AN ASSESSMENT OF JOB SATISFACTION AMONG HRM EXECUTIVES IN THE INDUSTRIAL SECTOR IN KERALA

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EXECUTIVE SUMMARY

1. THE BACKDROP

Human resource is the most imperative resource and the most daunting challenge is Human Resource Management. Efficient Human Resource Management process is an essential tool in the hands of a successful business. However, as per the Economic survey 2016, strikes, layoff, lockout and industrial disputes are active in Kerala industrial scenario. Currently, the work environment is undergoing a major shift; factors such as globalization, growing economies, and improved technology like artificial intelligence, machine learning, internet of things are constantly posing new challenges and creating new opportunities for people. With these changes, people's perceptions regarding their jobs are also changing. In any organization the people management role in the organization is carried out by the HR department. They are directly involved with the entry to exit formalities of an employee in the organization. Job satisfaction is an affective or emotional response toward various facets of one's job. This area has significant managerial implication because several studies have examined the relationship between job satisfaction and other organizational variables.

The industrial sector in Kerala faces militant trade unionism and the HR manager working in Kerala has to face such a tensed situation. Thus the HR executives has to face challenges from both labourers and trade union leaders (internal and external) in different aspects such as recruitment and selection of employees, industrial relation and settlement of disputes, industrial unrest, collective bargaining, long term settlement, bonus, grievance redressal, and disciplinary action. The present study tries to explore these aspects in detail along with other aspects of job satisfactions. This study attempts to make a comparison of the job satisfaction experienced by HRM executives in public sector, private sector and IT sector.

The study tries to document the satisfaction of HR professionals in terms of maintaining interpersonal relationships with employees and top management in the organization, industrial relations, collective bargaining, grievance redressal, framing policies for the organization. The study tries to understand the job satisfaction of HR professional in terms of

how efficiently and effectively they are executing the activities in the organization in the context of Kerala.

2. THE PROBLEM AND THE PERSPECTIVE

The Study of Job Satisfaction has assumed much significance in the contemporary globalised corporate world of employee focusing. It is one of the key factors to the success of corporate world as well as public sector including ever growing service sector. Hence, neither the corporate worlds nor the government organizations can safely ignore to focus on it. It can influence a company at the individual level, the group level and even to the point of impacting a corporation as a whole or the government. Further, job satisfaction trends can affect labour market behaviour and influence work productivity, work effort, employee absenteeism and staff turnover.

3. METHODOLOGY

The study follows sequential explanatory design (Creswell, 2011) with a diagnostic approach in which the quantitative part is cross-sectional and the qualitative part follows case study with content analysis of narratives. The study includes industries in public sector, private sector and IT parks in Kerala. The main objective of the study is to make a comparative assessment of job satisfaction among HRM executives in the public sector, private sector and in the IT sector. Twenty companies from public sector, forty companies from private sector and forty companies from IT sector are selected randomly. One respondent is included from each company, thus a total of 100 respondents.

Case studies from the three sectors are also included to corroborate the quantitative part, as a means to explain or expand the findings of quantitative analysis. The cases are selected using purposive sampling. Detailed interviews were conducted to elicit their experiences as HR managers and opinions about their work and profession.

Interviews were also conducted with a HR manager of park centre (Govt. of Kerala) and a conciliation officer for eliciting their views regarding the challenges faced by HRM executives and the HRM professional arena in general.

Both primary and secondary sources of data were used. Primary data include data collected from HR managers using self administered questionnaire. Online data collection technique

using Google forms was also used to collect quantitative data. The questionnaire includes various questions covering the challenges, mental stress and strain, networking and liaison work and job satisfaction of the HR managers in Kerala.

The qualitative data were collected using personal interviews using a semi-structured interview schedule. The interview was recorded and later transcribed.

Secondary data were collected from directorate of Economics and Statistics, Directorate of industries, and NIPM. The secondary data were also collected from books, reports, and web sites. For assessing the Job satisfaction experienced by the HR executives, a scale was developed to suit the Kerala context. Pre- test of the tools was conducted to make necessary modifications in the tools before actual data collection. Analysis of quantitative data was done using the software package SPSS, applying appropriate statistical tools such as Chi-square test, correlation, ANOVA and t-test. Qualitative analysis was done by content analysis of the narratives obtained from semi-structured interviews. The verbatim are included in appropriate areas of quantitative analysis.

4. ANALYSIS AND THE RESULTS

The analysis and the result of the study are given in chapters 4. In this, the analysis are organized in a logical scheme in 11 heads such as demographic profile, work profile, liaison work challenged faced, networking, issues faced from the top management, mental stress and strain, job satisfaction, workers' participation in management, roles of HRM executives and core competencies. The result shows the employees in the IT sector feel insecurity and work stress. The HRM executives face challenges from trade unions at various levels even though there is a positive change in the attitude of trade unions towards work and existence of the industry. The public sector has done more liaison work than that of private and IT sectors. The HRM executives do Networking with Internal Trade Union leadership / Employee Groups mainly for welfare activities and industrial unrest. The HRM executives' relationship with top management has found satisfactorily. The level of stress and strain has also found similar among the three sectors. The job satisfaction of the HRM executives is moderate to high. In the qualitative analysis corroborate the findings of quantitative analysis. Opinions contradicting the general perspective also emerged from some respondents and these are also included to reveal the heterogeneity in the experience of HRM executives.

5. SUGGESTIONS AND RECOMMENDATIONS

The study reveals that the HRM executives in public and private sectors experience multi dimensional challenges from the trade unions. However, the HRM executives in IT sector do not face such challenges as there is no trade union activity in this sector. Trade unions resort to strike and create problems to the HRM executives without taking into account the paying capacity of the industry and without understanding the ground realities. This was ranked as the most important problem faced by HRM executives in public and private companies.

Before going for Long Term Settlement (LTS), the management should give a brief outline of the financial position of the company, realistically, to the unions. HRM executive should strategically align the business and device methods for performance appraisal of the employees.

Incorporate overall performance of the employee in the LTS and it is to be linked with the salary.

The HRM executives in public and private sector companies face problems from trade union leadership while taking actions against workers according to company rules. It is more in public sector and the HRM executive cannot take disciplinary action due to the over powering by politically empowered trade unions. The trade unions create pressure situations to nullify the HRM executive's decisions or make him take decisions in favour of them.The following steps should be taken for addressing this issue:

- Top management should provide support to the HRM executive and stand by their decisions.
- Top management should convince internal union leaders and make them aware the of the realities.
- Establish network with external political leaders so that they do not interfere with the justifiable disciplinary actions taken by the company in accordance with company rules.
- A strategic action committee can be formulated by the top management including members of trade union leaders, external political leaders management representatives and HRM executives.

The HR managers face problems from the top management in public sector industries. Here the management yields to the politically empowered trade unions and at times neglect the opinions of the HRM executives. Further, the top management intervenes in all matters related to HR department. In such situations government should intervene and make appropriate policies, defining the boundaries of roles and responsibilities of

HRM executives and it should include provisions to restrict encroaching by top management.

Mental stress and strain is experienced by HRM executives is higher in the public sector. It is lowest in the IT sector. In public and private sectors the awful experiences shared by the HRM executives includes resistance from employees against the implementation of HR policies and engaging the employees in various facets of business, external unions' involvement in decision making, job related issues, non-acceptance from the workers, strikes, and termination of employees.

Irrespective of the size and sector of the industry there should be a fulltime industrial counsellor, specialized in industrial counselling to address the psycho-social and familial issues faced by the employees. Government should take appropriate policy decisions in this direction.

Each sector has different barriers to achieve organizational tasks. The HRM executives, especially those who are new entrants, must be given proper training and human relationship skills so that they can handle the issues created by trade unions. There should be a formalized system for imparting such training under the Department of Industries, Govt. of Kerala.

