 departments and the QC contains its members from all the departments and a specialist for quality control so there are more than 15 people in QC.



No. of people in Quality Circle

Chart 4.4

TABLE 4.5

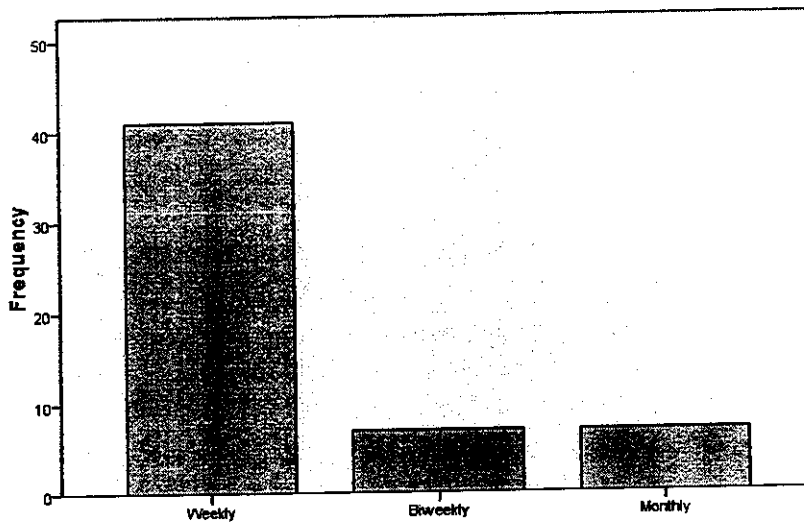
To find how often the quality circle conducts meeting for the employees of the organization.

| Particulars | No. of respondents | Percentage of respondents |
|-------------|--------------------|---------------------------|
| Weekly | 41 | 74.5 |
| Biweekly | 7 | 12.7 |
| Monthly | 7 | 12.7 |
| Total | 55 | 100.0 |

Interpretation:

The majority of respondents (74.5%) were said that the meeting was conducted weekly whereas 12.7% have answered that it was conducted biweekly or monthly. It is inferred that the quality circle meeting was conducted in weekly basis in the organization.

The quality circle of organization conducts its meeting weekly so that the employees will get their feedback immediately and it will help them to improve them.



Frequency of QC Meeting

Chart 4.5

TABLE 4.6

To find whether the agenda for the quality circle meeting was sent to the employees or not.

| Particulars | No. of respondents | Percentage of respondents |
|-------------|--------------------|---------------------------|
| Always | 34 | 61.8 |
| Usually | 11 | 20.0 |
| Rarely | 3 | 5.5 |
| Never | 7 | 12.7 |
| Total | 55 | 100.0 |

Interpretation:

The majority of respondents (61.8%) were said that it was always sent and 20% were said that it was sent usually and the remaining members were said that they never received or rarely received the agenda of the meeting. It is inferred that the agenda for the quality circle meeting was always sent to the employees before the meeting.

The quality circle department will always sent the agenda of the meeting to the employees along with the meeting circular, so as a truth employee said it was sent always.

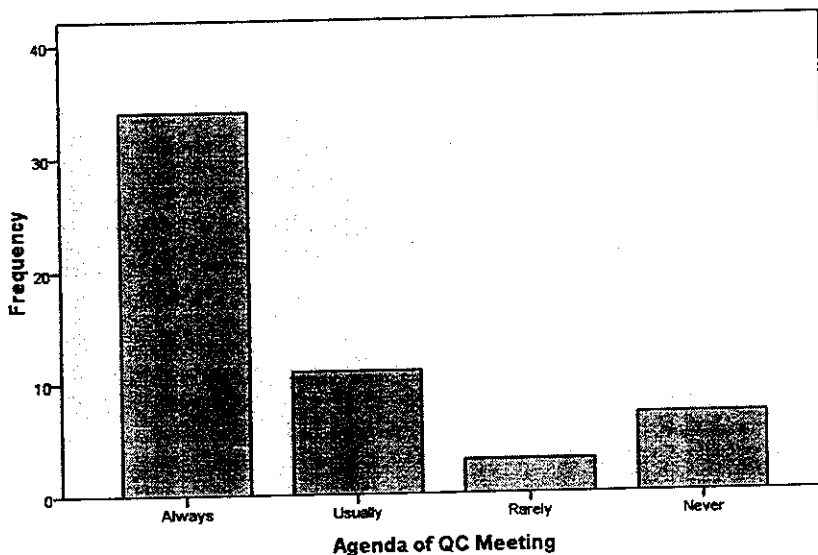


Chart 4.6

TABLE 4.7

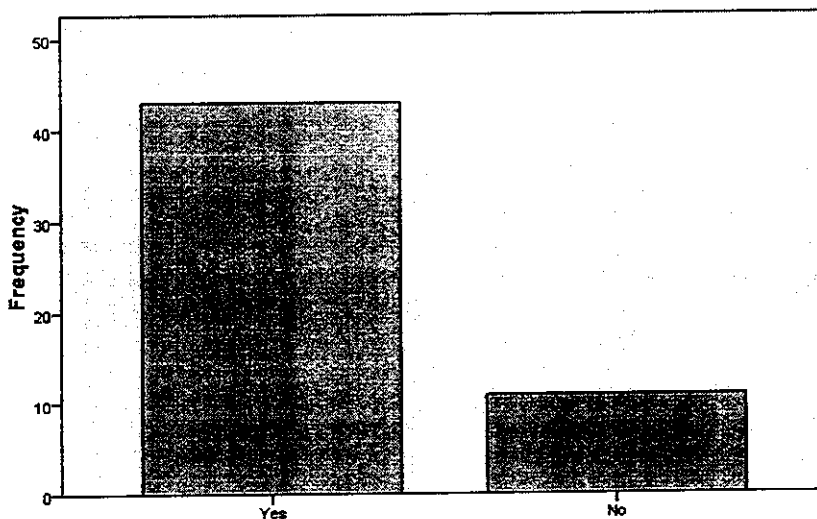
To identify whether the quality circle conducts audit for the employees or not.

| Particulars | No. of respondents | Percentage of respondents |
|----------------|--------------------|---------------------------|
| Yes | 43 | 78.2 |
| No | 11 | 20.0 |
| Total | 54 | 98.2 |
| Missing System | 1 | 1.8 |
| Total | 55 | 100.0 |

Interpretation:

The majority of respondents (78.2%) were agreed that there is quality audit and the remaining members were answered that there is no audit conducted. It is inferred that the quality circle conducts audit for the employees.

The audit is conducted in the end of every month in the organization thus maximum employees were said that it was conducted.



Quality Audit
Chart 4.7

TABLE 4.8

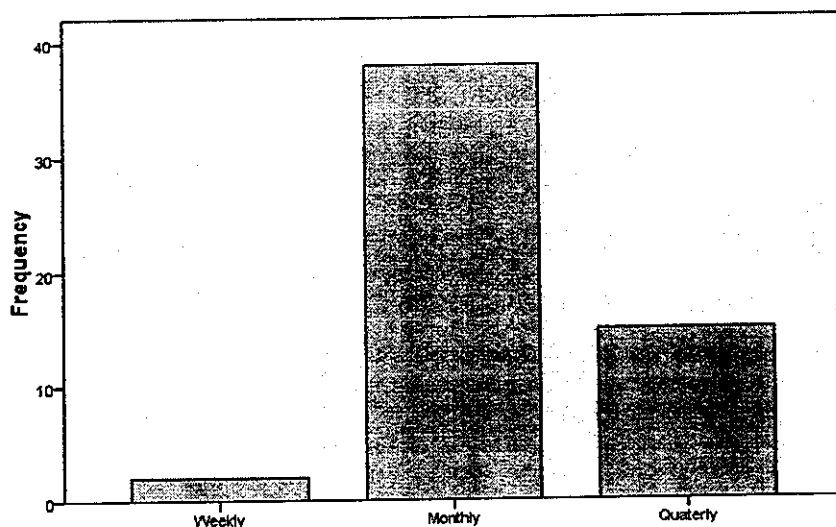
To identify how frequently the quality circle conducts audit for the employees.

| Particulars | No. of respondents | Percentage of respondents |
|-------------|--------------------|---------------------------|
| Weekly | 2 | 3.6 |
| Monthly | 38 | 69.1 |
| Quaterly | 15 | 27.3 |
| Total | 55 | 100.0 |

Interpretation:

The majority of respondents (69.1%) were said that the audit was conducted for every month in the organization and 27.3% were said that the audit was conducted quarterly in the organization and the remaining members were answered that the audit was conducted in quarterly basis. It is inferred that the audit for the employees was conducted by the organization in monthly basis.

