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### A STUDY ON ANALYSING THE EFFECTIVENESS OF HUMAN RESOURCE PRACTICES (HR) IN ITI LIMITED, BANGALORE

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#### ABSTRACT

Any practice that deals with enhancing competencies, commitment and culture building can be considered an HR practice. The practice can take the form of a system, a process, an activity, a norm, a rule, an accepted or expected habit, or just a way of doing things. A Good HR practices are said to be as instrumental in achieving departmental objectives in the organization and enhance its productivity. This research study deals with unified or integrated human resource management practices are a relatively new phenomenon for ITI Limited, Bangalore Plant. The Samples were collected through questionnaires from 200 respondents from ITI Limited. Percentage Analysis, Chi- Square tests, ANOVA, independent T-Test, Regression Analysis, Correlation Analysis, Coefficient and Descriptive Statistics were applied with the support of IBM SPSS Version 21 to interpret the data. The finding of the study suggests that to put on more attention on HR Practices in order to fetch fruitful results in the organization. Practices related to Working Environment, Employee Satisfaction, Organizational Commitment, Recruitment and Selection process, Public Relation Activities, Training and Development, Rewards, Job Satisfaction, Legal and Quality has to be increased to attain and reach targets of the Organization effectively.

**Keywords:** HR practices, Organization, Employee Satisfaction, Work Environment, Objectives.

#### 1. INTRODUCTION

The principal resource of any organization is the people. Managing its people is the most important task of organization. Scope of personnel management which has been called as Human Resource Management now, has also increased considerably in recent years. No longer a manpower is just one of the resources in Industries and in Business, It is most important of all resources. This is because manpower is that resources through which the management wants to direct and control all other resources like: material, men, money and others. In order to meet this objective, management must design and implement a set of policies, procedure and practices.

However, as times goes by the set of demand and expectations of employees are dynamic and hence changes. To keep the human power happy and content is the important objective of every Management. Human resource policy, practices and procedures constitute human resource management. Goal directed policy, well accepted practices and well-designed procedures contribute to the successful execution of the vital and critical human resource function. Of them human resource practices play a significant role in shaping, influencing and enhancing the morale, motivation, capability, commitment and ultimately performance of the employees. Policies and Practices of the organization should be updated according to the views of the Human Resource of the organization. This helps to bridge the gap between the HR Policies and their implementation.

Thus the efficiency and effectiveness of HR practices makes a lot in the organization in order to achieve its goal. This study will bring an understanding of the human resources practices that need to be continued on one hand and adapting systematic plan of action or strategic intervention on other hand. In response to the intervention strategies that would be developed in this study, it is hoped that the ITI will be better equipped to deal with any situation in achieving employee satisfaction and organizational goals respectively.

The major portfolio responsibility of ITI Limited is to manufacture Telephones and its related services to the public but over the years. In a present scenario, if an Organization does not plan for effective human resources then it may find it difficult to meet its personnel obligations and consequently fail to meet its overall goals efficiently and effectively. Without effective human resource management and practice, the ITI would find it hard to provide the required services to the people. The structural set up of the entire department brings about challenges in the quality of service rendered by ITI. It is said that an effective human resource management



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process is one that will help in determining which of the key elements of this process need strengthening and those do not.

An organization requires effective HRM system and this HRM system should be backed up by the strong HRM practices. A Good HR practices are said to be as instrumental in achieving departmental objectives in the organization and enhance its productivity. Thus, any practice that deals with enhancing competencies, commitment and culture building can be considered an HR practice. The practice can take the form of a system, a process, an activity, a norm, a rule, an accepted or expected habit, or just a way of doing things.

Thus, HR practices refer to the organizational activities directed towards managing the group of human resources and ensuring that the resources are employed towards the fulfillment of organizational goals. Therefore, managing human resources is very challenging as compared to managing technology or capital and for its effective management. Through experience in and analysis of various HRM initiatives, Managers identified as given in the following section a list of HRM Good Practice Indicators which departments may use as reference when they embark on HRM initiatives and when they seek to evaluate their own HRM initiatives.

### 2. STATEMENT OF THE PROBLEM

A unified or integrated human resource management practices are a relatively new phenomenon for ITI Limited, Bangalore Plant. Demand for a better service is increasing every day to a degree never witnessed before. Resources are waning and public scrutiny is increasing. Responding to the pressure, the ITI Limited needs to restructure and rebuild human resource management issues if it has to meet public demands. ITI has failed to meet public expectations apparently due to human capacity and competency. There are also several reasons behind its failure like Globalization, Liberalization, Lack of research and development etc. As a result of this, ITI has faced with a major challenge of keeping pace with public expectations while at the same time providing efficient and effective services to the public.

Although there is numerous research studies conducted on HR practices with relevance to organizational commitment, organization structure, job performance etc. As no empirical research is so far carried out on human resources practices in Bangalore Plant of ITI Limited, this study aims to contribute important knowledge in this area. From the foregoing, it is imperative that the research aimed for a better understanding of analyzing an effectiveness of Human Resource Practices with a view of making improvements to operations in ITI Limited, Bangalore Plant. In the light of these challenges set above, the study is intended to recommend effective human resources management practices which may prepare ITI to reach its goal apparently.

### 3. SCOPE OF THE STUDY

The scope of the study included of all the major divisions of ITI Limited, which has been covered widely. An effective HR practices forms a base stone for every successful Management. The study on analyzing the effectiveness of HR practices provides an opportunity for experiencing or understanding the true colours of different functional departments following various HR practices prevailing in the organization and its influence on relationship between each HR practices will enable to develop strategic intervention in all aspects in the organization. Moreover, the study covers the HR process, practices and functioning of all departments which helps to undergo future projects in a simple and easier way.