The present Labour laws authenticate to maintain the relationship between workers, employing entities, trade unions and the government. The HRM executives play an interface role between management and workers, and the study demonstrates that in delivering this role, they experience mental stress and strain; but there is no proper legislative support for HRM executives to withstand such situations. The qualitative component of the study illustrates the realities faced by HRM executives and there should be proper legislation to safeguard their interests so that their decisions will get implemented.

In the IT sector there is an inherent insecurity of job and taking over companies by new employers. There must be a proper mechanism (eg. Insurance, Data bank for HRM executives) to help them to sustain once they lose their job.

The results of the study show that in public and private sectors, due to multiple unions and political empowerment of the workers, the union leadership do not accept HRM executives, instead they discuss their problems with union leaders and the union leaders in turn discuss with the top management. Top management should give proper awareness to the workers and

trade union leaders regarding the roles and functions of HRM executives so that they will pay attention to the words of HRM executive.

In this study it is found that the HRM executives satisfactorily network with trade unions. As it is very important, for establishing rapport and networking with these leaders, combined training sessions   including all the stakeholders should be organized by the top management. The unions compete to create problems in the name of incentives as it is their strategy for survival. Unions blame the HRM executives for the decisions of top management against them. This shows that the unions always view them with suspicion and many a time the HRM executives become the victims and have to face even Gheraos.

Severe form of strikes like Gheraos against HRM executives should be made illegal. Proper legislation should be passed to address this problem of personally targeted strikes against HRM executives even though they have all the rights to strike.

Another aspect of Industrial relations in Kerala is that the Head-load Workers' muscle power creates problems to HRM executives. The study disproves this conviction by both quantitative and qualitative analysis. The Head-load workers are no longer a problem to any sector if clear agreement is executed to direct the work. Even though majority of respondents have said that the attitude of the head load workers as well as their political leadership has changed, a few shared their difficulties with head load workers. So the Labour Department should give awareness sessions to head lead workers and the political leadership behind them to tune them to improve the industrial environment in the State.

Qualitative analysis shows that a few of the HRM Executives have faced lack of proper support from the top management. The success of HRM functions more or less depends upon the co-operation and support of the Top management as the HRM Executives are the persons who are the dynamic life-giving element in a business. It is their responsibility to broaden the outlook of the executive in regard to his role, position and responsibilities in the organization and outside. Thus, irrespective of the sector they work, the Top management should help them to overcome all the barriers, which are imposed by the workers/employees and other factors during the course of their work. Therefore, it is better to impart essential knowledge to the Top management on the functions of the HRM executives so as to accept the HRM executives as professionals.

Many Trade unions resisted modernization of industries in Kerala in the past decades. However, the study shows that the attitudes of the unions have changed over time and now

they are in favour of modernization. The pace of modernization is comparatively low in public sector, due to lack of corporate fund. With regard to production, the public sector industries in Kerala have been facing multifaceted challenges such as low price to their products due to lifting of anti-dumping policy, loss of monopoly, lack of diversification of products and lack of proper marketing strategies. Therefore, modernization and capacity enhancement of the public sector industries is the need of the hour to equip them to compete in the era of change and development.

This study assesses the mental stress and strain of the respondents and indicates that the HRM Executives experience medium level of mental stress. So it is better to organize, yoga and other meditations to them periodically and arrange outings with their family at least once in six months.

Satisfaction is a complex phenomenon. Out of the six factors of job satisfaction, the present study finds low level of job satisfaction among the HRM Executives with pay, Promotion, nature of job, and with top management of HRM Executives. The qualitative study reveals that senior level HRM executives are having a high level of satisfaction in these areas also. But in the case of junior level HRM executives this is not the case. So in order to boost the HRM profession, adequate promotion, and sufficient periodic pay hike should be provided to the HRM executives.

6. CONCLUSION

The HRM Executives in the industrial sector, public, private and IT, are playing vital roles amid employers and employees to balance the system to function efficiently and to reduce industrial-strife as little as possible. The emphasis is to bring out industrial peace on one hand and productivity on the other hand.The study reveals that the HRM executives experience job satisfaction irrespective of the sector of employment. This is because they consider their profession as a passion and challenges as part of it. There is no significant variation in job satisfaction with respect to other study variables such as sector (Sector of company), age, gender, marital status, educational qualification, designation, experience, challenges faced by the HRM executives, liaison work , and networking. In short a positive change in attitude of stakeholders such as trade union leadership, head load workers, HRM executives and top management in the industrial sector in Kerala, is the need of the hour to create and sustain a harmonious work environment in the State.

CHAPTER I

INTRODUCTION

It is an endorsed fact that out of all the resources contributing to economic growth, human resource is the most imperative resource. India, today is at a crossroad; while we swank of one of the largest and youngest workforce, the most daunting challenge is Human Resource Management. Efficient Human Resource Management process is an essential tool in the hands of a successful business. In any country advancement of industrial sector pivot around good industrial relations. As per the Economic survey 2016, strikes, layoff, lockout and industrial disputes are active in Kerala industrial scenario. Currently, the work environment is undergoing a major shift; factors such as globalization, growing economies, and improved technology like artificial intelligence, machine learning, internet of things are constantly posing new challenges and creating new opportunities for people. With these changes, people's perceptions regarding their jobs are also changing. In this turmoil, the success of any organization relies on its workforce. Satisfied and committed employees become the significant assets of the organization. In any organization the people management role in the organization is carried out by the HR department. They are directly involved with the entry to exit formalities of an employee in the organization. Earlier it was an administrative role that was handled by the employees in the department now HR has elevated to the position of a strategic business partner in the organization. Through this HR has reiterated its role in the business by sourcing and placing the right talents with key competencies. Job satisfaction is an affective or emotional response toward various facets of one's job. This means job satisfaction is not a unitary concept. Rather, a person can be relatively satisfied with one aspect of his or her job and dissatisfied with one or more aspects. This area has significant managerial implication because several studies have examined the relationship between job satisfaction and other organizational variables. From time immemorial employers are finding out tools to make their employees satisfied and contended in their work.

The job of HR professionals is difficult to be quantified. In all the organizations HR has a definite and key role to play starting from recruiting the right person to the exit of that person

from the organization. During this period of entry to exit the HR plays a focused role to groom the employee with all key competencies maintaining good interpersonal relations. The HRM function in the industrial sector is often concerned with payroll, administrative work and mediating between the management and the workers. Mostly, the manufacturing companies lean on the HRM function in times of labor unrest and strikes.

An efficient HR department is essential for the smooth and effective working of any business organization. There must be a separate HRM Dept. in the organization. Organization of a HR Department depends upon two issues like, place of the HR in the overall setup and composition of the HR Department. Status of the HR department in the total organizational structure depends on whether a unit is small or large. In most of the small organizations, there is no separate personnel department. A large scale unit will have a Manager/Director heading the HR department. Where the Company has multiple plants located in different parts of the country, there may be a centralized HR/personnel department at the main or registered office and each plant will have separate HR department. Composition of the HR department depends on the scale of operations and attitude of the top management towards its personnel. However, a typical HR dept. is headed by a Director, under whom are Manager – Personnel, Manager – Administration, Manager – HRD and Manager – Industrial Relations.