The audit is conducted in the end of every month in the organization thus maximum employees were said it as monthly



Frequency of Quality Audit
Chart 4.8

TABLE 4.9

To identify the employees level of comfortable with current quality audit method in the organization.

| Particulars | No. of respondents | Percentage of respondents |
|-------------|--------------------|---------------------------|
| Very much | 18 | 32.7 |
| Moderate | 23 | 41.8 |
| Somewhat | 14 | 25.5 |
| Total | 55 | 100.0 |

Interpretation:

The majority of respondents (41.8%) were moderately comfortable and 32.7% were very much comfortable and the rest 25.5% of the respondents were against this. It is inferred that the major portion of respondents in the organization is comfortable with the current audit system.

The current quality audit method used was little flexible and it was adapted by the employees only if they were practiced so they will it as little comfortable rather than very much.

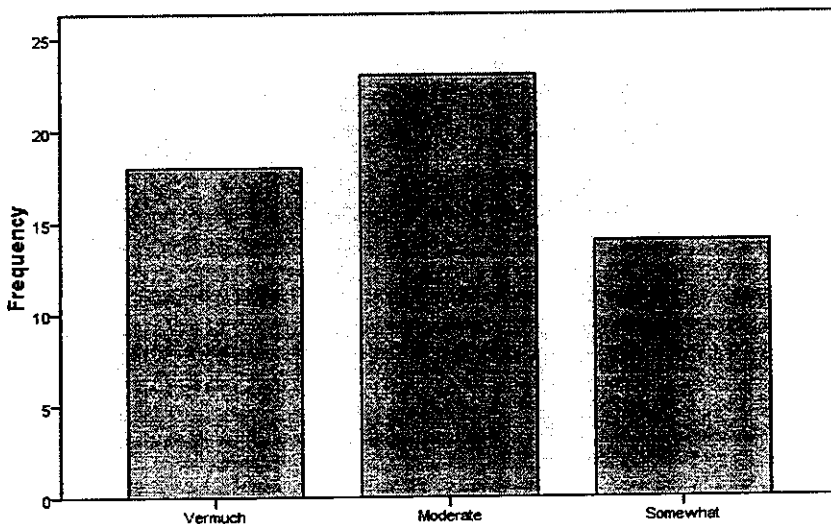


Chart 4.9
Audit Comfortable level

TABLE 4.10

To find that whether the organization has effective quality information system or not.

| Particulars | No. of respondents | Percentage of respondents |
|-------------------|--------------------|---------------------------|
| Strongly Agree | 24 | 43.6 |
| Agree | 24 | 43.6 |
| Don't Know | 3 | 5.5 |
| Strongly Disagree | 4 | 7.3 |
| Total | 55 | 100.0 |

Interpretation:

The majority of respondents (43.6%) strongly agreed and agreed that the organization has very effective quality information system whereas the rest 7.3% of respondents turned against this. It is inferred that the major portion of respondents in the organization strongly agreed that the organization has very effective quality information system.

The information system used in the organization has more accurate and all the needed details so the employees said that it is very effective.

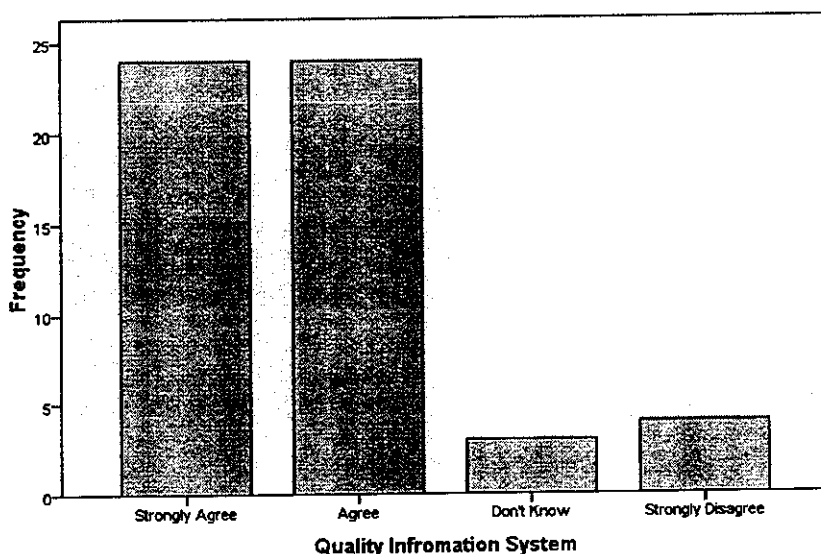
**Chart 4.10**

TABLE 4.11

To identify whether the information system in the organization is updated regularly or not.

| Particulars | No. of respondents | Percentage of respondents |
|-------------------|--------------------|---------------------------|
| Strongly Agree | 21 | 38.2 |
| Agree | 22 | 40.0 |
| Don't know | 4 | 7.3 |
| Disagree | 6 | 10.9 |
| Strongly Disagree | 2 | 3.6 |
| Total | 55 | 100.0 |

Interpretation:

The majority of respondents (40%) agreed and 38.2% of the respondents were strongly agreed whereas the rest of respondents turned against this. It is inferred that the major portion of respondents in the organization agreed that the organization regularly update its quality information system.

The information system of the organization was updated regularly if there is a need for the updation so that the quality will not be affected.

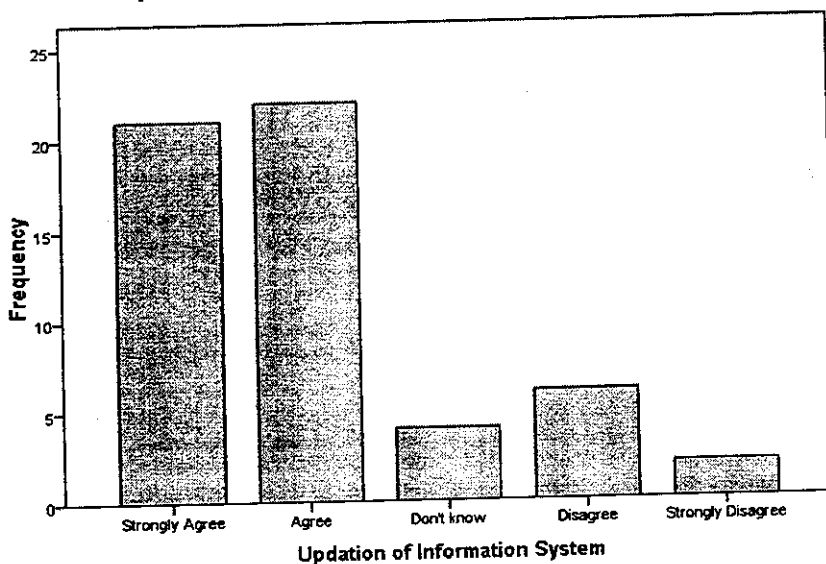


Chart 4.11

TABLE 4.12

To identify whether the organization uses any bench marking to evaluate the employees of the organization.

| Particulars | No. of respondents | Percentage of respondents |
|-------------|--------------------|---------------------------|
| Usually | 14 | 25.5 |
| Sometimes | 7 | 12.7 |
| Rarely | 24 | 43.6 |
| Never | 10 | 18.2 |
| Total | 55 | 100.0 |

Interpretation:

The majority of respondents (43.6%) said that they rarely uses it and 25.5% were said that they usually use it and 10% of the respondents were said never use it. It is inferred that the major portion of respondents in the organization said that the organization rarely uses the bench marking approach.