In addition to this, the study discussed about the history of an organization, its milestones, vision, mission, future prospects and expectations of an organization that is achieved with the support of effective HR practices can be well understood. However, the present research is confined to a study and examination of select human resource practices – recruitment and selection, training and development, promotion, welfare activities, purchase, finance, staff matters or HR- establishments and reward system in the selected public sector unit.

### 4. REVIEW OF LITERATURE

**Jhon Delery, Nina Gupta (2016)** described on how HRM practices conceptualize with organization to achieve its effectiveness. The research is empirical in nature. The study was conducted at U.S motor company. The data was adopted by issuing questionnaires to top level management staff. The researcher had made several attempts using various measures and empirical reports for justifying the research topic. It was found that HRM practices have made organization effective by nurturing various activities like: staffing, performance methods and



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employee opportunity in participating on decision making. The findings suggested that to include approaches based on strategic management with respect to employee to make them self- reluctant on job. The researcher concluded that for any kind of organization, HR practices serves as a backbone in completing all its operations which results in fetching brand name and goodwill for a long run.

**Simon L. Albrecht et.all (2015)** stated the importance of engaging four key inputs like: job demands, organizational climate and resources on job and focusing on experiences received by performance, safety, engagement of work etc., of HRM practices prevailing in organization. The researcher gathered conceptual reviews to show how job demands and prospectus, factors relating to motivation, organization output and competitive advantage affects each other. Researcher also generated few ideas and thoughts for improving employee behavior and organization results. The study suggested that to fabric on training and development rather the regular administration work so that employee can work efficiently without conducting any mistakes related to his work as his skill gets updated through effective training and suggested that to give importance on welfare activities in order to make employee feel secured on work. On concluding note, researcher observed that focusing on employee in all aspects will make organization to reach competitive advantage.

**Shanthi Nadaraja et.all (2012)** described each segment of HR practices like training and development, compensation, selection of hiring, security and career development are interconnected with job performance among academic staffs. The researcher had made an attempt to cross verify this entire factor with HR practices itself. The study was done by the teamwork by bringing two concepts together: measurement and structural relationship called as a research model to check the significance relationship that exists between independent and dependent variable. The validity of data was checked by structural equation model technique and data was collected through questionnaires by Malaysia private higher education institutions. Managerial and theoretical implications were collected to bring more insight to the topic. It was found that all the factors have positive relationship with HR practices which suggested that job performance and career development should be better understood. The researcher has justified his study by implicating job performance and development with HR practices.

**Ilias P. Valchos (2009)** the study was aimed to target on HR practices and firm growth. For this purpose, the researcher has done extensive study on literature on past reviews. These reviews were taken based on job security, selection process, self- reluctant team, compensation method, intensive training needs and on information technology. The sample size is 71. The data as collected through standard questionnaires collected from HR managers and top level executives of food companies, located in Greece. The Hypothesis was developed to verify whether there is any association between growth of the firm and HR practices. Further the data was interpreted by using Principal Component Analysis (PCA), varimax rotation and Pearson's Correlation analysis was constructed. The results showed that compensation method has strong influence on sales whereas all other factors were influenced by HR practices other than job security on firm growth. The research concluded that to provide job security for all employees to have higher job satisfaction and to make initiate of all employees to take part in decision making to gain mutual understanding between employers and employees to achieve sustainable growth in the organization.

**Patrick M. Wright, Rebecca R. Kehoe (2007)** - examined a new dimension in retrieving performance and commitment through acquiring HR Practices effectively in the organization. The study was conceptualized by past reviews that bring various processes and research outcomes. Initially the researcher had gathered current concepts that affected organizational commitment like: strength, target and rationale which are determined to be as a strong indicator in shaping an organization. The study continues with various commitment outcomes, competing elements, implications on how HRM practices can be compressed to retrieve effective performance in an organization. Finally researcher had gathered all the possible HR practices like socialization at workplace, training, hiring and function in order to enhance the process involved in the working environment. The study was found to be reluctant and suggests that to adopt more practices on HRM to gain a better performance among the employees and commitment in the organization. The researcher concluded for any kind of organization HRM practices should be led as a foundation to build a strong organizational commitment.

**Jason D. Shaw et.all (2009)**, investigated a study on employee and organizational inter- relationship by preferring Human resource management practices as a prime strategy. These practices are splitted into two



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wave methods as one is quitting rates by good performers and quitting rates by bad performers that was investigated in 2 companies: in trucking industry and in supermarket. The study used two HRM profiles like expectation and enhancement model on one side and investment and inducement model on other side to measure the impact of quitting rates among a good and a bad performers in two varying industry. The researcher framed hypothesis and distributed questionnaires to collect data. The analysis was done by using Correlation analysis and logistic regression to find the result. It was found that the expectation and enhancement towards quitting rates by both good and the bad performers has a positive impact on HR practices in both the companies whereas investment and inducement towards quitting rates by both good and the bad performers showed negative impact on HR practices in both the companies. The study suggested that to have a strong thrust for HR related practices to gain a favourable growth in the organization without any flaws.

**Shay S. Tzafir (Sept 2005)** Conducted the empirical study on three facets at HR level: trust, HRM practices and performance in the organization. The study was carried out in both public and private sector organizations located in Israel. The sample size of the study is 104. The Data was collected using Questionnaires from 104 HR Managers. The designs adopted to diagnose the variables are classified into three sets of measures: Characteristics of HRM, data on Infrastructure and Trust on Managers upon Employees. The Hypothesis framed was supported by Correlation, Descriptive statistics, Chi-square analysis, Comparative Fit Index (CFI), Goodness of Fit Index (GFI), Normed Fit Index (NFI) and Non- normed Fit Index (NNFI) was used. The results indicated to initiate employees to participate in decision making process, to work on peace and harmony. The study was concluded by suggesting that to achieve trust by providing proper training and developmental activities to the employees by managers to gain their faith and performance in achieving organizational goals.