1.1 ROLE OF HR MANAGER

In an organizational setup, getting things done by convincing others is very important and the success of a manager, to a great extent, depends on convincing others. Effective leaders in this era, will be those who are continuous learners, who are on the cutting edge of excellence, who have strong convictions, and yet, having humility to recognize the need to reinvent themselves and inspire their organization to adapt to the new environment. To be successful in his job, a personnel manager must be a specialist in organization theory and as such be an effective adviser to top management in organizational matters as well as being able to organize his own department in such a manner as to minimize frictions, promote goodwill, and release the latent energies of his own people. He/she should have real expertise in personnel administration and should have the ability of convincing matters to the management. Unless the personnel manager

has the active support of the top management, he will be like a ship without a rudder. On the other hand, if he does not win the confidence of the employees and their union, he will not be respected by the management. Over the years, the position of human resource manager has changed significantly. In the early days of industrialization, he was considered insignificant in the organization. But today human resource manager is treated as an industrial relations expert, liasoning and networking person, specialized practitioner and a strategic partner.

1.2 JOB SATISFACTION

Job satisfaction comprises those outward and inward manifestations which give an individual a sense of enjoyment or accomplishment in the performance of his job. It is the result of various attitudes and feelings an employee holds towards his job. Feldman and Arnold defined job satisfaction as ``the amount of overall positive effect or feelings that individuals have towards their jobs. Positive and favourable attitudes towards job indicate job satisfaction and negative and unfavourable attitude towards the job indicate job dissatisfaction. Thus, considering the fact that about one-third of a person's working life is spent on his job, it is becoming increasingly important to study the level of satisfaction from one's work place. Job satisfaction may be mediated by the perception of individual employees. This is because different employees may perceive the same job differently, and it is those individual perceptions that determine whether or not an employee is satisfied with the job.

1.3 STATEMENT OF THE PROBLEM

In a quest to integrate the operations and strategies of a business across a wide array of products, services, ideas, and cultures, the role of human resource executives is constantly evolving. HR executives, who were once confined to handling basic data work and routine record keeping amongst employees, are now exposed to an evolving nature of diverse workforce complexities, legal obligations, and strategic management of the organizational goals. The problem here is, are HR managers organized with the competencies for taking up the challenges in line with the new trends. This is where job satisfaction of the HR executives becomes all the more significant. When employees are allowed to operate freely, job satisfaction can contribute substantially to the organisational effectiveness. It can contribute to productive output in the form of high quantity and quality of products or services, as well as to organisational maintenance as represented by low absenteeism and employee turnover. Yet in many instances, aspects of the individual, the

organisation, or the environment constrain the satisfaction-productivity relationship to the point where its practical importance is minimal. Ultimately stress may catch up with such a person and signs of poor corporate citizenship may appear, but such denials of natural satisfaction output patterns can maintain themselves for long periods. Hence, job satisfaction is often much more important to the individual than to the employing organisation. Individuals can change jobs, thereby obtaining more satisfying work. Organisation can shift people from job to job within the firm, but their capacity to move people from organisation to organisation is very limited. The obvious exception is when a firm provides outplacement assistance to its laid-off workers. The major facets of job satisfaction as described in theories include work itself, Quality of supervision, Relationships with co-workers, Promotion opportunities and Pay. 'Work itself' plays a major role in determining the level of job satisfaction. The job content has two aspects. One is the "job scope" that involves the amount of responsibility, work pace and the feedback provided. The higher the level of these factors, is the higher the job scope and thus higher the level of satisfaction. The second aspect is variety. It has been found that a moderate amount of variety is most effective. Excessive variety produces confusion and stress and too little variety causes monotony and fatigue that are dissatisfiers. Additionally, lack of autonomy and freedom over work methods and work pace creates a sense of helplessness. Among the defined roles of HR executive, maintaining industrial relations becomes very crucial. 'Economic survey 2016(Kerala)' mentions about the strikes, layoff and lockouts which happened during the year 2016 in Kerala. The man days lost are 34000, 4.69 lakhs, 3.15 lakhs for strikes, lockout and layoff respectively. Thus the industrial scenario in Kerala is different from rest of India. The industrial sector here faces militant trade unionism and the HR manager working in Kerala has to face such a tensed situation. Thus the HR executives has to face challenges from both labourers and trade union leaders(internal and external) in different aspects such as recruitment and selection of employees, industrial relation and settlement of disputes, industrial unrest, collective bargaining, long term settlement, bonus, grievance redressal, and disciplinary action. Thus the present study will try to explore these aspects in detail. The study also examines the mental stress and strain experienced by HRM executives due to work pressure from top management and the problems created by trade unions and the resulting issues in personal and family life.

The characteristics of industries in different sectors such as public, private and IT in Kerala, varies significantly. Therefore this study attempts to make a comparison of the job satisfaction

experienced by HRM executives in industries in all these three sectors. The study tries to document the satisfaction of HR professionals in terms of maintaining interpersonal relationships with employees and top management in the organisation, industrial relations, collective bargaining, grievance redressal, framing policies for the organization. The study tries to understand the job satisfaction of HR professional in terms of how efficiently and effectively they are executing the activities in the organization in context of Kerala. There are a number of scales developed by earlier researchers for assessing job satisfaction of management professionals. But there is no such scale existing for the assessment of job satisfaction in the context of Kerala. So this study tries to construct a scale incorporating the items relevant to the industrial environment in Kerala.

1.4 SIGNIFICANCE OF THE STUDY

The Study of Job Satisfaction has assumed much significance in the contemporary globalised corporate world of employee focusing. It is one of the key factors to the success of corporate world as well as public sector including ever growing service sector. Hence, neither the corporate worlds nor the government organizations can safely ignore to focus on it. It can influence a company at the individual level, the group level and even to the point of impacting a corporation as a whole or the government. Further, job satisfaction trends can affect labour market behaviour and influence work productivity, work effort, employee absenteeism and staff turnover. Moreover, job satisfaction is considered as a strong predictor of overall individual well-being as well as a good predictor of intentions or decisions of employees to leave a job. The importance of job satisfaction specially emerges to surface many negative consequences of job dissatisfaction such as lack of loyalty, increased absenteeism, increase in number of accidents and casualties etc. The performance and productivity of the HR executives in industrial sector is of crucial importance to the society and the public, due to reasons like:

a) The HR executives in different organizations cater to the requirements of ever growing industrial population in the State. Now the industrial population comes to around 1.27 lakh employees across Kerala.

b) A larger cross-section of the society is working in industrial sector. If the job satisfaction of the HR executives is not satisfactory it is going to have an impact in the society. The

manifestations can be in the form of industrial strike, lockout and layoff and sometimes closure of the industry.

There is no comprehensive study attempting to understand the problems and challenges faced by HRM executives and the job satisfaction experienced by them in the industrial, socio – political environment prevailing in Kerala. The present study assumes significance as it makes an attempt in this direction.

1.5 OBJECTIVES

1.5.1 General objective

To make a comparative assessment of job satisfaction among HRM executives in the public sector industrial units, in the private sector and in the IT parks.

1.5.2 Specific objectives

1. To examine the challenges faced by HRM executives from union leadership in industries

2. To describe the democratic and liaison work with workers done by the HRM executives

3. To understand the work of HRM executives related to networking with both external and internal trade union leaders

4. To examine the issues faced by the HRM executives from the top management

5. To study the mental stress and strain experienced by HR executives at personal and family level

6. To develop an assessment scale for job satisfaction of HRM executives in the Kerala context

7. To assess the job satisfaction of HRM executives in manufacturing industries

8. To compare job satisfaction among HRM executives in public, private and IT sector

1.6 THEORETICAL PERSPECTIVE

There are several theories on Job satisfaction. This study is based mainly on the frame work laid down by value –percept theory. It also takes conceptual understanding from job characteristic theory.

1.6.1 Value-percept theory

Value-percept theory argues that job satisfaction depends on whether you perceive that your job supplies the things that you value. People evaluate job satisfaction according to specific "facets" of the job.

