

Research Paper



EFFECTIVENESS OF PERSONNEL MANAGEMENT PRACTICES IN INDUSTRIES IN THOOTHUKUDI REGION

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ABSTRACT

The Effectiveness personnel management practices could be observed from the point of view of employees. It means the extent to which employees realize the importance of personnel policies, programmes, workers welfare activities, selection and placement of the workers, labor welfare, human relations and creation of good working conditions for the employee. This Paper deals with effectiveness of personnel management practices in industries in Thoothukudi region. It outlines the various indicators of personnel management practices and they are quantified and analysis. This paper concludes with some interesting findings.

KEYWORDS: personnel management, workers, wages, employees, working environment.

INTRODUCTION

Personnel management deals with job analysis, selection recruitment and placement of workers, right people selection for right job, enhancing the workers training by the way of conducting the orientation and training programme, fixation of wages and salaries according to the merit and work performance of the employees, provision of monetary benefits non monetary benefits bonus and incentives, undertaking performance appraisal of the organization, dispute settlement and means of communicating employees of all categories.

FUNCTIONS OF PERSONNEL MANAGEMENT

The first one is operative functions. It deals with activities relating to manpower utilization in production of goods and services. The selection and placement of appropriate employees according to the needs and requirements of the organization. Next of operative function is procurement. It is a process of selecting the required number of employees according to their qualifications, experience as per the objectives and goal of the organization. It is a process of selection of right person for right job.

The third operative function is development of work force. It could be done by the way of enhancing the skills and working capacity of the employees by the way of conducting the training and educational programmes such as seminars, workshops, brainstorming, symposia etc.

The fourth aspect of operative function includes compensating. It should be based on mode of payments,

remuneration and terms of employment. The fifth aspect of operative function is utilizing. It is the process of ways and means of utilization of employees' services to achieving the production targets. It could be done by the way of providing incentives for increased in productivity of the organization. The last aspect of operative function is maintaining. It is a process of creation of a good physical working condition in the organization. A good physical working condition includes ventilation facility, fire protection facility, noise control, mechanism, drinking water facility, canteen facility, toilet facility, lightning facility and hygienic maintenance of the working environment. The working environment should promote the health and hygiene of the employees.

Managerial Functions

Managerial functions are very essential aspects of personnel management. It is a process of planning, organizing, co-ordinating, directing and controlling the activities of the employees. The first managerial function is planning. It is a predetermined course of action. It is objective based and it should be done in a given time framework. The planning process decides the target of personnel functions and operative functions according to the fixed targets and priorities.

Next aspect of managerial function is organizing. It is process of allocation of work activities to different individuals in different work divisions. It is means group wise, cadre wise and section wise allocation of work schedule. The third function is co-ordination. It is a process of regulating



the human resource utilization pattern and balance the system in the right path. It seeks to run the business economically along with proper communication of do's and do not's in their working environment.

The fourth managerial function is directing. It is a process of managing the workers in the right direction. It can be done through motivation of workers. The directing depends on effective leaderships and effective communication both on the part of the managers and employees. The fifth aspect of managerial functions includes motivation. It is very essential towards successfully managing the workers in the direction of work. The management properly educates the employees about the organizational policies, programmes and objectives to the employees. The last aspect of managerial function is controlling. It is a process of measurement of target fixed and achievement made in the direction of production of goods and services in the organization.

Other Functions

The personnel management aims at retaining the employees and reduces the process of employees turn over. The retention of the employees in any organization is very essential aspect of personnel management. The highly skilled employees should be retained with a view to effectively utilize their skills towards development of the organization.

The encouragement of team work is an important aspect of personnel management. Team work brings collective efforts into productive channel. The another aspect of personnel management is managerial effectiveness. It could be noted that effective management can easily mobilize the work force in the right direction.

METHODS AND MATERIALS

This study examines the effectiveness of personnel management practices by making an experiment of high major industries in Thoothukudi region. From each industry 75 workers are selected as sample under stratified random

sampling method. The relevant data are collected from the respondents with the help of interview schedule. The collected data are classified and tabulated with the help of interview schedule. The data analysis is done with the help of ANOVA two way test, t test, and averages.