**John T. Delaney, Mark A. Huselid (1996)**, discussed on the role and importance of achieving organizational performance through organizational level of HRM practices. The research is empirical that talks about the issues that were prevailing in the Non- profit and Profit making organizations. The study was evaluated to calculate the relationships between HR complimentary and between HR Practices and performance in the organization. Probability sampling technique was adopted by the researcher. The data was gathered by collecting questionnaires from 727 organizations. The descriptive statistics and Correlation methods were used to interpret the data. The results obtained showed that there was positive impact existed between HR practices, Performance and HR complimentaries like training and development, staff matters, perception level and selection activity simultaneously. On concluding note, researcher left few implications for future study and suggested to implement HR practices to derive positive relationship among employees resulting to Better Job Performance.

**Brenda Vermereen.et.all (2014)**, made an attempt to investigate on three cores of outcomes like finance, employee and outcome of organization with relevance to HR Practices. The purpose of the research is to find the impact of three variables in achieving job satisfaction. The research was conducted in day care, play homes and Dutch home care places. The data was collected through questionnaires from 162 participated organizations. Stratified random Technique was adopted. The data was manipulated by using Client Quality Index (CQI), Correlation analysis and Structural Equation Model. The Results found to give a new meaning for Job Satisfaction as there was a direct positive link existed between all the three cores of outcomes. On concluding note, the research made an understanding on how important the HR practices are to the organization because nothing can be shaped in the organization without the support of HRM and its activities.

**Saira Hassan (Jan 2016)**, the study discussed on the HR practices that is been followed by the organization for achieving effective employee performance. The Researcher took the support of reviews on past literature that was based on HR policies and practices like Remuneration, career planning, training methods, involvement of employee towards work and appraisal method. Random Sampling technique was adopted. The data was collected using questionnaires consisting of 5-point Likert scales. The study was carried out in Textile Industry with the sample size of 68 respondents. The data was analyzed using Pearson's Correlation, Regression Analysis and ANOVA was used. The research proved to have a positive relationship between HR practice and Performance of employee. The researcher suggested that to conduct reward and recognition programme periodically for employees to make them to perform high and also to provide effective training to reduce supervision and improve in their performance without flaws. The conclusion revealed that by giving an opportunity for employees in all aspects of organization, performance can be enhanced.





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**Dana B. Minbaeva (2005)** determined the effect of HRM practices by transferring knowledge into Multinational corporations. The study was conducted at Danish Multinational Corporations situated across 11 countries. The sample size for this study was collected from 92 subsidiaries. The researcher had referred various theoretical papers and case studies to examine the issues spreading on knowledge transfer on HR practices in the MNCs. Various complimentary of HR practices were compared and verified. Hypothesis was developed to check the standard of subsidiaries in Danish MNC. Questionnaires were used to gather information. The data was analyzed using Cronbach's alpha, Correlation, Factor analysis and Regression analysis respectively. Results have shown positive impact on transferring knowledge towards staffing, training, promotion and remuneration process simultaneously and also results portrayed there was a negative impact on corporate working conditions and socialization policy. On concluding note, the researcher made recommended that to apply more of Knowledge transfer techniques in MNC's in order to sustain their market for a long term.

**Gisela Demo.et.all (Oct/Dec 2012)**, examined to give a valid relevance to Human resources management policies and practices upon employee perception by using 2 factor Analysis and Exploratory analysis on employee perception. The study is generally a quantitative one but also worked on Qualitative factors. The sample size is considered to be 632. The data was collected through conducting Interview. The random sampling technique was applied here. The verification on data was supported by applying Multi-Variate Analysis, Exploratory Factor analysis, Keiser- Meyer-Olkin method and Principal Axis factoring was used to analyze factorability. Further, Cronbach's Alpha technique was used to verify its consistency that was followed by SPSS for calculation. The researcher developed six factor model for generating reliability and goodness of Fit to test the variables. The result found that Factor analysis was suitable for Past reviews collected. However on concluding note, the researcher stressed to use HRMP scales by the manager regularly to measure the effectiveness of employee performance and perception as well.

### 5. HR PRACTICES IN ITI LIMITED, BANAGALORE.

The term Human Resource may be defined as the total knowledge, skill, creative abilities and talents and aptitude of an organization workforce as well as the value aptitude approach and beliefs of an individual involved in the affair of the organization. In order to manage the human resource in the organization Human Resource Department was formed. Human Resource Department ensures better and effective personnel to carry out activities in the organization and strives to build technological and a managerial excellence in the organization through best HR policies in the industry. They are committed to build a creative workforce with emphasis on quality and customer satisfaction. HR focuses on the following key thrust areas to meet the company's business plans.

#### Recruitment

The company inducts skilled and professionally qualified manpower at various levels in Technical, HR, Finance, Materials Management and Medical areas through all India selection procedure. Candidates recruited at an induction level in Technical, HR and Finance are provided both induction and on-the-job training before their placement. Senior level executives are directly posted to plants/project areas. Candidates belonging to reserved categories are given due relaxations/concessions as applicable to them.