Each employee has given his own bench marks so that the employees will perform better and also able to measure their performance by themselves.

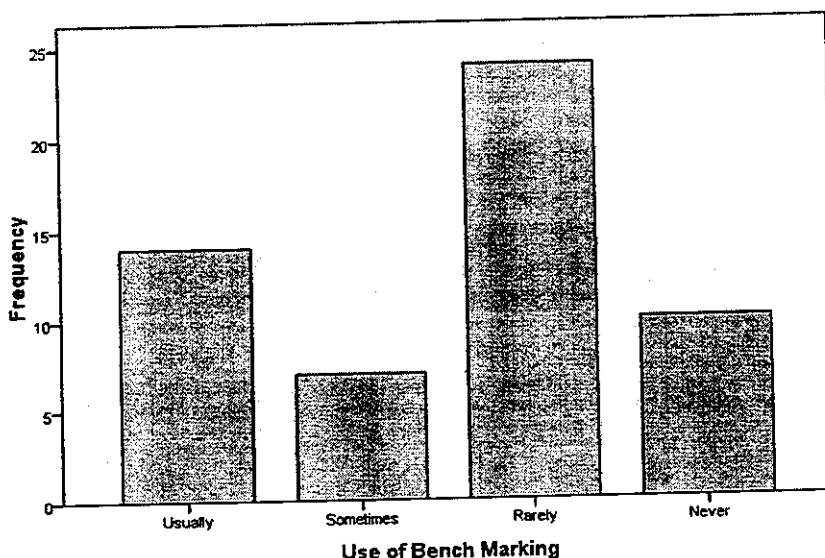
**Chart 4.12**

TABLE 4.13

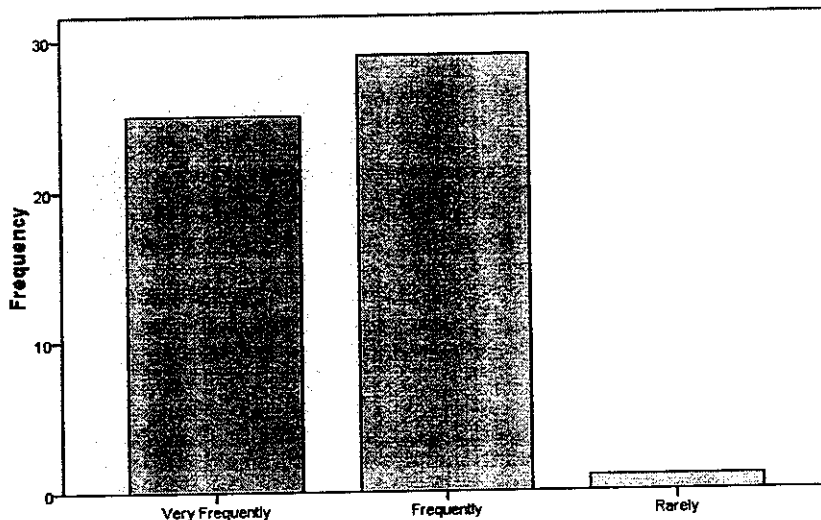
To find whether the organization conducts any brain storming session for the employees in the organization.

| Particulars | No. of respondents | Percentage of respondents |
|-----------------|--------------------|---------------------------|
| Very Frequently | 25 | 45.5 |
| Frequently | 29 | 52.7 |
| Rarely | 1 | 1.8 |
| Total | 55 | 100.0 |

Interpretation:

The majority of respondents (52.7%) agreed that the organization frequently goes for a brain storming approach and 45.5% were said that the very frequently does it and 1.8% of the respondents were said that organization rarely uses this approach. It is inferred that the major portion of respondents in the organization were agreed that the organization frequently goes for the brain storming session.

The brain storming session is conducted during the meetings and also during the TQM festival celebrated yearly once in the organization.



Brain Storming Session
Chart 4.13

TABLE 4.14

To find whether the organization follows 5'S Japanese philosophy or not.

| Particulars | No. of respondents | Percentage of respondents |
|-------------------|--------------------|---------------------------|
| Strongly Agree | 20 | 36.4 |
| Agree | 29 | 52.7 |
| Disagree | 2 | 3.6 |
| Strongly Disagree | 4 | 7.3 |
| Total | 55 | 100.0 |

Interpretation:

The majority of respondents (52.7%) agreed that the organization follows 5'S Japanese philosophy and 36.4% were strongly agreed that the organization follows 5'S Japanese philosophy whereas the rest of the respondents were against this. It is inferred that the major portion of respondents in the organization were agreed that the organization follows 5'S Japanese philosophy.

Since the organization insists the employees to follow 5'S Japanese philosophy the employees were agreed that they follow it.



5'S Japanese Philosophy

Chart 4.14

TABLE 4.15

To find the satisfaction level of employees towards the rewarding system.

| Particulars | No. of respondents | Percentage of respondents |
|------------------------------------|--------------------|---------------------------|
| Highly Satisfied | 15 | 27.3 |
| Satisfied | 22 | 40.0 |
| Neither Satisfied Nor Dissatisfied | 12 | 21.8 |
| Dissatisfied | 4 | 7.3 |
| Highly Dissatisfied | 2 | 3.6 |
| Total | 55 | 100.0 |

Interpretation:

The majority of respondents (40%) were satisfied and 27.3% were highly satisfied and 21.8% were neither satisfied and nor dissatisfied and the rest of the respondents were dissatisfied with the rewarding system followed in the organization. It is inferred that the major portion of respondents in the organization were satisfied with the rewarding system followed in the organization.

As reward is one of the motivation technique the organization follows it in order to improve the employees quality.

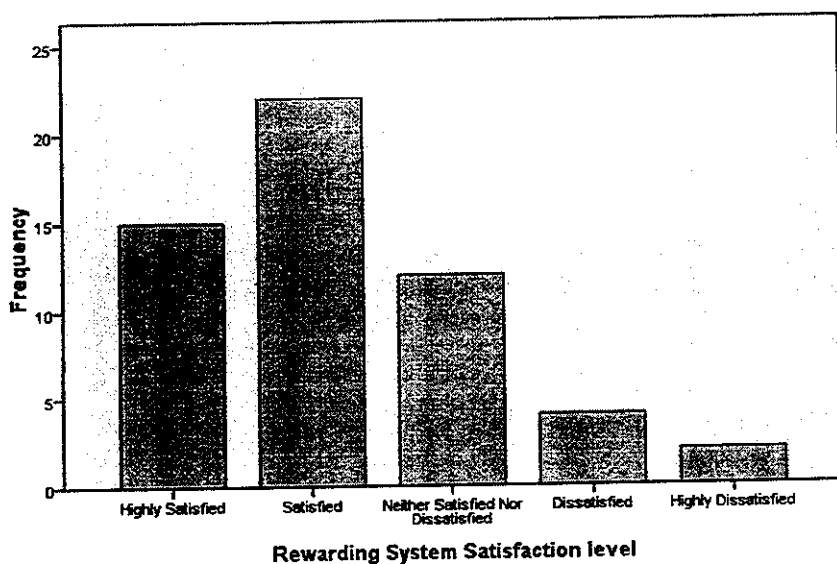


Chart 4.15

TABLE 4.16

To find whether the organization has any formal career planning process.

| Particulars | No. of respondents | Percentage of respondents |
|----------------|--------------------|---------------------------|
| Strongly Agree | 9 | 16.4 |
| Agree | 30 | 54.5 |
| Don't Know | 11 | 20.0 |
| Disagree | 5 | 9.1 |
| Total | 55 | 100.0 |

Interpretation:

The majority of respondents (54.5%) were agreed that the organization has a formal career planning process whereas 9.1% of the respondents were disagreed that the organization has a formal career planning process. It is inferred that the major portion of respondents in the organization were agreed that the organization has a formal career planning process.