According to this theory

Dissatisfaction = (Vwant - Vhave) X (Vimportance)

Vwant - reflects how much of a value an employee wants

Vhave - indicates how much of that value the job supplies

Vimportance - reflects how important the value is to the employee

According to this theory, the facets of job satisfaction include pay satisfaction, promotion satisfaction, supervision satisfaction, co-worker satisfaction and satisfaction with work itself.

Pay satisfaction refers to employees' feelings about their pay, including whether it is as much as they deserve, secure, and adequate for both normal expenses and luxury items.

Promotion satisfaction refers to employees' feelings about the company's promotion policies and their execution, including whether promotions are frequent, fair, and based on ability.

Supervision satisfaction reflects employees' feelings about their boss, including whether the boss is competent, polite, and a good communicator.

– "Can they help me attain the things that I value?"
– "Are they generally likable?"

Coworker satisfaction refers to employees' feelings about their fellow employees, including whether coworkers are smart, responsible, helpful, fun, and interesting as opposed to lazy, gossipy, unpleasant, and boring.

– "Can they help me do my job?"
– "Do I enjoy being around them?"

Satisfaction with the work itself reflects employees' feelings about their actual work tasks, including whether those tasks are challenging, interesting, respected, and make use of key skills rather than being dull, repetitive, and uncomfortable.

1.6.2 Job characteristics theory

This theory narrates the following three critical psychological states

Meaningfulness of work -reflects the degree to which work tasks are viewed as something that "counts" in the employee's system of philosophies and beliefs.

Responsibility for outcomes -captures the degree to which employees feel that they are key drivers of the quality of the unit's work.

Knowledge of results - reflects the extent to which employees know how well (or how poorly) they are doing.

For creating these psychological states the job should have the following characteristics:

Variety- It is the degree to which the job requires a number of different activities that involve a number of different skills and talents.

Identity- It is the degree to which the job requires completing a whole, identifiable, piece of work from beginning to end with a visible outcome.

Significance- It is the degree to which the job has a substantial impact on the lives of other people, particularly people in the world at large.

Autonomy - It is the degree to which the job provides freedom, independence, and discretion to the individual performing the work.

Feedback - It is the degree to which carrying out the activities required by the job provides the worker with clear information about how well he or she is performing.

1.7 CHAPTERIZATION

This report is divided into six chapters as listed below:

Chapter 1	Introduction
Chapter 2	Review of Literature
Chapter 3	Methodology
Chapter 4	Data Analysis and Interpretation
Chapter 5	Results and Discussion
Chapter 6	Conclusions and Recommendations

1.8 CONCLUSION

The study aims to conduct a comprehensive analysis of the problems faced by human resources executives in the industrial sectors in Kerala. It also venture to develop a scale suitable for assessing the job satisfaction of HRM executives in the context of Kerala and use the same to measure the job satisfaction and make a comparative analysis among the public, private, and IT sectors .

CHAPTER II

REVIEW OF LITERATURE

2.1 INTRODUCTION

A comprehensive review of literature on job satisfaction and related areas is done as part of this study. Resources were collected from both print (books, journals) as well as electronic (online) form. The literature is broadly classified into different heads. They include studies relating to job satisfaction, job satisfaction studies in public sector, job satisfaction studies in private sector, and IT sector. The literature also contains some studies related to the challenges faced by HRM executives, mental stress and strain , and Job Satisfaction scales prevalent in industrial sector.

2.1 JOB SATISFACTION

Singh Kumar Jithendra &Jain, Mini (2013) has done a research titled A study of employee's job satisfaction and its impact on their performance. Happy workers are productive workers and productive workers are likely to be happy. Employee job satisfaction is essential to face the dynamic and ever-increasing challenges of maintaining productivity of the organization by keeping their workforce constantly engaged and motivated. Furthermore, environmental pressures, rising health costs and various needs of the workforce also pose a challenge for the management. This could be overcome by creating a work environment that maintains employee job satisfaction as well as motivates people towards exceptional performance at the workplace achieving work-life balance. This paper outlines the broad contours of various variables responsible for employee satisfaction and various ways by which one can maximize employee satisfaction.

Sypniewska A Barbara (2014) has carried out a study on evaluation of factors influencing Job satisfaction. The term "job satisfaction" is derived from the humanities, psychology and sociology. In the field of psychology, it is a state where an employee has an emotional perception of his situation and reacts with feelings of pleasure or pain. In sociology, it is considered a variable in different categories related to how each employee evaluates and thinks about his work. Job satisfaction is closely related to the performance and quality of work performed by an employee and, consequently, translates into the success of an organization, because a satisfied

employee builds and participates in the success of any organization. This article presents the results of the research conducted by the author in 2012 on a sample of 215 people. Respondents represented different organizations. The aim of the study was to identify and assess the significance of individual factors influencing satisfaction and dissatisfaction with work and demonstrate their impact on the overall assessment of job satisfaction. The study showed that between the weight attributed to individual factors and overall job satisfaction there are many statistically significant correlations referring mainly to selected on the basis of analysis respondents' groups. The study confirms the raised thesis concerning the validity of research in the factors affecting the general feeling of satisfaction by the employees.

Ms.Shalini Srivastava (2013) has done a study on Job satisfaction and Organizational Commitment Relationship: Effect of personality variables. The purpose of the study was to explore the relationship between Job Satisfaction and Organizational Commitment and to investigate the moderating effects of Trust and Locus of Control on the relationship between Job Satisfaction and Organizational Commitment. The study was administered on 247 middle level managers belonging to private sector organizations. Four validated instruments were used in the study. Statistical tools like Descriptive Statistics, Factor Analysis, Pearson Product Moment Correlation and Hierarchical Regression Analysis were used to analyze the data. The study found that Job satisfaction was positively related to Organizational Commitment and Trust and Locus of Control moderated Job satisfaction and Organizational Commitment relationship. The findings of this study can assist the administrator and policy makers to understand the managerial effectiveness from the perspective of personal traits. Efforts can be made to explore managers' perception towards themselves and their roles.

A credible and highly quoted research by Herzberg (1987) and fellow researchers recognized and approved the complexity of job- satisfaction and included variables such as job- attitudes, job factors and behavioural effects. This factor called job-satisfaction has a very subjective orientation since the evaluation by every employee about his/her job depends on personal values, perception of occupational problems and environment. Research has also established that highly educated workers often express dissatisfaction with their jobs and this is despite favourable job content and work conditions. This is because their education has raised their expectation of

rewards that they get from jobs. Employees across all sectors are facing unparalleled competition, job pressures and factors like job security, autonomy and freedom appear to be at stake (Herzberg, 1987).

Wright F.Robert (1999) has conducted a study on Effect of Micro Management on Job Satisfaction & Productivity: A Case Study. This study seeks to determine how competitive pressure and a manager's Growth, Needs and Strength (GNS) affect the degree to which a company micro manages its sales force. The degree of micro management may impact a person's autonomy, which interacts with his GNS, to determine his job satisfaction and productivity. The results of a study on fifty-six medical sales representatives, located in the north eastern United States, suggested a strong correlation between the degree of micro managing and autonomy, manager's GNS and autonomy and degree of micro managing and manager's GNS and a weak correlation between autonomy and job satisfaction, with the representative's GNS as an interactor. There was no correlation between competitive pressure and the degree of micro managing or productivity and autonomy, with the representative's GNS as an interactor.

2.2 JOB SATISFACTION IN PUBLIC SECTOR

Dr. Ravichandran A, Dr. Rajan Soundara Kumar &Sendhil Bala L. J. G. (2005) has done a research on A Study on Job Satisfaction of Employees of Manufacturing Industry in Puducherry, India. The main objectives of this study are to analyze the factors that are utilized to improve employee's job satisfaction level. The factors that affect job satisfaction are working condition, promotion and work environment. Among these promotions affects the job satisfaction more. The study reveals that majority of the employees are satisfied with the job.