RESULTS AND DISCUSSION

Effectiveness of Personnel Management Practices

This section deals with respondents' rating on effectiveness of personnel management practices. It can be assessed with the help of 32 factors on a 5 point rating scale. These include recruitment of staff according to call for, recruitment based on merit of the individual, recruitment according to the business needs, considerable time of interviews and posting the job, clear communication of the recruitment, responsibility of personnel officer, accuracy of information provided by personnel officer, confidentiality practices by personnel, pay assistance from the personnel manager, leave record assistance from the personnel officer, benefit assistance from the personnel officer, communication from immediate supervisors, reorganization of good performance from immediate supervisor, work role properly applied by immediate supervisor, personnel policies are fully explained, work procedures are fully explained, proper explanation of current job description, technically prepare employees to fulfill their job responsibilities, developing short and long term work expectations, proper attendance management, proper grievance handling, enriching occupational skills through training programmes, service of retirement counselor, proper first aid facility, medical services provisions, ventilation facility in the working environment, toilet facility in the working premises, lighting facility in the working environment, fire protection facility in the working environment, noise control mechanism in the working environment, morale in work station and discipline consistently applied by immediate supervisor.

Table 1 Industry Wise Respondents' Rating on Effectiveness of Personnel Management Practices

Variables	Vignesh Engineering	Chitraleka Manufacturing Company	Natraj Electrical Equipment Manufacturer	Green Star Fertilizer Limited	Hitech Flyash India Private Limited	Mean
Recruitment staff according to call for	2.21	2.12	1.83	1.70	1.64	1.90
Recruitment based on merit of the individual	3.83	3.49	3.20	2.97	2.86	3.27
Recruitment according to the business needs	3.41	3.07	2.78	2.55	2.44	2.85
Considerable time of interviews and posting the job	3.51	3.17	2.88	2.65	2.54	2.95
Clear communication of the recruitment	4.16	4.07	3.78	3.50	3.39	3.80
Responsibility of personnel officer	3.31	2.97	2.68	2.45	2.34	2.75
Accuracy of information provided by personnel officer	4.24	4.20	4.01	3.78	3.67	3.98
Confidentiality practices by personnel	3.79	3.45	3.16	2.93	2.82	3.23
Pay assistance from the personnel manager	4.18	4.14	4.10	3.98	3.81	4.02
Leave record assistance from the personnel officer	2.46	2.22	1.93	1.75	1.64	2.00
Benefit assistance from the personnel officer	3.46	3.12	2.83	2.60	2.49	2.90
Communication from immediate supervisors	2.90	2.56	2.27	2.04	1.93	2.34
Reorganization of good performance from immediate supervisor	3.60	3.26	2.97	2.74	2.63	3.04
Work role properly applied by immediate supervisor	4.02	3.88	3.59	3.46	3.35	3.66

Personnel policies are fully explained	4.46	4.12	3.83	3.60	3.49	3.90
Work procedures are fully explained	4.22	4.20	4.19	4.10	3.91	4.16
Proper explanation of current job description	2.76	2.42	2.13	1.90	1.79	2.20
Technically prepare employees to fulfill their job responsibilities	3.89	3.55	3.26	3.03	2.92	3.33
Developing short and long term work expectations	3.25	2.91	2.62	2.39	2.28	2.69
Proper attendance management	4.18	3.84	3.55	3.32	3.21	3.62
proper grievance handling	3.00	2.66	2.37	2.14	2.03	2.44
Enriching occupational skills through training programmes	3.55	3.21	2.92	2.69	2.58	2.99
Service of retirement counselor	2.81	2.47	2.18	1.95	1.84	2.25
Proper first aid facility	3.75	3.41	3.12	2.89	2.78	3.19
Medical services provisions	3.66	3.32	3.03	2.80	2.69	3.10

Table 1 Industry Wise Respondents' Rating on Effectiveness of Personnel Management Practices (cont..)

Variables	Vignesh Engineering	Chitraleka Manufacturing Company	Natraj Electrical Equipment Manufacturer	Green Star Fertilizer Limited	Hitech Flyash India Private Limited	Mean
Ventilation facility in the working environment	4.00	3.66	3.37	3.14	3.03	3.44
Toilet facility in the working premises	3.15	2.81	2.52	2.29	2.18	2.59
Lighting facility in the working environment	4.24	4.20	4.10	4.02	3.93	4.08
Fire protection facility in the working environment	4.04	3.70	3.41	3.18	3.07	3.48
Noise control mechanism in the working environment	3.06	2.72	2.43	2.20	2.09	2.50
Morale in work station	4.09	3.75	3.46	3.23	3.12	3.53
Discipline consistently applied by immediate supervisor	3.71	3.37	3.08	2.85	2.74	3.15
Average	3.59	3.31	3.05	2.84	2.73	3.10