#### Selection Process

Selection of candidates is done only on contract or tenure basis for the period of 5 years or it may extend also according the requirements of the company. The Selection process includes: *Inviting Applications, Initial screening, Selection committee, Sending call letter, Interview, Offer letter, Documents submission, Induction and Orientation.*

#### Promotion Process Of (Officers And Non-Officers)

Earlier, in ITI a system was followed by departmental promotion committee (DPC) and Staff selection committee (SSC) to give promotions and rewards to the employees. But, after the introduction of *Time Bound Policy (TBP)* in 1979, DPC and SSC were abolished. Under this Time Bound Policy particular year of promotion based on the norms is given to the employees considering the cadres falling from A, B, C, D, E, F, G, H where A is considered to be least cadre and H is considered to be high cadre and channels ranging from 1,2,3,4,5,6,7 are considered for induction level of non-officers to the next higher cadre within the same cluster/channel. Here 1 is considered to be least and 7 are considered to be high.



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### **Performance Appraisal System**

The appraisal system is one of the essential tools for rewards as well as for deciding the career growth of officers. Performance appraisal is formulated with the emphasis on assessment of executives and other employees to ensure their growth in line with the company objectives. High performers are ensured faster growth and more opportunities in the company.

### **Training And Development**

ITI has well established Employee Development Centres in all units and at Corporate level. These centers play an important role in employee's learning, training and in developing human resources in line with the company's business plans. These centers design training programs that impart and inculcate personality, motivation and stress management skills among officers. The HR Employee Development Centres focus on in-depth training on new telecom technology, information technology, multi-skill and management development programmes and awareness programmes. The training is imparted through in-house facilities. In addition, our executives are sent to renowned training institutes to sharpen their skills.

### **Employee Welfare**

Apart from pay and perks, ITI extends many welfare facilities to its employees and these include canteen, township, education, transport, medical, crèches, scholarships to the meritorious children of SC/ST employees, promotion of sports and culture. The company has established full-fledged hospitals in some plants for free treatment of employees and their dependent family members and has also introduced "Authorized Medical Attendant" scheme in all plants, regional offices and GSM projects for employee's health care. Under the scheme, many reputed government and private multi super specialty hospitals have been recognized in different parts of the country for availing treatment wherever our establishments are located.

### **Reward System**

The Company has structured system to recognize and encourage individuals and ensure excellence in performance. Under the scheme, individuals and teams are given cash awards and commendation letters for their outstanding and exemplary work.

### **Public Relation Activity**

Public relation department plays a major role in building up of organization culture. It is a strategic communication process that builds mutual and beneficial relationships between organizations or management and their publics or outsiders like suppliers/ stakeholders/investors etc. Public Relation specialists in ITI try to establish and maintain relationship with an organization, target audience, media, suppliers, defense, navy and other opinion leaders. At present ITI's customer is Defence.

### **Financial Activity**

Finance is one of the major elements which activate the overall growth of economy. Finance is the life blood of economic activities. In ITI Limited, the finance is comes under HR department that deals with AMC Contracts and would also look after payment of TDS. Internal and external audits takes place regularly once in a month to verify whether all accounting and finance procedures are done correctly. Finance required for the research and development is being arranged by this department. Double entry system is adopted to know the financial transactions of the company. In order to calculate depreciation Straight line method is being followed.

### **Legal Activity**

HR Practice with relevance legal activities consider being prime important that ensures discipline and code of conduct at the work place. The Company is committed towards ethics with applicable to rules, laws and regulations. ITI has "*Whistle Blower Policy*" for reporting to management any instances of unethical behavior, actual or suspected fraud or violation of the matters concerning the company. Punishment like Suspension, Warning and Termination is implemented on the person who is found to be Guilty. The union will represent the case in favor of employees depend upon the case.



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### Company's Target And Plan Achievements

Company's target and Plan achievement works as a separate department of HR Practices. Every organization has to plan first and make measures to meet or achieve the target. There are two divisions in this department. These divisions are handled by AGM (Assistant General Manager).

1. **MIS division (Technical part):** Here all kind of technical activities is taken care by the general managers like Acting as liaison officer between corporate office and Bangalore plant, preparation of compliance report on various taxes, taking production review on stocks, During bottleneck situations, Manager has to make temporary adjustments for time- being.
2. **Intercom division:** Looking on communication part of roles which are of two types:
  - a) PAX (Private Automatic Exchange): Communication takes place within the company itself.
  - b) PABX (Private Automatic Branch Exchange): Communication takes place within as well outside the company like STD, Landline, mobile phones

### Quality

HR Practice in Quality Department plays very important role in checking of quality for products. Each and every components or materials received by the customers or before going to the production the materials or components are tested under different labs to check for their quality. The three labs of quality are:

#### **Metal Lab**

This lab is used to check the quality of insulations, to check the strength and capacity of components/metals etc.

#### **Electrical Lab**

All electrical metals are tested in this lab with the help of Charts placed in the electrical lab.

#### **Chemical Lab**

This lab is used to test the materials using different solutions for identification, to know the level of contents mixed in the materials come for production.

## 6. OBJECTIVES OF THE STUDY

- a. To analyze the effectiveness of Human Resource Practices prevailing in ITI Limited.
- b. To identify about Employee Satisfaction in ITI Limited.
- c. To analyze about organization commitment towards HR policies.
- d. To find out whether Training and Development is benefit to Human Resource in ITI Limited.
- e. To examine the impact of Reward System on employees at ITI Limited

## 7. LIMITATION

- a. The period of the study covers only for a limited time
- b. Time pressure and fatigue on the part of respondents and interviewer.
- c. This research study is applicable only to the Bangalore plant and the research may vary if conducted in some other plant of ITI Limited.

## 8. RESEARCH METHODOLOGY

Research Design	Descriptive Research Design
Sampling Method	Convenience Sampling
Sampling Area	ITI Private Limited, Bangalore
Sample Size	200 Respondents
Data Collection	Survey- Questionnaire
Data Analysis	IBM SPSS version 21.