Kumari Geeta & Pandey K. M. (2011) has done a study on Job Satisfaction in Public Sector and Private Sector: A Comparison. The study surveys both the sectors in most of the aspects of analysis. The findings shows that, jobholders vary regarding the extent of ambivalence experienced with respect to their attitude toward their job. The findings also open up opportunities for further research regarding the consequences of job ambivalence. For instance, the present findings imply that job performance of individuals with high versus low job

ambivalence may fluctuate such that job performance is comparatively high when positive beliefs and affective experiences are salient and thus predominate at a certain point in time but that their performance may be comparatively low at other times when negative beliefs and affective experiences are salient and predominate. In this respect, research could, for instance, collect manager perceptions of performance consistency.

Volkwein, Fredericks, James and Zhou Ying (2003) The study titled Testing a Model of Administrative Job Satisfaction proposes a model of administrative job satisfaction and tests the model using a database of almost 1,200 managers at 120 public and private universities. The robust model explains 54% of the variance in overall administrative job satisfaction. The results indicate that few state, campus, and personal characteristics exert direct effects on one's overall job satisfaction. Rather, these exogenous organiza- tional and personal variables exert small but statistically significant effects on the administrative work climates. These immediate work climates, in turn, have more powerful impacts on the various components of job satisfaction

Shruthi, Bhalla N S ,Sindhu T.S, Sanjeev(2017) The study was titled job satisfaction of Managerial employees is essential in the era of human resource. The study focused on the Indian textile industry is facing a lot of challenges in the national as well as in the international market. Being the second largest industry in India, still it has to face a lot of problems to make ensure its presence. An empirical study of this industry would help in determining the extent to which various human resource (HR) practices like training and development, compensation, career planning and promotion and transfer influenced the job satisfaction of managerial employees. For the purpose of research, a sample of 227 managerial employees in the textile industry of India had been reported. We had tried to find out the relation between the job-satisfaction level and various HR practices mentioned above. The result shows that there is a significant positive relationship between the dependent variable job satisfaction and independent variables mentioned above. The results also show that the training and development followed by compensation have a greater impact on the job-satisfaction level.

Krishnaswamy, chitra(1985) has undertaken a PhD research study on the topic Job satisfaction Among Managers and Supervisors. The study was conducted among the Managers and Supervisors of the industries in Madras. In this study the level of job satisfaction is determined as perceived by the executive. An attempt has been made to associate variables like Age, Marital status, promotional avenues, training opportunities, job tenure, organizational identity and individual values, attitudes tec. With the employees perceived degree of job satisfaction.

However, the major emphasis is laid on studying the expectations of executives of others in the work situation and the role of the superior in contributing to employee's job satisfaction. Here, the executive is viewed from his three dimensional roles- The Superior, The collegue, and the Subordinate with nine 'C' functions. As a superior he controls, commands and co-ordinates; as a colleague he co-operates, consults and corrects. As a subordinate he conforms, carry soot and conveys.   Efforts have also been taken to identify the underlying reasons effecting job satisfaction among the totally satisfied or dissatisfied person

Impact of Human Resource Practices on Job Satisfaction: Evidence from Indian Public Sector Banks' (Anand Namrata, 2016) focuses on with the objectives of association between HR practices and Job Satisfaction, identify the impact of HR practices on job satisfaction level in Indian public sector bank and to suggest some measures in order to enhance the HR practices in Indian public sector banks. The Hypotheses are (1) There is significant association exist between HR practices and Job Satisfaction and (2) There is a significant impact of HR practices on job satisfaction in Indian Public Sector banks.

This study finds that HR practices are positively affected the job satisfaction level of bank employees in Indian public sector banks. It further observes that there is a negligible association exists between HR practices (Recruitment and Selection, Training and Development, Salary allowances and other payments, Working conditions and other facilities and Performance Appraisal) and Job Satisfaction.

The study on "Determinants of job satisfaction of municipal government employees (electronic version)", Public Personnel Management, has found that the managers and supervisors were equally satisfied with salary and other monetary benefits and growth and recognition (Ellickson.M.C. & Logsdon, K., 2002). Satisfied employees are one of the most important assets

for an organization. Better productivity, accomplishment of organizational goals and organizational commitment are some variables that also lead to satisfaction. However, supervisors were found more satisfied with working condition, work itself, work environment and management policies and commitment than managers.

Korean Human Capital Corporate Panel survey data from 159 large companies (3899 samples) were analysed by adopting hierarchical multiple regression and a regression-based path analysis for investigating relationships among human resource development (HRD) efforts, top management support and employees attitude (Jae Young Lee et.al 2017). This study reveals that the 'top management support' moderates the relationship between HRD efforts and employees' attitudes, i.e., increased top management support for HRD efforts improves employees' job satisfaction and organizational commitment.

2.3 JOB SATISFACTION IN PRIVATE SECTOR

Kumar, Meenu (2012) has conducted a research titled study of job satisfaction among Managers and Supervisors of Private Manufacturing Units- A Comparative study. The present study focuses on comparison of job satisfaction among them on six dimensions of job–working conditions, salary and other monetary benefits, work itself, work environment, growth and recognition and management policies and commitment. The study has been carried out in private manufacturing units at Pithampur. The result indicates that the managers and supervisors were equally satisfied with salary and other monetary benefits and growth and recognition. However supervisors were found more satisfied with working condition, work itself, work environment and management policies and commitment than managers.

Joshi.J.Rama, Sharma.R.Baldev(1997) conducted a study titled Determinants of Managerial Job Satisfaction in a Private Organization examines the role of job and organisation related factors on job satisfaction among managerial employees. One hundred twenty four managers drawn from various departments and levels in a private sector organisation participated in the study. The findings indicate that all the 15 job and organisation related variables are positively and significantly related to managerial job satisfaction. Further statistical analysis using the multiple

regression technique, suggest only two variables, i.e. Job Content and Training to be the best predictors of job satisfaction.

Jyoti Jeevan, Chahal Hardeep & Rani Asha (2017) has conducted a study on the Role of organizational Learning and Innovation in between High-performance HR Practices and Business Performance: A Study of Telecommunication Sector.The purpose of this study is to explore the role of the organizational learning (OL) and innovation as mediators between high performance human resource practices (HPHRPs) and business performance (BP) in telecommunication sector. Census method has been used for data collection from employees working in telecommunication organizations in Jammu and Kashmir (North India). Reliability and validity have been proven with the help of confirmatory factor analysis. Structural equation modelling has been used for hypotheses testing. The results indicate that OL mediates the relationship between HPHRPs and innovation, whereas innovation does not mediate but moderates the relationship between OL and BP. So the final model evaluated the mediated-moderation effect of OL and innovation in between HPHRPs and BP. The theoretical and managerial implications have also been discussed.

Swarnalatha C & Sureshkrishna G (2012) has taken up research in Job Satisfaction among Employees of Automotive Industries in India. This study examines the management practices by introducing employee empowerment, teamwork, employee compensation, management leadership into a research model for studying employee job satisfaction among the employees of automotive industries in India. The research is conducted among 234 employees of automotive industries in India and the result of this study shows that the job satisfaction level of employees is medium and the top management leadership need to take attention of enhancing the employee job satisfaction level. The result also shows that there is a significant relationship was approved between 1) employee empowerment, 2) teamwork, 3) employee compensation and 4) management leadership.