Source: Computed from the Primary Data

ANOVA

Source of Variation	SS	df	MS	F	F crit
Variation due to indicators of personnel management practices	60.96819	31	1.966716	232.6153	1.54395
Variation due to industries	15.91689	4	3.979221	470.6465	2.444766
Error	1.048395	124	0.008455		
Total	77.93347	159			

Data presented in table 1 indicate the industry wise respondents' rating on effectiveness of personnel management practices. It could be noted that out of the 32 effectiveness of personnel management practices indicators, the respondents rate the work procedures are fully explained is the first level effectiveness of personnel management practice and it is evident from their secured a mean score of 4.16 on a 5 point rating scale. Lighting facility in the working environment is rated at second level effectiveness of personnel management practices and it is estimated from the respondents' secured a mean score of 4.08 on a 5 point rating scale. The respondents rate the pay assistance from the personnel manager is the third level effectiveness of personnel management practice. It is evident from their secured a mean score of 4.02 on a 5 point rating scale. The respondents rank the fourth level effectiveness of personnel management practice by citing the fact that the accuracy of information provided by personnel officer and it is observed from the respondents' secured a

mean score of 3.98 on a 5 point rating scale. Personnel policies are fully explained is rated at fifth level effectiveness of personnel management practice and it could be known from the respondents' secured a mean score of 3.90 on a 5 point rating scale.

The respondents' rate the clear communication of the recruitment is the rated sixth level effectiveness of personnel management practice and it is revealed from their secured a mean score of 3.80 on a 5 point rating scale. Work role properly applied by immediate supervisor is rated at seventh level effectiveness and it observed from the respondents' secured a mean score of 3.66 on a 5 point rating scale. The respondents' rate the proper attendance management and it is their eighth level ranking. It is evident from their secured a mean score of 3.62 on a 5 point rating scale. The respondents rank the ninth level effectiveness of personnel management practice by citing the event that morale in work station as per their secured a mean score of 3.53 on a

5 point rating scale. Fire protection facility in the working environment is rated at tenth level effectiveness of personnel management practice and it is evident from the respondents' secured a mean score of 3.48 on a 5 point rating scale. The respondents rate the ventilation facility in the working environment is the eleventh level effectiveness of personnel management practices and it could be known from their secured a mean score of 3.44 on a 5 point rating scale. Technically prepare employees to fulfill their job responsibilities is rated at twelfth level effectiveness of personnel management practice and it is reflected from the respondents' secured a mean score of 3.33 on a 5 point rating scale. The respondents rank the thirteenth level effectiveness of personnel management practice by citing the fact that recruitment based on merit of the individual. It is evident from their secured a mean score of 3.27 on a 5 point rating scale. The respondents rank the fourteenth level effectiveness of personnel management practice by citing the fact that confidentiality practices by personnel and it is clear from their secured a mean score of 3.23 on a 5 point rating scale. Proper first aid facility and it is rated at fifteenth level system as per the respondents' secured a mean score of 3.19 on a 5 point rating scale.

The respondents' rate the discipline consistently applied by immediate supervisor is the sixteenth level observed effectiveness of personnel management practice and it could be known from their secured a mean score of 3.15 on a 5 point rating scale. Medical services provisions is rated at seventeenth level effectiveness of personnel management practice and it is reflected from the respondents' secured a mean score of 3.10 on a 5 point rating scale. The respondents' rate the reorganization of good performance from immediate supervisor as their rated eighteenth level effectiveness of personnel management practice and it is revealed from their secured a mean score of 3.04 on a 5 point rating scale.

The respondents' rate the enriching occupational skills through training programmes is the nineteenth level observed effectiveness of personnel management practice and it could be known from their secured a mean score of 2.99 on a 5 point rating scale. Considerable time of interviews and posting the job is rated at twentieth level effectiveness of personnel management practice and it is reflected from the respondents' secured a mean score of 2.95 on a 5 point rating scale. The respondents' rate the benefit assistance from the personnel officer as their rated twenty first level effectiveness of personnel management practice and it is revealed from their secured a mean score of 2.90 on a 5 point rating scale.

The respondents' rate the recruitment according to the business needs is the twenty second level observed effectiveness of personnel management practice and it could be known from their secured a mean score of 2.85 on a 5 point rating scale. Responsibility of personnel officer is rated at twenty third level effectiveness of personnel management practice and it is reflected from the respondents' secured a mean score of 2.75 on a 5 point rating scale. The respondents' rate the developing short and long term work expectations is the rated twenty fourth level effectiveness of personnel management practice system and it is revealed from their secured a mean score of 2.69 on a 5 point rating scale.