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### 9. RESEARCH HYPOTHESIS

- ❖  $H_0$  - There is no significant association between monthly incomes with the level of salary received by an employee that motivates to stay with the company.
- ❖  $H_0$  - There is no significant relationship between the Age and the areas of motivational activities performed by the organization.
- ❖  $H_0$  - There is no difference between opinion among officers and the non-officers in receiving timely increments from ITI.
- ❖  $H_0$  - There is no significant relationship between the inducing quality applicants with the increasing efficiency of recruitment and selection process.
- ❖  $H_0$  - There is no significant relationship between the Job Security provided by the organization fetches level of Satisfaction & Comfortable zone for the employees working in the organization.

### 10. DATA ANALYSIS

The study applied both nominal and interval scale to analyze the effectiveness of HR Practices prevailing in ITI Limited. Tools used for data analysis were - Percentage Analysis, Correlation- coefficient analysis, Linear Regression, Independent T-Test, Chi-Square, Cross Tabulation.

Demographic Factors		No of Respondents	Percentage
Age	Below 20	8	4
	21-30	25	12.5
	31-40	55	27.5
	41-50	84	<b>42</b>
	Above 50	28	14
Gender	Male	155	<b>77.5</b>
	Female	45	22.5
Education Qualification	Secondary	4	2
	Higher Secondary	11	5.5
	Diploma	74	37
	Graduate	94	<b>47</b>
	Post Graduate	17	8.5
Marital Status	Married	143	<b>71.5</b>
	Single	43	21.5
	Widow	8	4
	Divorcee	6	3
Employment Status	Officers	133	<b>66.5</b>
	Non- Officers	67	33.5
Work Experience	Below 1 Year	6	3.0
	1-10 Year	29	14.5
	11-20 Year	71	35.5
	21-30 Year	84	<b>42.0</b>
	Above 30 Years	10	5.0
Income Level	Below 25000	40	20
	25001-45000	150	<b>75</b>
	45001-65000	10	5

#### Interpretation

- From the above table it is clear that 42% of the respondents fall in the age group of 41 -50 years which is the highest recorded percentage. It is followed by 27.5% who belongs to the age group of 31 – 40 years. 14% of the respondents fall under the age group of Above 50 years. 12.5% of the respondents belong to the age group of Below 21-30 years. A minimum of 4% was recorded in the age group of Below 20 years.
- 77.5% of the respondents are male. It is the highest recorded percentage. This is followed by 22.5% of the respondents who represent the female gender.





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- 47% of the respondents are graduates, which is the highest recorded percentage. It is followed by 37% of the respondents who had completed their Diploma. 8.5% of the respondents were Graduates. 5.5% of the Respondents are educated up to Higher secondary. A minimum of 5.5% of the respondents fall under the category of Secondary Education.
- 71.5% of the respondents are married which was the highest recorded percentage. This is followed by 21.5% of the respondents were single. 4% of the respondents were Widow and the minimum of 3% of the Respondents are Divorcee.
- 66.5% of the employees belongs to Officers Cadre which was the highest recorded percentage. This is followed by minimum of 33.5% of the employees belong to Non- Officers Cadre.
- 42% of the respondents have 21-30 years of work experience which was the highest recorded percentage. This is followed by 35.5% of the respondents have 11-20 years of work experience. 14.5% of the respondents have 1-10 years of experience. 5% of the respondents have Above 30 years of work experience and the minimum of 3% of the Respondents comes under 1 Year of work experience.
- 75% of the respondents belong to the income group of Rs.250001 - 450000, which is the highest recorded percentage. This is followed by 20% of the respondents who belong to the income group of below Rs.25000. A least percentage of about 5% of the respondents belongs to the income group of Below 45001 – 65000 rupees.

### 11. HYPOTHESIS TESTING

Monthly income earned with the level of salary that motivates employees to stay with the company.

#### Descriptive Statistics

Monthly Income	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Below 25000	40	3.00	.453	.072	2.86	3.14	2	4
25001-45000	150	1.63	.773	.063	1.50	1.75	1	4
45001-65000	10	1.50	.707	.224	.99	2.01	1	3
Total	200	1.90	.904	.064	1.77	2.02	1	4

Source- Primary data

#### Interpretation

From the above table we can able to understand the mean, standard deviation and standard error. It also explains about interval for mean at 95% of confidence level with lower bound and upper bound values are also there. The minimum and maximum of mean is also there.

#### ANOVA for monthly income with the level of salary received by an Employee to stay with an organization

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	61.202	2	30.601	59.338	<b>.000</b>
Within Groups	101.593	197	.516		
Total	162.795	199			

Source- Primary data



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### Interpretation

From the above table it shows that the output of the ANOVA analysis and whether there is a statistically significant association between our group means. The sum of square between groups is 61.202 and within groups is 101.593 and the F value is 59.338. We can see that the significance value is 0.000 (i.e.,  $p = .000$ ), which is below 0.05.

And therefore, there is significant association between monthly incomes with the level of salary received by an employee that motivates him to stay with the company. Hence null hypothesis rejected.

$H_0$  - There is no significant association between monthly incomes with the level of salary received by an employee that motivates to stay with the company – Rejected.

$H_1$  - There is significant association between monthly incomes with the level of salary received by an employee that motivates to stay with the company – Accepted.