The organization follows a formal career planning process for the employees so that they can improve their quality and the respondent agreed to that.

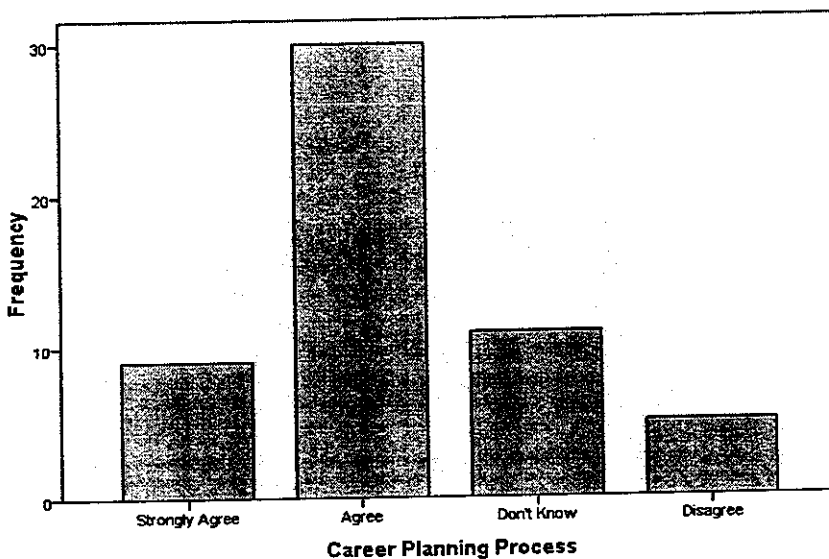


Chart 4.16

TABLE 4.17

To find whether the organization has a shared vision or not.

| Particulars | No. of respondents | Percentage of respondents |
|----------------|--------------------|---------------------------|
| Strongly Agree | 13 | 23.6 |
| Agree | 34 | 61.8 |
| Don't Know | 8 | 14.5 |
| Total | 55 | 100.0 |

Interpretation:

The majority of respondents (61.8%) were agreed and 23.6% were strongly agreed that the organization has a shared vision and whereas the rest of the respondents were replied that they neither agree nor disagree with this. It is inferred that the major portion of respondents in the organization were agreed that the organization has a shared vision.

The organization has a shared vision with its employees so that it can grow along with its employees.

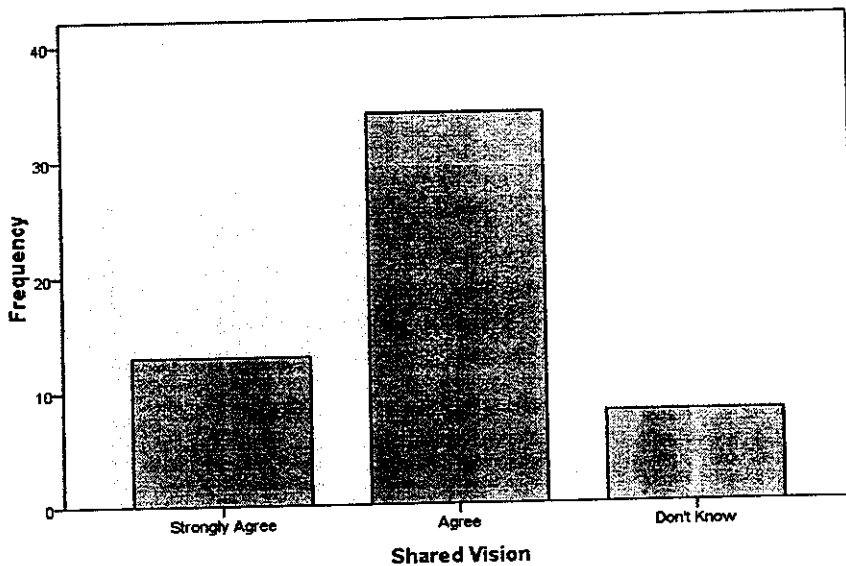


Chart 4.17

TABLE 4.18

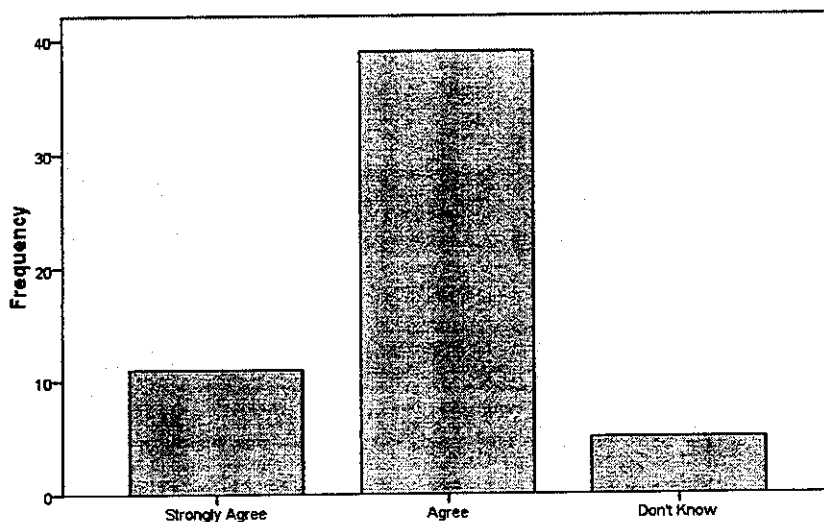
To find whether the employees are kept updated with changes in job skills & job designs.

| Particulars | No. of respondents | Percentage of respondents |
|----------------|--------------------|---------------------------|
| Strongly Agree | 11 | 20.0 |
| Agree | 39 | 70.9 |
| Don't Know | 5 | 9.1 |
| Total | 55 | 100.0 |

Interpretation:

The majority of respondents (70.9%) were agreed and 20% were strongly agreed and whereas the rest of the respondents were replied that they neither agree nor disagree that the employees are kept updated with changes in job skills & job designs. It is inferred that the major portion of respondents were agreed that the organization kept employees updated with changes in job skills & job designs.

In the organization often a meeting is conducted by quality circle team to inform the employees, the changes in the job skills and job designs if there is any.