The respondents' rate the toilet facility in the working premises is the twenty fifth level observed effectiveness of personnel management practice and it could

be known from their secured a mean score of 2.59 on a 5 point rating scale. Noise control mechanism in the working environment is rated at twenty sixth level effectiveness of personnel management practice and it is reflected from the respondents' secured a mean score of 2.50 on a 5 point rating scale. The respondents' rank the proper grievance handling is the rated twenty seventh level effectiveness of personnel management practice system and it is revealed from their secured a mean score of 2.44 on a 5 point rating scale.

The respondents' rate the communication from immediate supervisors is the twenty eighth level observed effectiveness of personnel management practice and it could be known from their secured a mean score of 2.34 on a 5 point rating scale. Service of retirement counselor is rated at twenty ninth level effectiveness of personnel management practice and it is reflected from the respondents' secured a mean score of 2.25 on a 5 point rating scale. The respondents' rate the proper explanation of current job description is the rated thirtieth first level effectiveness of personnel management practices and it is revealed from their secured a mean score of 2.20 on a 5 point rating scale. The respondents' rate the leave record assistance from the personnel officer as their thirty first level observed effectiveness of personnel management practice and it could be known from their secured a mean score of 2.00 on a 5 point rating scale. Recruitment staff according to call for is rated at thirty second level effectiveness of personnel management practice and it is reflected from the respondents' secured a mean score of 1.90 on a 5 point rating scale.

The Vignesh Engineering company respondents' rank the first position in their overall rated indicators of effectiveness of personnel management practices as per their secured a mean score of 3.59 on a 5 point rating scale. The Chitraloka Manufacturing Company respondents' rank the second position in their overall rated indicators of effectiveness of personnel management practices as per their secured a mean score of 3.31 on a 5 point rating scale. The Natraj Electrical Equipment Manufacturer Company respondents' rank the third position in their overall rated indicators of effectiveness of personnel management practices as per their secured a mean score of 3.05 on a 5 point rating scale. The Green Star Fertilizer Limited respondents' rank the fourth position in their overall rated indicators of effectiveness of personnel management practices as per their secured a mean score of 2.84 on a 5 point rating scale. The Hitech Flyash India Private Limited respondents' come down to the last position in their overall rated indicators of effectiveness of personnel management practices and it is estimated from their secured a mean score of 2.73 on a 5 point rating scale.

The anova two way model is applied for further discussion. The computed anova value 232.61 is greater than its tabulated value at 5 percent level significance. Hence, the variation among the indicators of effectiveness of personnel management practices is statistically identified as significant. In another point, the computed anova value 470.64 is greater than its tabulated value at 5 percent level significance. Hence, the variation among the industries is statistically identified as significant as per the respondents expressed effectiveness of personnel management practices.

Table 2 Sex Wise Respondents' Rating on Effectiveness of Personnel Management Practices

Variables	Male	Female	Mean
Recruitment staff according to call for	2.04	1.76	1.90
Recruitment based on merit of the individual	3.51	3.03	3.27
Recruitment according to the business needs	3.09	2.61	2.85
Considerable time of interviews and posting the job	3.19	2.71	2.95
Clear communication of the recruitment	4.04	3.56	3.80
Responsibility of personnel officer	2.99	2.51	2.75
Accuracy of information provided by personnel officer	4.12	3.84	3.98
Confidentiality practices by personnel	3.47	2.99	3.23
Pay assistance from the personnel manager	4.16	3.88	4.02
Leave record assistance from the personnel officer	2.14	1.86	2.00
Benefit assistance from the personnel officer	3.14	2.66	2.90
Communication from immediate supervisors	2.58	2.10	2.34
Reorganization of good performance from immediate supervisor	3.28	2.80	3.04
Work role properly applied by immediate supervisor	3.90	3.42	3.66
Personnel policies are fully explained	4.14	3.66	3.90
Work procedures are fully explained	4.20	4.12	4.16
Proper explanation of current job description	2.44	1.96	2.20
Technically prepare employees to fulfill their job responsibilities	3.57	3.09	3.33
Developing short and long term work expectations	2.93	2.45	2.69
Proper attendance management	3.86	3.38	3.62
proper grievance handling	2.68	2.20	2.44
Enriching occupational skills through training programmes	3.23	2.75	2.99
Service of retirement counselor	2.49	2.01	2.25
Proper first aid facility	3.43	2.95	3.19
Medical services provisions	3.34	2.86	3.10
Ventilation facility in the working environment	3.68	3.20	3.44
Toilet facility in the working premises	2.83	2.35	2.59
Lighting facility in the working environment	4.12	4.04	4.08
Fire protection facility in the working environment	3.72	3.24	3.48
Noise control mechanism in the working environment	2.74	2.26	2.50
Morale in work station	3.77	3.29	3.53
Discipline consistently applied by immediate supervisor	3.39	2.91	3.15
Average	3.32	2.89	3.10