### Age of the Respondents with Motivational areas to be performed

**Cross – Tabulation between Age and the motivational areas to be performed by ITI**

Age of the Respondents		The areas of Motivational activities to be performed by ITI towards Employees					Total
		Promotion	Transfer	Job Rotation	Bonus	Salary Increment and others	
<b>Below 20</b>	Count	5	0	3	0	0	8
	% within Age	62.5%	0.0%	37.5%	0.0%	0.0%	100.0%
<b>21-30</b>	Count	9	0	0	0	16	25
	% within Age	36.0%	0.0%	0.0%	0.0%	64.0%	100.0%
<b>31-40</b>	Count	38	15	0	0	2	55
	% within Age	69.1%	27.3%	0.0%	0.0%	3.6%	100.0%
<b>41-50</b>	Count	13	35	29	5	2	84
	% within Age	15.5%	41.7%	34.5%	6.0%	2.4%	100.0%
<b>Above 50</b>	Count	8	0	0	14	6	28
	% within Age	28.6%	0.0%	0.0%	50.0%	21.4%	100.0%
<b>Total</b>	Count	73	50	32	19	26	200
	% within Age	36.5%	25.0%	16.0%	9.5%	13.0%	100.0%

Source- Primary data

### Interpretation

From the above table it is clearly depicted that 62.5% and 37.5% of the respondents who falls under the age group of below 20 finds that organization should focus on the areas of promotion & job rotation as a motivation factor respectively. 64% and 36% of the respondents who falls between the age group of 21-30 inferred that organization should focus on Salary increments and other benefits and on promotion as well. 69.1% and 27.3% of the respondents who falls between the age group of 31-40 felt that organization should concentrate on



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promotion and transfer as a motivating tool respectively. 41.7% and 34.5% of the respondents who falls between the age group of above 41-50 felt that promotion & job rotation activities should be focused more. Finally, 50% & 28.6% of the respondents felt that organization should focus on Bonus & promotional areas of motivation. Hence, it is clear that majority of the employees prefer promotion as a motivating tool followed by salary increments and bonus to be devised by the organization.

### Chi- Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	211.848 <sup>a</sup>	16	<b>.000</b>
Likelihood Ratio	202.427	16	.000
Linear-by-Linear Association	3.245	1	.072
N of Valid Cases	200		

Source- Primary data

### Interpretation

From the above table it is depicted the null hypothesis is rejected. The null hypothesis is rejected because the Pearson chi-square value is 211.848. Significance value is .000 which is < .05, so null hypothesis is rejected. Therefore there is a significant relationship between Age and the areas of motivational activities to be performed by the organization.

H<sub>0</sub> - There is nosignificant relationship between the Age and the areas of motivational activities to be performed by the organization – Rejected.

H<sub>1</sub> - There is asignificant relationship between the Age and the areas of motivational activities to be performed by the organization – Accepted.

### Timely Increment with the type of Employment

#### Group Statistics

Type of Employment		N	Mean	Std. Deviation	Std. Error Mean
Timely Increment to the Employees	Officers	133	1.75	.701	.061
	Non- Officers	67	2.82	1.254	.153

Source- Primary data

### Independent Sample Test

		Timely Increment to the Employees	
		Equal variances assumed	Equal variances not assumed
Levene's Test for Equality of Variances	F	46.538	
	Sig.	.000	
t-test for Equality of Means	T	-7.731	-6.485



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Df		198	87.302
<b>Sig. (2-tailed)</b>		<b>.000</b>	<b>.000</b>
Mean Difference		-1.069	-1.069
Std. Error Difference		.138	.165
95% Confidence Interval of the Difference	Lower	-1.342	-1.397
	Upper	-.796	-.741

Source- Primary data

**Interpretation**

From the above table it is clearly depicted that officers receive timely increments provided by ITI (because in group statistics the mean value is 1.75 and the standard deviation is .701), than non-officers (because in group statistics the mean value is 2.85 and the standard deviation is 1.254,  $t(198) = 7.731, p = 0.000$ ). Hence the officers are paid timely increments when compared to non-officers by ITI. So, null hypotheses rejected.

$H_0$  - There is no difference between opinion among officers and the non-officers in receiving timely increments from ITI- Rejected.

$H_1$  - There is difference between opinion among officers and the non-officers in receiving timely increments from ITI - Accepted.

**Aspiring or Inducing of quality Applicants will lead to increase in the efficiency of Recruitment & Selection Process.**

	Mean	Std. Deviation	N
ITI pools Quality Applicants for various posts	1.93	.975	200
Recruitment & Selection increases efficiency in ITI	1.58	.882	200

Source- Primary data

**Correlations**

		ITI pools Quality Applicants for various posts	Recruitment & Selection increases efficiency in ITI
ITI pools Quality Applicants for various posts	Pearson Correlation	1	.790**
	<b>Sig. (2-tailed)</b>		<b>.000</b>
	N	200	200
Recruitment & Selection	Pearson Correlation	.790**	1



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increases efficiency in ITI	Sig. (2-tailed)	.000	
	N	200	200

Source- Primary data

### Interpretation

From the above table the Pearson correlation value  $r$  is .790 as it is near to 1.0 it has strong positive relationship between the quality applicants aspired by the organization with increasing efficiency of recruitment & selection process. The significant value is .000 which is less than .005 hence null hypotheses is rejected.

### Job Security provided by the organization provides Satisfaction & Comfortable zone for the employees working in the organization

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.937 <sup>a</sup>	.879	.878	.265
a. Predictors: (Constant), Job Security of the Company				

Source- Primary data

### Interpretation

From the above table provides the R and R<sup>2</sup> values. The R value represents the simple correlation and is 0.937 (the “R” Column), which indicates a high degree of correlation. The R<sup>2</sup> value (the “R Square” column) indicates how much of the total variation in the dependent variable, as Job security plays an important role in keeping their employees comfortable and satisfied with work they do. In this case, .879% can be explained.