Update in Job Skills
Chart 4.18

TABLE 4.19

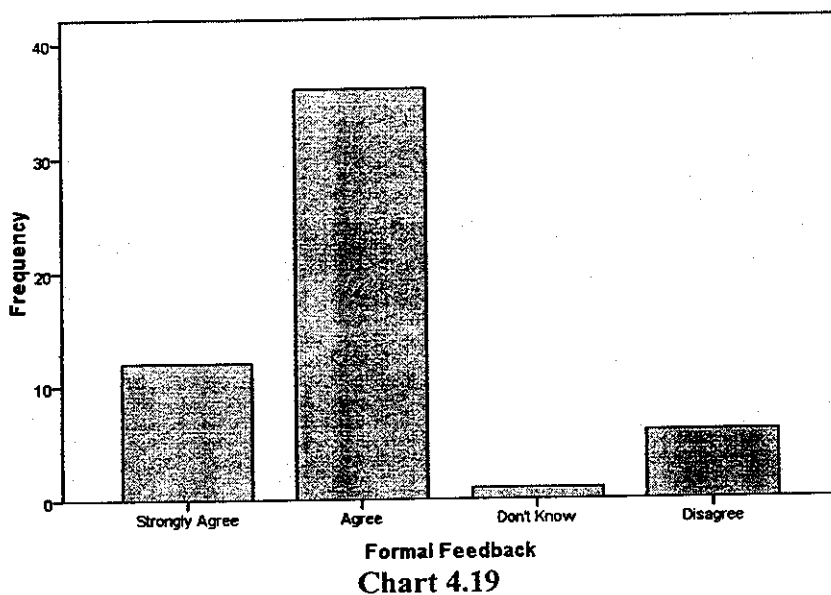
To identify whether any formal or informal method is followed for feedback.

| Particulars | No. of respondents | Percentage of respondents |
|----------------|--------------------|---------------------------|
| Strongly Agree | 12 | 21.8 |
| Agree | 36 | 65.5 |
| Don't Know | 1 | 1.8 |
| Disagree | 6 | 10.9 |
| Total | 55 | 100.0 |

Interpretation:

The majority of respondents (65.5%) were agreed and 21.8% were strongly agreed whereas the rest of the respondents were replied that they neither agree nor disagree with this. It is inferred that the major portion of respondents were agreed that the organization follows formal or informal method in collecting employees' feedback.

The organization uses both formal and informal method to collect the feedback from the employees so that they can be improved.



P-3673

TABLE 4.20

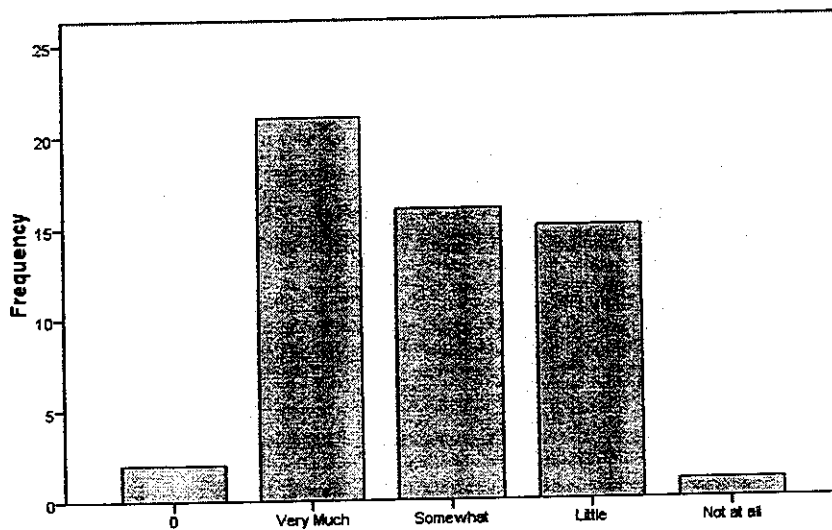
To identify whether the organization provide right environment to apply their knowledge to the job.

| Particulars | No. of respondents | Percentage of respondents |
|-------------|--------------------|---------------------------|
| Very Much | 21 | 38.2 |
| Somewhat | 16 | 29.1 |
| Little | 15 | 27.3 |
| Not at all | 1 | 1.8 |
| Missing | 2 | 3.6 |
| Total | 55 | 100.0 |

Interpretation:

The majority of respondents (38.2%) were feel very much that the organization provides right environment and the rest of the respondents were against this. It is inferred that the major portion of respondents were agreed that the organization provide right environment to apply their knowledge to the job.

The organization provides a right environment to apply the knowledge of the employees so that they will be motivated and encouraged.



Environment to Apply Your Knowledge

Chart 4.20

TABLE 4.21

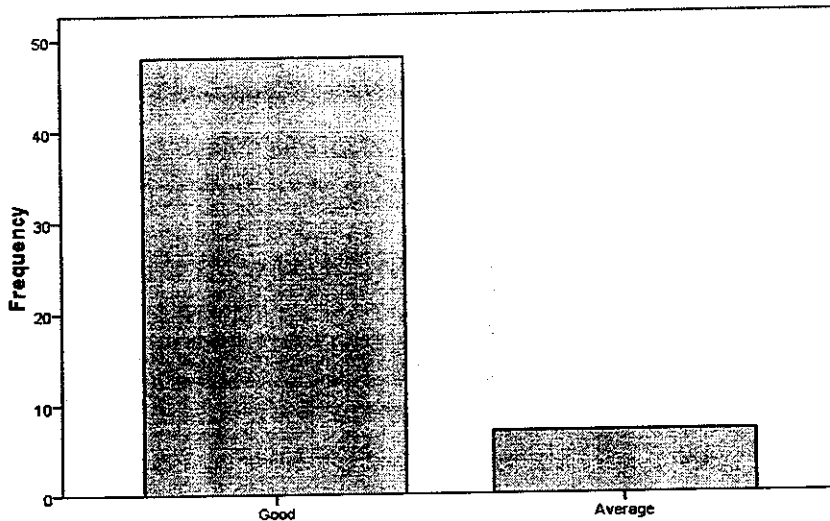
To identify whether the employees feel that the organization is good place to work.

| Particulars | No. of respondents | Percentage of respondents |
|-------------|--------------------|---------------------------|
| Good | 48 | 87.3 |
| Average | 7 | 12.7 |
| Total | 55 | 100.0 |

Interpretation:

The majority of respondents (87.3%) were feel that organization was good place to work and the rest of the respondents were against this. It is inferred that the major portion of respondents in the organization were feel that organization was good place to work

Since the organization allowed to apply their knowledge in the work environment they feel it as a good place to work.



**Good Place to Work
Chart 4.21**

TABLE 4.22

To identify the employees comfortable level with the rules of the organization.

| Particulars | No. of respondents | Percentage of respondents |
|-------------|--------------------|---------------------------|
| Very Much | 42 | 76.4 |
| Somewhat | 7 | 12.7 |
| Little | 4 | 7.3 |
| Not at all | 2 | 3.6 |
| Total | 55 | 100.0 |

Interpretation:

The majority of respondents (76.4%) were very much comfortable with the rules followed in the organization whereas the rest of the respondents were feel little uncomfortable. It is inferred that the major portion of respondents in the organization were very much comfortable with the rules followed in the organization.

There was no much rules followed in the organization, there is only some rules regarding the quality maintenance and the employees will much comfortable since they agree with the truth.