Vukonjanski Jelena, Terek Edit & Gligorović Bojana (2014) has conducted a study on JOB satisfaction of men and women Employed in manufacturing sector And education in Serbia. The

surveys were conducted in Serbian enterprises, as well as in Serbian primary schools. In the first survey, the data were obtained by questioning N1=256 middle managers, from 131 companies in Serbia. The sample comprised 136 men and 120 women. In the second survey, the data were obtained by questioning N2=362 teachers, from 57 primary schools in Serbia. The sample included 250 women and 112 men. T-test was used for statistical analysis. Specifically, three t-tests were used for the following groups of data: job satisfaction in industrial sector and job satisfaction in education; job satisfaction of men in manufacturing sector and job satisfaction of women in manufacturing sector; job satisfaction of men in education and job satisfaction of women in education. The main conclusions are as follows: employee job satisfaction is higher in education than in industrial sector; job satisfaction in industrial sector is higher for men than for women; job satisfaction in education is slightly higher for women than for men.

Another notable study on Job satisfaction among Managers was done by S. Baloyi and others in the context of the South African petrochemical industry. One of the objectives of the paper is to establish whether there is a relationship between a performance management system and employee job satisfaction.

The Hypotheses of the study are:

 Hypothesis 1: A well-perceived PMS increases employees' job satisfaction.

Hypothesis 2: Supervisor support increases employees' job satisfaction

Hypothesis 3: Supervisor support mediates the direct effect of PMS on employees' job satisfaction &

Hypothesis 4: Supervisor support moderates the direct effects of PMS on employees' job satisfaction.

This study explores the inter-relationships between the performance management system and employee job satisfaction, and especially the role played by supervisor support in these relationships. The results supported the first three hypotheses and rejected the last one.

2.4 JOB SATISFACTION IN IT SECTOR

Karamta, K Nikita(2011) has taken up a research titled A study of Job Stress and Job Satisfaction of Mangers and Workers of Software Company. The main objective of the present study is "A study of Job stress and Job satisfaction of Managers and Workers of Software Company". The sample of the present study was selected randomly in Software Company. The sample of the present study was divided by their gender like male workers and female workers and Divisions like T.C.S., A.B.B. and J.K.S. Company. Job stress Inventory and Job Satisfaction Scale were given to the workers. Each form was taken back. It has been found that there is a significant difference between the Job stress of Managers and Workers of Software Company in relation to their Gender. (2) There is a significant difference between the Job stress of Managers and Workers of Software Company in relation to their Division.

Vitell J Scott, Davis D L (1990) has examined empirically the relationship between ethics and job satisfaction for MIS professionals. Five dimensions of job satisfaction are examined: (l) satisfac tion with pay, (2) satisfaction with promotions, (3) satisfaction with co-workers, (4) satisfaction with supervisors and (5) satisfaction with the work itself. These dimensions of satisfaction are compared to top management's ethical stance, one's overall sense of social responsibility and an ethical optimism scale (i.e., the degree of optimism that one has concerning the positive relationship between ethics and success in his/her company). Results indicate that MIS professionals are more satisfied with the various dimensions of their jobs when top manage ment stresses ethical behavior and when they are optimistic about the relationship between ethics and success within their firms. The one exception to this is pay satisfaction which is unrelated to these constructs. One's sense of social responsibility is also relatively unrelated to job satisfaction

Kanwar Y.P.S, Singh A.K & Kodwani A.D (2009) carried out a study in Work-Life Balance and Burnout as Predictors of Job Satisfaction in the IT-ITEs Industry). Work-Life Balance and Burnout as Predictors of Job Satisfaction in the IT-ITEs Industry The present study examines the impact of work life balance and burnout on job satisfaction in the context of the Information Technology (IT) and IT Enabled Services (ITES) industries. Burnout is measured through three dimensions, i.e., meaninglessness, de-motivation, and exhaustion. The findings reveal that while

work-life balance and job satisfaction were positively related to each other, de-motivation, exhaustion and meaninglessness were negatively related to job satisfaction. The significant contribution to job satisfaction came from work life balance in both the IT and ITES industries. However, it was higher in the ITES group compared to the IT group. Further,findings show that job satisfaction was higher among the male respondents in comparison to the female respondents. Interestingly, the IT group had lower work-life balance and job satisfaction, while it had higher meaninglessness, de-motivation and exhaustion compared to the ITES group.

IT – ITES organizations of Vadodara city conducted "A study of HRM Practices prevailing in IT – ITES industry with the general objective of the context within which IT/ITES Industry has grown in India and the extent of HRM practices and systems practised in the sector. The outcomes highlight the way specific HRM practices such as recruitment, performance appraisal, training and development, and compensations are implemented. The study suggests the existence of formal, structured, and rationalized HRM systems in IT/ITES organizations. A number of insights related to HRM policies and practices are shared by the HR senior executives interviewed shedding more light on the functioning of the IT/ITES companies and their challenges. The analysis provides original and useful information to both academicians and practitioners and opens avenues for further research in the area of HRM systems and practices in the Indian IT/ITES industry (Dharmensh Raval, 2014).

2.5 CHALLENGES FROM TRADE UNIONS LEADERSHIP

Sharma Kumar Sudhansh& Sharma Beena (2014) has done a research on Human Resource Management and Trade Unions. the paper attempts to concentrate on the problem of managing human resource, mainly the outside interference in the affairs of trade unions. Questions regarding the politicization of trade unions and problems arising thereof are also discussed. Though the activities and operational methods of trade unions in India have always been affected by the political thoughts and preferences, today's trend is alarming. Trade Unions are now generally linked to political parties, hence now they can seldom take decisions entirely by themselves. A big factor that contributes to the politicization of trade unions is inadequate

education and training. Many labour leaders cannot understand the technicalities and intricacies inherent in the system and it is not unnatural on their part to fall into the hands of crafty politicians. Hence providing proper education and training to the workers and their leaders is very necessary. Moves to restrict and reduce the proportion of outside leadership in trade unions may be another constructive measure. It is also pointed out that though the politicization of trade unions cannot be stopped completely, it can be considerably checked. Such a measure would not only ensure better labour-management relations, but would also facilitate healthier industrial relations.

Department of Development Studies has critically discussed the wrongly assumed incompatibility between human resources management (HRM) (managerialiasm) and (unionism) Trade Unions (Moses M.M. Daemane (2014). It is an expository analytic debate for promoting human capacity building and sustainable productivity at workplace by highlighting the backing and positive role that trade unions can contribute in industrial relations vis-à-vis HRM generally thought to be a labour management mode for slave driving at work place.

In this study, Daemane's analytical conclusion is that the new management dimension within adjustments and market competition implies new required practices for TUs to be in scene and thereby forge union compatibility with HRM for promoting human capacity building and sustainable productivity at workplace. It is further suggested that the TUs need to overcome a concern like there may be conflict between unionism and HRM with regard to job design, pay systems and flexibility in terms of functionality, working time, types of contracts and workforce size by becoming involved in the flexible and skill based issues of payments. TUs also need to reorganize their collective bargaining and restructure themselves. Overall they contribute to the efficient use of human resources and its development at workplace and outside for increased productivity, employment and welfare at the macro and lower levels of the economy.