Source: Computed from the Primary Data

T Statistical Value 21.41, Df 31, T Critical Value 1.69

Data presented in table 2 indicate the sex wise respondents' rating on effectiveness of personnel management practices. The male respondents' rank the first positions in their overall rated indicators of effectiveness of personnel management practices as per their secured a mean score of 3.32 on a 5 point rating scale. The female respondents' hold the second position in their overall rated indicators of effectiveness of personnel management practices and it is

estimated from their secured a mean score of 2.89 on a 5 point rating scale.

The T test is applied for further discussion. The computed t value 21.41 is greater than its tabulated value at 5 per cent level significance. Hence, there is a significant difference between male respondents' and female respondents' in their overall rated indicators of effectiveness of personnel management practices.

Table 3 Education Wise Respondents' Rating on Effectiveness of Personnel Management Practices

Variables	Secondary	Higher Secondary	Diploma	Under Graduate	Post Graduate	Mean
Recruitment staff according to call for	1.69	1.75	1.87	2.06	2.13	1.90
Recruitment based on merit of the individual	2.91	3.02	3.24	3.43	3.75	3.27
Recruitment according to the business needs	2.49	2.60	2.82	3.01	3.33	2.85
Considerable time of interviews and posting the job	2.59	2.70	2.92	3.11	3.43	2.95
Clear communication of the recruitment	3.44	3.55	3.82	4.01	4.08	3.80
Responsibility of personnel officer	2.39	2.50	2.72	2.91	3.23	2.75
Accuracy of information provided by personnel officer	3.72	3.83	4.05	4.10	4.20	3.98
Confidentiality practices by personnel	2.87	2.98	3.20	3.39	3.71	3.23
Pay assistance from the personnel manager	3.86	4.03	4.05	4.08	4.19	4.02
Leave record assistance from the personnel officer	1.69	1.80	1.97	2.16	2.38	2.00
Benefit assistance from the personnel officer	2.54	2.65	2.87	3.06	3.38	2.90
Communication from immediate supervisors	1.98	2.09	2.31	2.50	2.82	2.34
Reorganization of good performance from immediate supervisor	2.68	2.79	3.01	3.20	3.52	3.04
Work role properly applied by immediate supervisor	3.40	3.51	3.63	3.82	3.94	3.66
Personnel policies are fully explained	3.54	3.65	3.87	4.06	4.38	3.90
Work procedures are fully explained	3.90	4.05	4.15	4.17	4.21	4.16
Proper explanation of current job description	1.84	1.95	2.17	2.36	2.68	2.20
Technically prepare employees to fulfill their job responsibilities	2.97	3.08	3.30	3.49	3.81	3.33
Developing short and long term work expectations	2.33	2.44	2.66	2.85	3.17	2.69
Proper attendance management	3.26	3.37	3.59	3.78	4.10	3.62
proper grievance handling	2.08	2.19	2.41	2.60	2.92	2.44
Enriching occupational skills through training programmes	2.63	2.74	2.96	3.15	3.47	2.99
Service of retirement counselor	1.89	2.00	2.22	2.41	2.73	2.25
Proper first aid facility	2.83	2.94	3.16	3.35	3.67	3.19
Medical services provisions	2.74	2.85	3.07	3.26	3.58	3.10
Ventilation facility in the working environment	3.08	3.19	3.41	3.60	3.92	3.44
Toilet facility in the working premises	2.23	2.34	2.56	2.75	3.07	2.59
Lighting facility in the working environment	3.98	4.05	4.09	4.14	4.23	4.08
Fire protection facility in the working environment	3.12	3.23	3.45	3.64	3.96	3.48
Noise control mechanism in the working environment	2.14	2.25	2.47	2.66	2.98	2.50
Morale in work station	3.17	3.28	3.50	3.69	4.01	3.53
Discipline consistently applied by immediate supervisor	2.79	2.90	3.12	3.31	3.63	3.15
Average	2.77	2.88	3.08	3.25	3.52	3.10

Source: Computed from the Primary Data

ANOVA

Source of Variation	SS	df	MS	F	F crit
Variation due to indicators of personnel management practices	60.68626	31	1.957621	311.256	1.54395
Variation due to educational status	11.26899	4	2.817248	447.9341	2.444766
Error	0.779889	124	0.006289		
Total	72.73514	159			