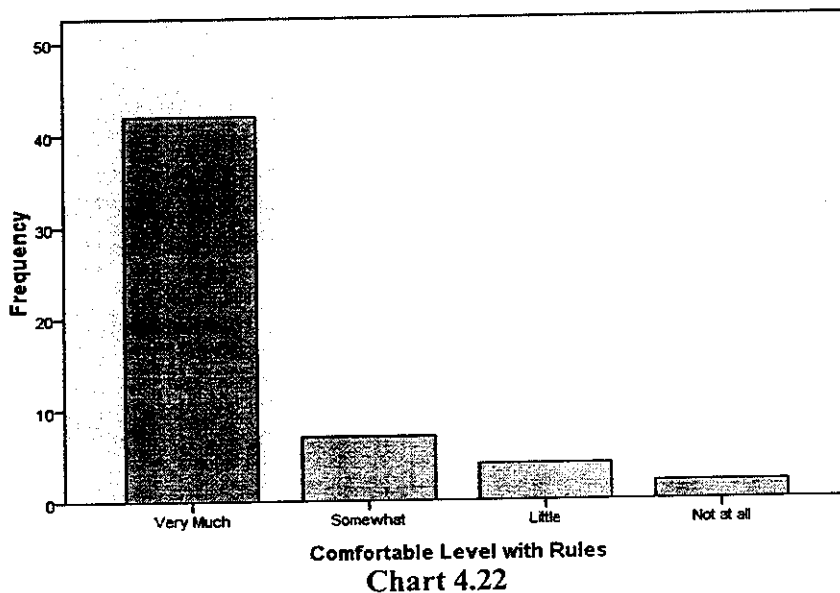


TABLE 4.23

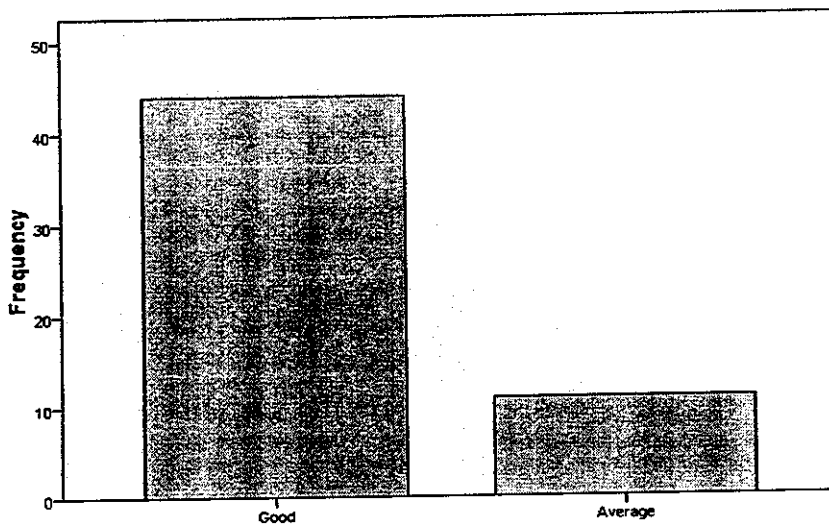
To identify the type of relationship the employees are having with their superior, peers and subordinates in the organization.

| Particulars | No. of respondents | Percentage of respondents |
|-------------|--------------------|---------------------------|
| Good | 44 | 80.0 |
| Average | 11 | 20.0 |
| Total | 55 | 100.0 |

Interpretation:

The majority of respondents (80%) were having good relationship whereas the rest of the respondents were feel they are having moderate relationship with their superior, peers and subordinates. It is inferred that the major portion of respondents in the organization were having good relationship with their superior, peers and subordinates in the organization.

The employees have a good relationship with their superior as feel comfortable with them and the superiors were very friendly in the organization.



Relationship with Superior
Chart 4.23

TABLE 4.24

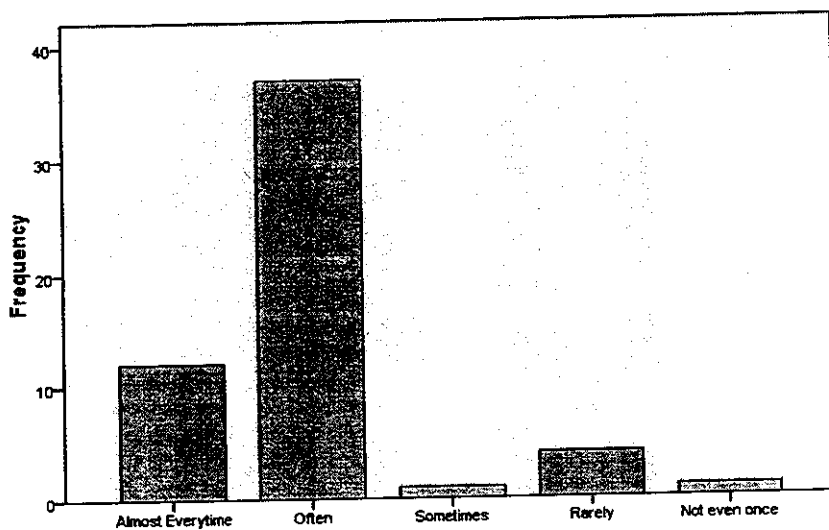
To find how often employees feel that they can get ahead if they make an effort.

| Particulars | No. of respondents | Percentage of respondents |
|------------------|--------------------|---------------------------|
| Almost Everytime | 12 | 21.8 |
| Often | 37 | 67.3 |
| Sometimes | 1 | 1.8 |
| Rarely | 4 | 7.3 |
| Not even once | 1 | 1.8 |
| Total | 55 | 100.0 |

Interpretation:

The majority of respondents (67.3%) were often feel and 21.8% of the respondents were almost every time feel that they can get ahead if they make an effort whereas the rest of the respondents were against this. It is inferred that the major portion of respondents were often feel that they can get ahead in the organization if they make an effort.

The organization always motivate the employees for working hard by providing them promotions, thus the employees feel good to work hard.



Get ahead if you work hard

Chart 4.24

TABLE 4.25

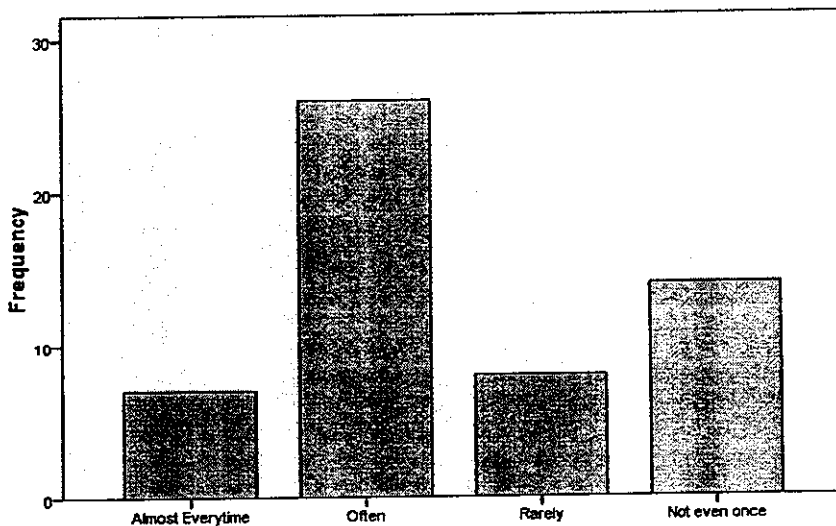
To identify whether the employees get any reward for their good performance.

| Particulars | No. of respondents | Percentage of respondents |
|------------------|--------------------|---------------------------|
| Almost Everytime | 7 | 12.7 |
| Often | 26 | 47.3 |
| Rarely | 8 | 14.5 |
| Not even once | 14 | 25.5 |
| Total | 55 | 100.0 |

Interpretation:

The majority of respondents (47.3%) were feel that they often get reward and 12.7% of the respondents were feel almost every time they often get reward whereas the rest of the respondents were against this. It is inferred that the major portion of respondents were feel that they often get reward for their good performance in the organization.

The organization has always supported the employee for their good performance by providing some form of rewards thus the employee feels they often get rewards.