There are a number of reasons why employee perceptions of management-employee relations differ from those of their employer. First, our main managerial respondents have formal responsibility for employee relations at the workplace and, with that authority, should have the opportunity to influence conditions at work in a way that the average worker cannot. Employees

in general may be less constrained in their criticism of workplace relations than managers who are more directly responsible for them. Secondly, employees' perceptions may differ from their employer's because their perspectives are influenced by different factors. As well as making judgments with different information, employees' perceptions are likely to be influenced by factors such as their general feelings about what their workplace is like to work in (Cully et al., 1999: 280-281)

Rajesh S & Manoj P K(2014).they have undertaken a study titled: Politicization of trade unions and challenges to industrial relations in India: a study with a focus on Northern Kerala. A strong and stable union in each industrial enterprise is essential for good industrial relations. The employers can easily ignore a weak union as it hardly represents the workers. The agreement with such a union will hardly be honored by a large section of workforce. Therefore, there must be strong and stable unions in every enterprise to represent the majority of workers and negotiate with the management about the terms and conditions of service. Trade unions play an important role and are helpful in effective communication between the workers and the management. They provide the advice and support to ensure that the differences of opinion do not turn into major conflicts. The central function of a trade union is to represent people at work. But they also have a wider role in protecting their interests. Most popular trade unions in India are affiliated to certain political parties. These political parties are only keen on making every grievance of the working class a political issue to attain political gains. As a result the problem only gets wide publicity and remains unsolved. Political parties with different ideologies or objectives works towards trade union objectives which is unfavorable towards the workers interest. Majority of the trade union leaders are political leaders which is against the interest of the workers and politicization of trade union is really a challenge to strong and stable trade unions in India. The present study analyses the issues and challenges of trade unions because of politicization and suggest measures to overcome these challenges for cordial industrial relation system.

2.6 MENTAL STRESS AND STRAIN

Sen,Kakoli.(2008) has carried out a research on the topic titled Relationship between Job satisfaction & Job stress amongst Teachers & Managers. This study examines the relationship between Job Stress and Job Satisfaction amongst teachers and managers. Data was collected

from 31 teachers and 34 managers in the NCR region. Results show no significant differences in Job Stress and Job Satisfaction of teachers and managers. However teachers experience low job Satisfaction and they face Job Stress while in case of managers the two do not seem to associate.

Sharma, Nidhi (2017) The study was titled Work-Family Conflict in Relation to job Satisfaction: An Empirical Study. Work-family conflict has become an issue of special concern in present day job scenario especially with increased participation of women in workforce. A significant increase in dual career couples has put a greater pressure on their work and family domains owing to conflict in their work and family roles. The prevalence of work family conflict among employees in general and women in particular and the negative consequences of this conflict for one's job satisfaction has led it to become one of the problems under the preview of psychological research. The purpose of this study is to determine the effect of work-family conflict (both dimensions) on job satisfaction among faculty. Data were gathered from 105 faculty members in colleges of Punjab using self administered questionnaires. The results indicate that faculty experience work to family conflict more than family to work conflict. Respondents were found to be moderately satisfied with their jobs. Further in terms of different facets of job satisfaction, they were found to be most satisfied with their work and least satisfied with the pay. No significant relationship could be traced between Work Family Conflict (both dimensions namely work to family conflict and family to work conflict) and job satisfaction. However, the study indicates low meaningful and positive relationship between two dimensions of work family conflict (WFC and FWC).

2.7 MEASUREMENT SCALES FOR JOB SATISFACTION

There is a need for a valid and reliable scale that is short and easily administered in the workplace to measure job satisfaction, especially in the Kerala context. Scott Macdonald & Peter Maclntyre have developed the Generic Job Satisfaction Scale: Scale Development and Its Correlates. The scale was significantly related to work place factors such as job stress, boredom, isolation and danger of-illness or injury.

Kavita Bhatnagar et.al (2011) had developed a scale on job satisfaction among medical teachers The method adopted is that the job satisfaction questionnaire was developed and rated on Likert

type of rating scale. Both quantitative and qualitative methods were used to ascertain job satisfaction among 245 health science faculty of an autonomous educational institution. Factor loading was calculated and final items with strong factor loading were elected. Data were statistically evaluated. The result of the study was that the average job satisfaction score was 53.97 on a scale of 1–100. The Cronbach's alpha reliability coefficient was 0.918 for entire set of items. There was statistically significant difference in job satisfaction level across different age groups (P 0.0358) showing a U-shaped pattern and fresh entrants versus reemployed faculty (P 0.0188), former showing lower satisfaction. Opportunity for self-development was biggest satisfier, followed by work, opportunity for promotion, and job security. Factors contributing toward job dissatisfaction were poor utilization of skills, poor promotional prospects, inadequate pay and allowances, work conditions, and work atmosphere.

N. van Saane, J. K. Sluiter, J. H. A. M. Verbeek and M. H. W. Frings-Dresen (2003) developed a scale on "Reliability and validity of instruments measuring job satisfaction—a systematic review" with an aim of select job satisfaction instruments of adequate reliability and validity for use as evaluative tools in hospital environments. The conclusion is that few instruments have shown both high reliability and high validity, but little is known about their evaluative potential.

Devappa Renuka Swamy, T S Nanjundeswaraswamy and Srinivas Rashmi (2015) on Quality of Work Life: Scale Development and Validation had done with an object of to develop a valid and reliable scale by considering the significant dimensions of Quality of Work Life of employees in Mechanical Manufacturing Small and Medium sized Enterprises (SMEs) in Karnataka, India. Methodology of the study: A survey using a questionnaire was conducted among 1092 employees working in Mechanical Manufacturing SMEs. The data collected was subjected to principal component factor analysis with varimax rotation using SPSS16. Results and conclusion: The following nine significant dimensions were identified based on factor analysis: Work environment, Organization culture and climate, Relation and co-*operatio*n, Training and development, Compensation and Rewards, Facilities, Job satisfaction and Job security, Autonomy of work and Adequacy of resources. Further analysis revealed that, these nine dimensions together explained 82.24% of the total variance.

2.8 CONCLUSION

The review of literature reveals that even though there are a large number of studies on job satisfaction, there is no single study focusing on the comparative analysis of job satisfaction of HRM executives in public, private and IT sectors in Kerala. So this study caters to this gap and analyses, using a mixed research strategy, job satisfaction and challenges faced by HRM executives in the industrial sector in Kerala with a view to elicit sector dependent variation and possible association between variables.

CHAPTER III

METHODOLOGY

3.1 INTRODUCTION

This chapter includes the objectives, variables of the study, the design of the research, sampling, and details of pilot study, sources and methods of data collection, scaling and scoring, pre-test and the tools for analyzing the data.

3.2 OBJECTIVES

3.2.1 General objective

To make a comparative assessment of job satisfaction among HRM executives in the public sector , private sector and the IT sector.

3.2.2 Specific objectives

1. To examine the challenges faced by HRM executives from union leadership in industries

2. To describe the democratic and liaison work with workers done by the HRM executives

3. To understand the work of HRM executives related to networking with both external and internal trade union leaders

4. To examine the issues faced by the HRM executives from the top management

5. To study the mental stress and strain experienced by HR executives at personal and family level

6. To develop an assessment scale for job satisfaction of HRM executives in the Kerala context

7. To assess the job satisfaction of HRM executives in manufacturing industries

8. To compare job satisfaction among HRM executives in public, private and IT sector

3.3 DEFINITION OF KEY TERMS

3.3.1 Title of the study: An assessment of job satisfaction among HRM executives in the industrial sector in Kerala

3.3.2 Job Satisfaction:

Theoretical Defitnition:
There are a number of definitions for job satisfaction. Some those are listed below:

According to Locke (1969) "job satisfaction as feelings of contentment derived from the appraisal of one's job and the understanding that the job is assisting in achieving one's goals. Job dissatisfaction is the unpleasant affections that one feels if one appraises the job as a barrier in achieving one's values.

Robbins (2005) defines job satisfaction as a set of emotions that one feels about one's job. Smith, Kendall and Hulin (1969, p. 6) define job satisfaction as "feelings or affective responses to facets of the situation."

Agho, Mueller and Price (1993) define job satisfaction as the extent to which workers are happy with their jobs.