Data presented in table 3 indicate the education wise respondents' rating on indicators of effectiveness of personnel management practices. The post graduate degree level educated respondents rank the first position in their overall rated indicators of effectiveness of personnel management practices as per their secured a mean score of 3.52 on a 5 point rating scale. The under graduate degree level educated respondents record the second position in their overall rated indicators of effectiveness of personnel management practices as per their secured a mean score of 3.25 on a 5 point rating scale. The diploma level educated respondents register the third position in their overall rated indicators of effectiveness of personnel management practices as per their secured a mean score of 3.08 on a 5 point rating scale. The higher secondary level educated respondents hold the fourth position in their overall rated indicators of effectiveness

of personnel management practices as per their secured a mean score of 2.88 on a 5 point rating scale. The secondary level educated respondents come down to last position in their overall rated indicators of effectiveness of personnel management practices as per their secured a mean score of 2.77 on a 5 point rating scale.

The anova two ways model is applied for further discussion. The computed anova value 311.25 is greater than its tabulated value at 5 percent level significance. Hence, the variation among the indicators of effectiveness of personnel management practices is statistically identified as significant. In another point, the computed anova value 447.93 is greater than its tabulated value at 5 percent level significance. Hence, the variation among the educational status is statistically identified as significant as per the respondents rated indicators of effectiveness of personnel management practices.

Table 4 Occupation Wise Respondents' Rating on Effectiveness of Personnel Management Practices

Variables	Office Employees	Technicians	Workers	Casual labour	Mean
Recruitment staff according to call for	2.16	1.99	1.81	1.64	1.90
Recruitment based on merit of the individual	3.63	3.36	3.18	2.91	3.27
Recruitment according to the business needs	3.21	2.94	2.76	2.49	2.85
Considerable time of interviews and posting the job	3.31	3.04	2.86	2.59	2.95
Clear communication of the recruitment	4.16	3.89	3.71	3.44	3.80
Responsibility of personnel officer	3.11	2.84	2.66	2.39	2.75
Accuracy of information provided by personnel officer	4.14	4.07	3.89	3.72	3.98
Confidentiality practices by personnel	3.59	3.32	3.14	2.87	3.23
Pay assistance from the personnel manager	4.18	4.11	4.03	3.76	4.02
Leave record assistance from the personnel officer	2.16	2.09	1.91	1.74	2.00
Benefit assistance from the personnel officer	3.26	2.99	2.81	2.54	2.90
Communication from immediate supervisors	2.60	2.43	2.25	2.08	2.34
Reorganization of good performance from immediate supervisor	3.40	3.13	2.95	2.68	3.04
Work role properly applied by immediate supervisor	4.02	3.75	3.57	3.30	3.66
Personnel policies are fully explained	4.26	3.99	3.81	3.54	3.90
Work procedures are fully explained	4.22	4.19	4.17	4.06	4.16
Proper explanation of current job description	2.56	2.29	2.11	1.84	2.20
Technically prepare employees to fulfill their job responsibilities	3.69	3.42	3.24	2.97	3.33
Developing short and long term work expectations	3.05	2.78	2.60	2.33	2.69
Proper attendance management	3.98	3.71	3.53	3.26	3.62
proper grievance handling	2.80	2.53	2.35	2.08	2.44
Enriching occupational skills through training programmes	3.35	3.08	2.90	2.63	2.99
Service of retirement counselor	2.51	2.34	2.16	1.99	2.25
Proper first aid facility	3.55	3.28	3.10	2.83	3.19
Medical services provisions	3.46	3.19	3.01	2.74	3.10
Ventilation facility in the working environment	3.80	3.53	3.35	3.08	3.44
Toilet facility in the working premises	2.95	2.68	2.50	2.23	2.59
Lighting facility in the working environment	4.24	4.17	4.09	3.82	4.08
Fire protection facility in the working environment	3.84	3.57	3.39	3.12	3.48
Noise control mechanism in the working environment	2.86	2.59	2.41	2.14	2.50
Morale in work station	3.89	3.62	3.44	3.17	3.53
Discipline consistently applied by immediate supervisor	3.51	3.24	3.06	2.79	3.15
Average	3.42	3.19	3.02	2.77	3.10

Source: Computed from the Primary Data

ANOVA

Source of Variation	SS	df	MS	F	F crit
Variation due to indicators of personnel management practices	48.9286	31	1.578342	415.1916	1.574698
Variation due to occupational status	7.141462	3	2.380487	626.2004	2.702509
Error	0.353538	93	0.003801		
Total	56.4236	127			