Reward for Good Performance
Chart 4.25

TABLE 4.26

To find whether the employees agreed with performance measurement process.

| Particulars | No. of respondents | Percentage of respondents |
|-------------------|--------------------|---------------------------|
| Strongly Agree | 26 | 47.3 |
| Agree | 23 | 41.8 |
| Don't Know | 2 | 3.6 |
| Disagree | 3 | 5.5 |
| Strongly Disagree | 1 | 1.8 |
| Total | 55 | 100.0 |

Interpretation:

The majority of respondents (47.3%) were strongly agreed and 41.8% were agreed that their performance is measured properly whereas the rest of the respondents were against this. It is inferred that the major portion of respondents were strongly agreed that their performance is measured properly in the organization.

The organization uses a very efficient measurement method for performance measurement thus almost all the employees were agreed to that.

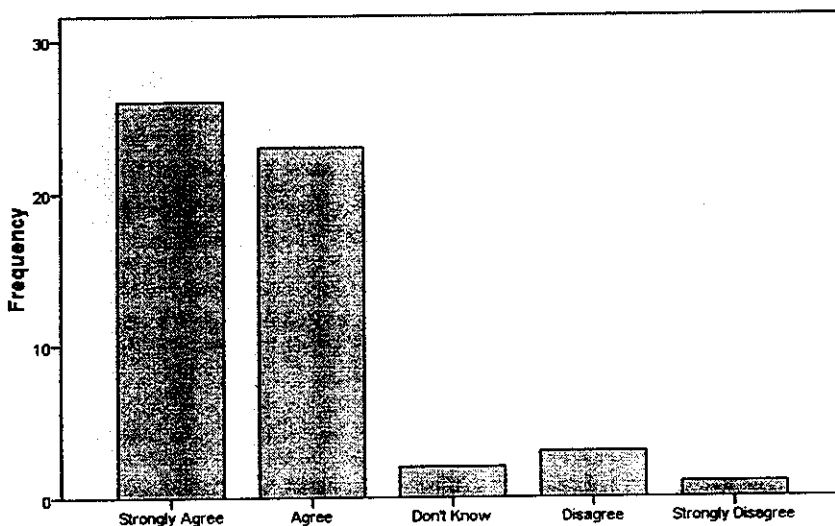


Chart 4.26

TABLE 4.27

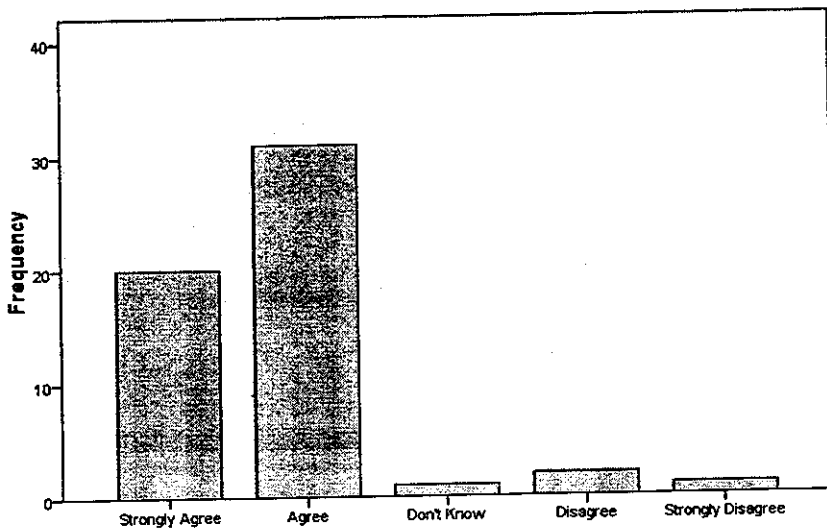
To identify whether the employees agree that their job makes the best use of their abilities.

| Particulars | No. of respondents | Percentage of respondents |
|-------------------|--------------------|---------------------------|
| Strongly Agree | 20 | 36.4 |
| Agree | 31 | 56.4 |
| Don't Know | 1 | 1.8 |
| Disagree | 2 | 3.6 |
| Strongly Disagree | 1 | 1.8 |
| Total | 55 | 100.0 |

Interpretation:

The majority of respondents (56.4%) were agreed that their job makes the best use of their abilities and 36.4% of the respondents were strongly agreed that their job makes the best use of their abilities whereas the rest of the respondents were against this. It is inferred that the major portion of respondents were agreed that their job makes the best use of their abilities.

Since the employees feel that they worked hard in order to prove their abilities they have agreed that the organization makes good use of their abilities.



Good use of your Abilities
Chart 4.27

4.2 Correlation

TABLE 4.28

To find the correlation between experience of the respondent and quality conscious toward employees.

| Count | | Quality Conscious Toward Employees | | | Total |
|------------------------------|---------------|------------------------------------|-------|-------------------|-------|
| | | Strongly Agree | Agree | Strongly Disagree | |
| Experience of the respondent | below 2 years | 5 | 4 | 0 | 9 |
| | 2 - 5 years | 17 | 14 | 1 | 32 |
| | 5 - 10 years | 5 | 9 | 0 | 14 |
| Total | | 27 | 27 | 1 | 55 |

Interpretation:

There were 9 employees with experience of below 2 years in that 5 were strongly agreed that the organization is quality conscious towards employees and the remaining are agreed that the organization is quality conscious towards employees. And the number of employees with 2 to 5 years of experience are 32 in which 17 were strongly agreed that the organization is quality conscious towards employees and 14 were strongly agreed that the organization is quality conscious towards employees and the remaining were disagreed that the organization is quality conscious towards employees. And the number of employees with 5 to 10 years of experience are 14 in which 5 were strongly agreed that the organization is quality conscious towards employees and the remaining were agreed that the organization is quality conscious towards employees.

It is inferred that the employees with less than 5 years of experience were strongly believe that the organization is quality conscious towards employees and as the experience increases the level of belief reduces it is shown as when the year of experience is above 5 years the number of employees strongly believe is less than who believes that the organization is quality conscious towards employees.

TABLE 4.28

To find the correlation between rewarding system satisfaction level and reward for good performance

| Count | | Reward for Good Performance | | | | Total |
|-------------------------------------|------------------------------------|-----------------------------|-------|--------|---------------|-------|
| | | Almost Every time | Often | Rarely | Not even once | |
| Rewarding System Satisfaction level | Highly Satisfied | 1 | 11 | 1 | 2 | 15 |
| | Satisfied | 5 | 11 | 1 | 5 | 22 |
| | Neither Satisfied Nor Dissatisfied | 1 | 4 | 5 | 2 | 12 |
| | Dissatisfied | 0 | 0 | 1 | 3 | 4 |
| | Highly Dissatisfied | 0 | 0 | 0 | 2 | 2 |
| Total | | 7 | 26 | 8 | 14 | 55 |

Interpretation:

There were 26 employees who gets reward often for their good performance and among those 11 were highly satisfied with the current rewarding system and 11 were just satisfied with the current rewarding system and the remaining were neither satisfied nor dissatisfied with the current rewarding system. And there were 7 employees who gets rewards almost every time for their performance and among those 5 were satisfied with the current rewarding system and 1 were highly satisfied. And there were 14 employees who never got rewards for their performance and among those 5 were satisfied with the current rewarding system and 5 were dissatisfied with the current rewarding system and the remaining were neither satisfied nor dissatisfied with the current rewarding system.

It is inferred that the employees who never received rewards were partially satisfied and dissatisfied with the reward system where as the others who gets reward were very much satisfied with the reward system. The organization can use some motivation schemes in order to make them perform better by informing them about the rewards.

4.3 Chi-Square Test

Chi-squared test, also **chi-square test** or χ^2 test, is any statistical hypothesis test in which the sampling distribution of the test statistic is a chi-squared distribution when the null hypothesis is true, or any in which this is asymptotically true, meaning that the sampling distribution (if the null hypothesis is true) can be made to approximate a chi-squared distribution as closely as desired by making the sample size large enough.