### ANOVA for Regression

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	101.040	1	101.040	1433.591	.000 <sup>b</sup>
	Residual	13.955	198	.070		
	Total	114.995	199			

a. Dependent Variable: Satisfied and Comfortable about the Job

b. Predictors: (Constant), Job Security of the Company

Source- Primary data

### Interpretation

From the above ANOVA table, which reports how well the regression equation fits the data (i.e., predicts the dependent variable). This table indicates that the regression model predicts the dependent variable significantly well and also it indicates the statistical significance of the regression model that was run. Here,  $p < 0.000$ , which is less than 0.05 and indicates that, overall, the regression model statistically significant that predicts the outcome variable (i.e., it is a good fit for the data).





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## Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	.196	.051		3.817	.000
1	Job Security of the Company	.918	.024	.937	37.863	.000

a. Dependent Variable: Satisfied and Comfortable about the Job

Source- Primary data

## Interpretation

From the above Coefficients table provides us with the necessary information that Job Security as an important factor that contributes towards achieving satisfaction level and comfort zone for the employees working in the organization which shows that statistically significant to the model. The significant value is .000. Hence null hypothesis rejected. Therefore, there is a significant relationship between the Job Security provided by the organization gives Satisfaction & Comfortable zone for the employees working in the organization.

$H_0$  - There is no significant relationship between the Job Security provided by the organization fetches level of Satisfaction & Comfortable zone for the employees working in the organization – Rejected.

$H_1$  - There is significant relationship between the Job Security provided by the organization fetches level of Satisfaction & Comfortable zone for the employees working in the organization – Accepted.

## 12. RESEARCH FINDINGS

- ❖ There is significant association between monthly incomes with the level of salary received by an employee that motivates to stay with the company.
- ❖ There is insignificant relationship between the Age and the areas of motivational activities performed by the organization.
- ❖ There is difference between opinion among officers and the non-officers in receiving timely increments from ITI.
- ❖ There is significant relationship between the inducing quality applicants with the increasing efficiency of recruitment and selection process.
- ❖ There is significant relationship between the Job Security provided by the organization fetches level of Satisfaction & Comfortable zone for the employees working in the organization.

## 13. FINDINGS OF THE STUDY

- The majority of the respondents belong to the category of 31-40 years of age, which is the highest recorded percentage.
- Majority of the respondents are Male. It is the highest recorded percentage. This is followed by 22% of the respondents who represent the female gender.
- Majority of the respondents are graduates, which is the highest recorded percentage.
- Majority of the respondents are married.
- Most of the employees belong to Officers Cadre which was the highest recorded percentage.
- Most of the respondents have 21-30 years of work experience in ITI.
- Majority of the respondents belong to the income group of Rs.250001 - 450000, which is the highest recorded percentage.
- Most of the employees strongly agree that the level of salary paid motivates the employees to stay with the organization.
- Most of the employees strongly agreed that the salary received is equitable to those of others in a same scale.



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- Majority of the employees agreed that the Incentives provided by the organization in addition to the wages is fair which is said to be as the highest recorded percentage.
- Majority of the employees have agreed that the organization recognizes & awards the employees through annual award celebrations.
- Most of the employees have agreed that the organization recognizes to contribute annual bonus and other benefits to employees.
- Most of the employees have agreed that the organization offers timely increments for their worker.
- Majority of the respondents have agreed that the employees perceive Promotion and Grade as per the norms of the organization.
- Most of the employees have agreed that the organization benefits with Social Security Schemes.
- Majority of the employees have agreed that they follow company's plan, policy and chart regularly.
- Most of the respondents have agreed that major decisions are only made by the top managers rather than consulting.
- Most of the respondents have agreed that communication between employers and employees are going smoothly.
- Majority of the respondents have agreed that there is a Co-ordination between other departments in the organization.
- Majority of the respondents have agreed that the employees participate in Group Discussion's (GD's) and Meetings held by the organization.
- Most of the respondents have agreed that the employees perceive Promotion and Grade as per the norms of the organization.
- Most of the respondents are satisfied with the company's policy, procedures and guidelines implemented.
- Majority of the respondents are satisfied about the Job security prevailing in the organization.
- Most of the respondents are satisfied with the Hygiene & Safety provided by ITI.
- Majority of the respondents are feeling satisfied with the safety and performance improvement in the job.
- Most of the respondents are satisfied with the drinking water facility available in the company.
- Most of the respondents are satisfied with the company's Lighting & Ventilation facility.
- Majority of the respondents are Highly Satisfied with the Sports ground facility available in ITI.
- Most of the respondents were found neutral with the company's Urinals and Latrine facility available.
- Most of the respondents have Strongly Agreed that the Organization runs On-the-Job Training programmes for the employees.
- Majority of the respondents have agreed that the organization does not invest heavily on training and prefers to hire experienced staffs to train the employees internally.
- Most of the respondents have agreed that the activities taken for developing the career of the employees is effective.
- Most of the respondents were partially agreed on the training provided on Regional language and spoken Hindi helps their career in the organization.
- Majority of the respondents were strongly agreed that they require more Training in all perspectives prevailing in the organization.
- Most of the respondents were agreed that the employees are feeling positive and favourable about the job in the organization.
- Most of the respondents were agreed that the organization involves workers participation in decision making.
- Majority of the respondents were agreed that the employees have sense of accomplishing the task and the work assigned in the job.
- Majority of the respondents were agreed that there is a stress, fatigue and boredom involved in their work.
- Most of the respondents were agreed that the employees are satisfied and comfortable.
- Majority of the respondents were agreed that the skills and talents of employees are utilized at best in the organization.
- Most of the respondents were agreed that the organization takes Performance Appraisal exercise regularly.