Data presented in table 4 indicate the occupation wise respondents' rating on indicators of effectiveness of personnel management practices. The office employee group respondents rank the first position in their overall rated indicators of effectiveness of personnel management practices as per their secured a mean score of 3.42 on a 5 point rating scale. The technician group respondents register the second position in their overall rated indicators of effectiveness of personnel management practices as per their secured a mean score of 3.19 on a 5 point rating scale. The worker group respondents record the third position in their overall rated

indicators of effectiveness of personnel management practices as per their secured a mean score of 3.02 on a 5 point rating scale. The casual labour group respondents come down to last position in their overall rated indicators of effectiveness of personnel management practices as per their secured a mean score of 2.77 on a 5 point rating scale.

The anova two ways model is applied for further discussion. The computed anova value 415.19 is greater than its tabulated value at 5 percent level significance. Hence, the variation among the indicators of effectiveness of personnel management practices is statistically identified as significant.

In another point, the computed anova value 626.20 is greater than its tabulated value at 5 percent level significance. Hence, the variation among the occupational status is statistically identified as significant as per the respondents rated indicators of effectiveness of personnel management practices.

Table 5 Working Experience Wise Respondents' Rating on Effectiveness of Personnel Management Practices

Variables	Upto 5 years	5-10 years	10-15 years	15-20 years	Above 20 years	Mean
Recruitment staff according to call for	1.71	1.78	1.86	1.93	2.11	1.90
Recruitment based on merit of the individual	3.01	3.12	3.23	3.30	3.58	3.27
Recruitment according to the business needs	2.59	2.70	2.81	2.88	3.16	2.85
Considerable time of interviews and posting the job	2.69	2.80	2.91	2.98	3.26	2.95
Clear communication of the recruitment	3.54	3.65	3.76	3.83	4.11	3.80
Responsibility of personnel officer	2.49	2.60	2.71	2.78	3.06	2.75
Accuracy of information provided by personnel officer	3.79	3.86	3.94	4.01	4.09	3.98
Confidentiality practices by personnel	2.97	3.08	3.19	3.26	3.54	3.23
Pay assistance from the personnel manager	3.86	3.97	3.98	4.05	4.13	4.02
Leave record assistance from the personnel officer	1.84	1.85	1.96	2.03	2.11	2.00
Benefit assistance from the personnel officer	2.64	2.75	2.86	2.93	3.21	2.90
Communication from immediate supervisors	2.15	2.22	2.30	2.37	2.55	2.34
Reorganization of good performance from immediate supervisor	2.78	2.89	3.00	3.07	3.35	3.04
Work role properly applied by immediate supervisor	3.40	3.51	3.62	3.69	3.97	3.66
Personnel policies are fully explained	3.64	3.75	3.86	3.93	4.21	3.90
Work procedures are fully explained	4.04	4.11	4.12	4.16	4.24	4.16
Proper explanation of current job description	1.94	2.05	2.16	2.23	2.51	2.20
Technically prepare employees to fulfill their job responsibilities	3.07	3.18	3.29	3.36	3.64	3.33
Developing short and long term work expectations	2.43	2.54	2.65	2.72	3.00	2.69
Proper attendance management	3.36	3.47	3.58	3.65	3.93	3.62
proper grievance handling	2.18	2.29	2.40	2.47	2.75	2.44
Enriching occupational skills through training programmes	2.73	2.84	2.95	3.02	3.30	2.99
Service of retirement counselor	2.09	2.10	2.21	2.28	2.46	2.25
Proper first aid facility	2.93	3.04	3.15	3.22	3.50	3.19
Medical services provisions	2.84	2.95	3.06	3.13	3.41	3.10
Ventilation facility in the working environment	3.18	3.29	3.40	3.47	3.75	3.44
Toilet facility in the working premises	2.33	2.44	2.55	2.62	2.90	2.59

Table 5 Working Experience Wise Respondents' Rating on Effectiveness of Personnel Management Practices (cont..)