If calculated value is < 0.05 accept null hypothesis

4.3.1 Test for Association between the Experience of Employees and the Satisfaction in Work Environment.

The association between the experience of employees and the satisfaction in work environment is tested using Chi Square Test and the results are shown in the Table & .The hypothesis formulated for the same are given below.

H₀1: There is no association between the experience of employees and the satisfaction in work environment.

| | | Work Environment | | CHI SQUARE | SIGNIFICANCE |
|------------------------------|---------------|------------------|---------|------------|--------------|
| | | Good | Average | | |
| Experience of the respondent | below 2 years | 7 | 2 | 3.014 | 0.222 |
| | 2 - 5 years | 27 | 5 | | |
| | 5 - 10 years | 14 | 0 | | |
| TOTAL | | 48 | 7 | | |

Interpretation:

The significance value is greater than 0.05. So Null hypothesis is not accepted. Hence there is association between the experience of employees and the satisfaction in work environment is tested using Chi Square.

It is inferred that the experience of the employee have some impact with the satisfaction level of employees towards their work environment. Since they were experienced they feel comfortable with the environment.

4.3.2 Test for Association between the Quality Conscious of Employees and Comfortable Level of Employees with Rules.

The association between the quality conscious of employees and comfortable level of employees with rules is tested using Chi Square Test and the results are shown in the Table & .The hypothesis formulated for the same are given below.

H₀1: There is no association between the quality conscious of employees and comfortable level of employees with rules.

| | | Quality Conscious of Employees | | | CHI SQUARE | SIGNIFICANCE |
|------------------------------|------------|--------------------------------|-------|-------------------|------------|--------------|
| | | Strongly Agree | Agree | Strongly Disagree | | |
| Comfortable Level with Rules | Very Much | 22 | 19 | 1 | 3.735 | 0.713 |
| | Somewhat | 4 | 3 | 0 | | |
| | Little | 1 | 3 | 0 | | |
| | Not at all | 0 | 2 | 0 | | |
| TOTAL | | 27 | 27 | 1 | | |

Interpretation:

The significance value is greater than 0.05. So Null hypothesis is not accepted. Hence there is association between the quality conscious of employees and comfortable level of employees with rules is tested using Chi Square.

It is inferred that the quality conscious of employees have some kind of relationship with comfortable level of employees towards the rules of organization. From this it can be said that as the employees are following the rules as they understands that the rules to make them work quality.

CHAPTER 5

FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 Findings

- Most of the employees were of age below 40 and with the experience of two to five years..
- Maximum number of the employees feels that organization is quality conscious toward the employees. This also increases their commitment toward the work and toward the organization.
- Some of the employee's feel that they have proper information about the policies, practices followed in the organization. But some of employees feel that there is no proper communication.
- Many of the employees said that the organization conducts quality audit every month and some of them said that it is conducted quarterly and only some of them were satisfied with the audit system, others feel somewhat less comfortable with the current audit system.
- Almost all of the employees were satisfied with quality information system and agreed that it is updated frequently.

- Many employees feel that they don't get rewarded for their good performance.
- Most of the employees accepted that the organization often goes for brain storming session
- Majority of the employees were satisfied with their rewarding system and agreed that the organization has a shared vision for employees.
- Maximum number of the employees said that there is a formal feedback system followed in the organization.
- Only some of the employees felt that they don't get any reward for their performance.
- Majority of employees strongly believe that the organization is quality conscious towards employees when they have upto 5 years of experience and as experience increase their level of belief has decreased.

5.2 Suggestions

The suggestions I have given for the betterment are explained below:

- ✓ It is very important to provide the opportunity to the employees of the organization to express their ideas or whatever they want to express.
- ✓ Management should clear their vision mission and goals towards the employees in the organization.
- ✓ Management should involve the workers representatives in managerial activities so that the transparency could be maintained and through this they can win the confidence of the employees.
- ✓ Management should give due importance to mental relaxation & social cultural development of an employees who strives hard for the company.
- ✓ Reward or Praise/appreciation works as magic for an individual and motivates them for work.
- ✓ Role clarity of each position should be defined and based on that individuals can plan their work accordingly.
- ✓ Self-potential system should be encouraged.
- ✓ There are regular review and comparison of current & past performance to detect gradual deterioration in the strategy.
- ✓ Proper cooperation should be necessary in the company.

5.3 Conclusions

The analysis of the study reveals that the HR is responsible for maintaining quality in employees. The higher degree of commitment toward work will improve productivity and will decrease rejection cause due to human factor.

The major factor that influences the improvement of employees performance is their satisfaction level towards the reward system and their commitment to the work. As far as Eastern Condiments Private Limited, Theni is concerned the quality of employees toward their work is good.

5.4 Scope for further study

In future the study can also be done in other units of Eastern condiments private limited and it can also be redone after some time in the same unit to examine whether the suggestions given have considered or not.

It can also be expanded to study the strategic role played by the HR professionals at various stages of TQM and the needs of the employees to improve the quality. This study can also be done in other organizations so that they can study the quality of employees in their organization.

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Q6. Do they inform to you about the agenda or any other information of the meeting?

Always Usually Sometimes Rarely Never

Q7. Are the organization is going for the quality audit?

Yes No Can't say

Q8. If YES, how often do they conduct the audit?

Weekly Monthly Quarterly Half Yearly Yearly

Q9. Are you comfortable with the current auditing methods?

Very much Moderate Somewhat Slightly Not at all

Specify reasons for your answers:

Q10. Does your organization have quality information system?

Strongly Agree Agree Don't know Disagree Strongly disagree

Q11. The information system is regularly updated to the employees

Strongly Agree Agree Don't know Disagree Strongly disagree

Q12. Do you think the organization used bench marking?

Always Usually Sometimes Rarely Never

Q13. Does the organization is going for the brain storming session?

Very Frequently Frequently Sometimes Rarely Never

Q14. Whether the organization taught you about the 5'S Japanese philosophy?

Strongly Agree Agree Don't know Disagree Strongly disagree

Q15. Are you satisfied with the current system of rewarding?

Highly Satisfied Satisfied Neither Satisfied Nor Dissatisfied Dissatisfied Highly Dissatisfied

Q16. A formal career planning process exist in the organization

Strongly Agree Agree Don't know Disagree Strongly disagree

Q17. There is a shared vision of where your business is growing?

Strongly Agree Agree Don't know Disagree Strongly disagree

Q18. Employees are kept updated with changes in job skills & job designs?

Strongly Agree Agree Don't know Disagree Strongly disagree

Q19. Formal or informal method is followed for employees feedback and acting on that feedback?

Strongly Agree Agree Don't know Disagree Strongly disagree

Q20. Does the organization provide right environment to apply your knowledge from new programs to the job?

Very much Some what Little Not at all

Q21. Do you feel that the organization is a good place to work?

Good Fair Poor

Q22. Do you feel comfortable with rules and policy of the organization?

Very much Some what Little Not at all

Q23. What types of relations are you having with your superior, peers and subordinates?

Good Average Bad

Q24. If BAD, then why it is so?

- They are not cooperating
- There is no proper communication.
- Their behavior is not good
- All above

Q25. How often you feel that you can get ahead in the org. if you make an effort?

Almost every time Often Sometimes Rarely Not even once

Q26. Do you get any reward on your good performance?

Almost every time Often Sometimes Rarely Not even once

Q27. Do you agree that your performance is properly measured in the organization?

Strongly Agree Agree Don't know Disagree Strongly disagree

Q28. Do you agree that your job makes the best use of your abilities?

Strongly Agree Agree Don't know Disagree Strongly disagree

Thank You