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- Most of the respondents were Strongly Agreed that the employees get feedback on Performance Standards in the organization.
- Majority of the respondents were agreed that the Grievances and Disputes are handled well in the organization.
- Majority of the respondents were agreed that the Company treats with Respect and dignity with an employee.
- Most of the respondents were agreed that the HR practices influence Individual Performance in the organization.
- Majority of the respondents were agreed that the employees are aware of HR Practices adopted in the organization.
- Most of the respondents were satisfied with HR Practices adopted in the organization.
- Most of the respondents were satisfied with the role of management in implementing the Welfare measures in the organization.
- Majority of the respondents were satisfied with the Transport Facility provided by the organization.
- Most of the respondents were satisfied with the Housing Facility provided by the organization.
- Most of the respondents were satisfied with the Leave policy provided by the organization.
- Majority of the respondents were satisfied with the Recreation Facility provided by the organization.
- Most of the respondents were Neutral with the Canteen Facility provided by the organization.
- Majority of the respondents were satisfied with the Medical Facility provided by the organization.
- Majority of the respondents were Satisfied with the Transport Facility provided by the organization.
- Most of the respondents were Strongly Agreed that the organization clearly defines on position, objectives and candidate specification at the time of recruitment.
- Most of the respondents were agreed that organization pools quality applicants during recruitment process.
- Majority of the respondents were agreed that the organization conducts effective Interview and tests during selection process.
- Most of the respondents were agreed that the selection process done by the HR department is effective on an employee.
- Most of the respondents were Strongly Agree that the Recruitment and selection process increase overall organizational efficiency.
- Majority of the respondents were agreed that the company has tough rules for adopting and investing on new technology.
- Majority of the respondents depicted that the organization prefers Official Website as a source of Recruitment.
- Most of the respondents felt that HR should focus on Employees job needs.
- Majority of the respondents inferred that the organization should opt for promotion as a motivating factor to encourage employees to perform well.
- Most of the respondents inferred that organization should focus on production in order to be efficient and effective.

### 14. SUGGESTIONS

From the findings of the study the researcher would like to suggest few points to the ITI Public Sector to make it efficient and achieve employee satisfaction. They are

- ✚ The Management can hike the income level of the Employees to retain and sustain the employees for a longer period in an organization.
- ✚ The Management should take an initiative in providing perks and other benefits to the employees in order to maintain morale and thereby increase the production effectively.
- ✚ The HR should adopt a method to evaluate the performance of employee in a better way.
- ✚ Industrial Relations can fastens its activities in settling the industrial disputes
- ✚ The management can provide more opportunity for promotion and other motivational activities that may create employee satisfaction resulting in better job performance.
- ✚ On training front, HR-ED (Human Resources and Employment and Development) can take an initiative in getting external training activities to the employees to gain better exposure and can update on the skills and activities much better than before.



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- ✦ Training programmes that improve the personality traits of the employees are to be conducted regularly.
- ✦ The HR can adopt the strategies that will facilitate the employees to utilize the skills and talents to the optimum level to achieve organizational tasks and goals.
- ✦ The plant can take a step to replace all paper works or manual works by system works or they can bring more sophisticated equipments in order to replace hard work with the smart work.
- ✦ The Canteen facility provided by the company can be further improved according to the tastes & preferences of employees.
- ✦ The company can keep suggestion box so that HR may aware of employees grievances and their thoughts.
- ✦ A proper training & development exercise will keep employees updated, less supervision of work, increase their morale which will reduce grievance in the work place and increase coordination among employees.
- ✦ The urinals and latrines facility provided can be maintained even more neatly.
- ✦ The manpower department should recruit or provide more opportunities for the youngsters and dynamic persons in ITI for all the cadres and grades in order to avoid unemployment in the country.
- ✦ HR department should communicate with the employees whenever changes are made related to work.
- ✦ Appointment of efficient analyst is required in order to monitor and take remedial measures for revival.
- ✦ HR department can consider the opinion of the employees before formulating a new policy.
- ✦ HR department need to bridge a gap by undertaking different activities, so that implementation of new practices will help to reach its standards.
- ✦ Management can conduct recreational activities like yoga, meditation periodically in order to get rid of stress and fatigue of employees and also management can control work pressures of employees by increasing manpower to reduce stress on work pressures.
- ✦ Proper utilization of manpower and company's promotion and career development policy can be improved.
- ✦ There should be workers participation which involves and enhances employee commitment, motivation and moral. The suggestion offered can be considered if it is worth to be applied.
- ✦ Performance of the employees should be recorded and should give weightage in promotions.
- ✦ Quality can be improved in all welfare facilities.
- ✦ HR department should know policies and practices and they should educate it to employees as well to enhance product knowledge.
- ✦ Implementation of HR practices can be improved by adopting recent technology.

### 15. CONCLUSION

The research study done in the ITI Limited of Bangalore plant was a satisfactory one because as per the topic the Organization and Management has provided all sorts of guide, support and time to brief on about the HR practices adopted by them. It was found that that the industry has witnessed consistent growth during the last year on account of several factors like increased use of wireless network for broadband connectivity, launch of 4G networks by operators, growth of e-commerce etc. The Market is also buzz with high speed broadband connectivity to villages on PAN India basis to provide e-governance solutions to rural masses. Wireless networks, broadband penetration at all corners, affordable smart phones and single click applications for variety of services like e-commerce, e-governance, e-education, e-health etc. drive the Indian communication industry to create a "Digital India" in the coming years. The staffs of ITI were very cooperative and helpful to the researcher in completing the research project successfully.

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