Variables	Upto 5 years	5-10 years	10-15 years	15-20 years	Above 20 years	Mean
Lighting facility in the working environment	3.90	4.03	4.06	4.11	4.19	4.08
Fire protection facility in the working environment	3.22	3.33	3.44	3.51	3.79	3.48
Noise control mechanism in the working environment	2.24	2.35	2.46	2.53	2.81	2.50
Morale in work station	3.27	3.38	3.49	3.56	3.84	3.53
Discipline consistently applied by immediate supervisor	2.89	3.00	3.11	3.18	3.46	3.15
Average	2.87	2.97	3.06	3.13	3.37	3.10

Source: Computed from the Primary Data

ANOVA					
Source of Variation	SS	df	MS	F	F crit
Variation due to indicators of personnel management practices	61.10502	31	1.97113	915.0969	1.54395
Variation due to working experience	4.703102	4	1.175776	545.8538	2.444766
Error	0.267098	124	0.002154		
Total	66.07522	159			

Data presented in table 5 indicate the working experience wise respondents' rating on effectiveness of personnel management practices. The respondents belong to the above 20 years working experience group rank the first position in their overall rated indicators of effectiveness of personnel management practices as per their secured a mean score of 3.37 on a 5 point rating scale. The respondents come under the working experience group in the range of 15-20 years register the second position in their overall rated indicators of effectiveness of personnel management practices as per their secured a mean score of 3.13 on a 5 point rating scale. The respondents included in the working experience group 10-15 years occupy the third position in their overall rated indicators of effectiveness of personnel management practices as per their secured a mean score of 3.06 on a 5 point rating scale. The respondents included in the 5-10 working experience group hold the fourth position in their overall rated indicators of effectiveness of personnel management practices as per their secured a mean score of 2.97 on a 5 point rating scale. The respondents observed upto 5 years working experience group come down to last position in their overall rated indicators of effectiveness of personnel management practices as per their secured a mean score of 2.87 on a 5 point rating scale.

The anova two way model is applied for further discussion. The computed anova value 915.09 is greater than its tabulated value at 5 percent level significance. Hence, the variation among the indicators of effectiveness of personnel management practices is statistically identified as significant. In another point, the computed anova value 545.85 is greater than its tabulated value at 5 percent level significance. Hence, the variation among the working experience groups is statistically identified as significant as per the respondents expressed indicators of effectiveness of personnel management practices.

CONCLUSION

It could be seen clearly from the above discussion that the respondents' rank the high level effectiveness of personnel management practices by citing the indicators that work procedures are fully explained, availability of lighting facility in the working environment, pay assistance from the personnel manager, accuracy of information provided by personnel officer, personnel policies are fully explained, clear communication of the recruitment, work role properly applied by immediate supervisor, proper attendance management and morale in work station as per their secured a mean score above 3.50 on a 5 point rating scale. The respondents' report the moderate level effectiveness of personnel management practices by stating the facts that fire protection facility in the working environment, ventilation facility in the working environment, technically prepare employees to fulfill their job responsibilities, recruitment based on merit of the individual, confidentiality practices by personnel officer,

proper first aid facility, discipline consistently applied by immediate supervisor, medical services provisions, reorganization of good performance from immediate supervisor, enriching occupational skills through training programmes, considerable time taken for interviews and posting the job, benefit assistance from the personnel officer, recruitment according to the business needs, responsibility of personnel officer, developing short and long term work expectations, toilet facility in the working premises and noise control mechanism in the working environment as per their secured a mean score in the range of 2.50 to 3.50 on a 5 point rating scale. The respondents' rate the low level effectiveness of personnel management practices by indicating the facts that proper grievance handling, communication from immediate supervisor, service of retirement counselor, proper explanation of current job description, leave record assistance from the personnel officer and recruitment of staff according to call for as per their secured a mean score below 2.50 on a 5 point rating scale. It could be observed that the Vignesh Engineering company respondents' rank the first position in their rated overall indicators of effectiveness of personnel management practices, The Chitralka Manufacturing Company respondents' the second, The Natraj Electrical Equipment Manufacturer Company respondents' the third, the Green Star Fertilizer Limited respondents' the fourth and the Hitech Flyash India Private Limited respondents' the last.

The result of sex wise analysis reveals that the female respondents lag behind the male respondents in their overall rated indicators of effectiveness of personnel management practices. The result of education wise analysis reveals that the post graduate degree level educated respondents rank the first position in their overall rated indicators of effectiveness of personnel management practices, under graduate degree holder respondents the second, diploma level educated respondents the third, higher secondary level educated respondents the fourth and secondary level educated respondents the last. The result of occupation wise analysis reveals that the office employee group respondents rank the first position in their overall rated indicators of effectiveness of personnel management practices, technician group respondents the second, workers group respondents the third and casual labour group respondents the last. The result of working experience wise analysis reveals that the respondents belong to the above 20 years working experience group rank the first position in their overall rated indicators of effectiveness of personnel management practices, respondents come under the 15-20 years working experience group the second, respondents identified in the 10-15 years working experience group the third, respondents come under the 5-10 years working experience group the fourth and respondents observed upto 5 years working experience group the last.

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