Operational Definition:
Job related satisfaction of HRM Executives, manifesting in six facets such as 'Work place satisfaction', 'Satisfaction with Pay', 'Satisfaction with promotions', 'Satisfaction with Nature of Job Itself', 'Satisfaction With Co-workers' and 'Satisfaction With Top management'.

3.3.3 HRM Executive

Operational Definition:
A person in charge of HRM functions of the industry under study.

3.3.4 Industrial Sector

Operational Definition:
Industrial sector in this study includes three segments of industries in Kerala such as public, private and IT.

3.4 VARIABLES

The variables of the study, dependent and independent, are listed below:

3.4.1 Dependant variable

Job satisfaction

3.4.2 Independent variables

Sector (Sector of company), Age, Gender, Marital Status, Educational Qualification, Designation, Experience, Challenges faced by the HRM executives, Liaison Work , Networking

3.5 RESEARCH DESIGN

The study follows sequential explanatory design (Creswell, 2011) with a diagnostic approach which is characterized by collection and analysis of quantitative data followed by a collection and analysis of qualitative data. In this study the quantitative part is cross-sectional and the qualitative part follows case study with content analysis of narratives. In this design the quantitative part is predominant and the qualitative part is supportive and qualitative results are used to assist in explaining and interpreting the findings of the quantitative study.

3.6 SAMPLING

The present study includes industries in public sector, in private sector and in the IT parks in Kerala. There are 30 state owned public sector units and 6 Centre owned Public Sector Undertakings in the manufacturing sector of Kerala. Stratified random sampling technique is used to select respondents (HR executives) from Central and State owned public sector enterprises, private sector and IT parks in Kerala. So stratification is done based on Sector of the company. The sample structure is given below:

Sector	No. of respondents
Public Sector	20
Private sector	40
IT Sector	40
Total	100

Twenty companies from public sector, forty companies from private sector and forty companies from IT sector are selected randomly. Minimum number of employees is set as fifty for including a company in the sampling frame. One respondent (Human Resources Executive) is included from each company, thus a total of 100 respondents.

Stratification based on sector is done to get a proper representation of the three sectors (Public, private and IT) as the researcher intends to compare the study variables according to sector.

3.6.1 Universe of the study

The universe consists of all the HRM executives in the industrial sector in Kerala.

3.6.2 Unit of the study

The unit of the study is a single HR executive in the industrial sector in Kerala.

3.7 PILOT STUDY

A pilot study was conducted in industrial units in the public and private sector and IT park (Technopark) to decide on the methodology and tools of data collection for the study.

3.8 ONLINE SURVEY

An online survey using Google forms was designed for collecting data from HR managers. This was very helpful as many of the respondents were busy. The data from the survey were extracted to Excel and then copied to the main database in SPSS and subjected to analysis.

3.9 QUALITATIVE PART

Interviews with HRM executives from the three sectors are also included to corroborate the quantitative part, as a means to explain or expand the findings of quantitative analysis. Three cases from public sector, four cases from private sector, and four cases from IT sector were selected using purposive sampling. Detailed interviews were conducted to elicit their experiences as HR managers and opinions about their work and profession.

Interviews were conducted with a HR manager of park centre (Govt. of Kerala) and a conciliation officer eliciting their views regarding the challenges faced by HRM executives and the HRM professional arena in general.

3.10 SOURCES AND METHODS OF DATA COLLECTION

Both primary and secondary sources of data were used. Primary data include data collected from HR managers using self administered questionnaire. Online data collection technique using Google forms was also used to collect quantitative data. The questionnaire includes various

questions covering the challenges, mental stress and strain, networking and liaison work and job satisfaction of the HR managers in Kerala.

The qualitative data were collected using personal interviews using a semi-structured interview schedule. The interviews were audio recorded and later transcribed.

Secondary data were collected from directorate of Economics and Statistics, Directorate of industries, and NIPM. The secondary data were also collected from books, reports, and web sites.

3.11 SCALING AND SCORING

For assessing the Job satisfaction experienced by the HR executives, a scale was developed to suit the Kerala context. This was done by consulting the existing scales for measuring job satis faction. Scales were also constructed for measuring the challenges faced by HRM executives from union leadership, liaison work with workers/ employees, networking with trade unions, issues faced from top management, mental stress and strain. Reliability of all these scales were tested using Cronbach's alpa test and shows a higher level of internal consistency. The scales are included in the questionnaire and given in the appendix. The details of the scales and their scoring are given below.

3.11.1 Job Satisfaction Scale

By conducting an analysis of the existing scales for measuring job satisfaction, a scale consisting of forty items was developed to suit to the context of Kerala and the different sectors under study. The scale used five point Likert scale for choices (Strongly Agree(5), Agree(4), undecided(3), Disagree(2), Strongly Disagree(1)).Reverse coding was done for negative questions. The scale has a maximum score of 200 and a minimum score of 40.The reliability of the scale was tested and the scale showed high internal consistency with a Cronbach's Alpha of .939. Job satisfaction scale consists of six factors. Reliability of each factor is calculated. The details are given below:

3.11.1.1 Work place satisfaction

It was measured using six items with a maximum score of 30 and a minimum score of 6. The Cronbach's Alpha is .834

3.11.1.2 Satisfaction with Pay

It consists of eight items with a maximum score of 40 and a minimum score of 8. The Cronbach's Alpha is .835

3.11.1.3 Satisfaction with Promotions

It consists of three items with a maximum score of 15 and a minimum score of 3. The Cronbach's Alpha is .873

3.11.1.4 Satisfaction with Nature of Job Itself

It consists of eleven items with a maximum score of 55 and a minimum score of 11. The Cronbach's Alpha is .859

3.11.1.5 Satisfaction With Co-workers

It consists of seven items with a maximum score of 35 and a minimum score of 7. The Cronbach's Alpha is .728

3.11.1.6 Satisfaction With Top management

It consists of five items with a maximum score of 25 and a minimum score of 5. The Cronbach's Alpha is .812

The job satisfaction scale developed by modifying the existing scales, in accordance with value percept theory to suit the Kerala context is given below:

		Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
	7.1.Workplace Satisfaction(physical environment)					
7.1.1	My place of work ensures high safety					
7.1.2	I am satisfied with the space provided for me (eg. cabin, visitors launch, toilet and dining space)					
7.1.3	Good hygiene is maintained in my work place					
7.1.4	I feel satisfaction as my company is located at a convenient place					
7.1.5	I am satisfied with the transportation amenities to reach my workplace					
7.1.6	I am satisfied with the Information Communication Technology (ICT) infrastructure at my work place					
	7.2. Satisfaction with Pay					
7.2.1	I have been paying adequately in accordance with my responsibilities.					
7.2.2	My fringe benefits(health insurance, group-term life					

	insurance coverage, educational assistance, childcare and assistance reimbursement, cafeteria plans, employee discounts, employee stock options, personal use of a company-owned vehicle and others) are generous					
7.2. 3	I am getting payment in time					
7.2. 4	My salary is hiked periodically					
7.2.5	I receive 'paid -time off' (sick days, vacation days, and personal days sick days, vacation days, and personal days) salary					
7.2. 6	I receive medical benefits					
7.2. 7	I receive child- education allowance					
7.2. 8	I receive LTC					
	7.3 Satisfaction with Promotions					
		Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
7.3.1	I am satisfied with the parameters on which my organization promotes me.					
7.3.2	I receive adequate promotions					
7.3.3	I am satisfied with the performance appraisal system of the organization for promotion					
	7.4 Satisfaction with Nature of job itself					
		Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
7.4.1	The job assures high dignity in the society					
7.4.2	The job provides autonomy in work					
7.4.3	I can satisfactorily balance my work and life					
7.4.4	The nature of work is stressful when compared to other departments (R)					
7.4.5	The work schedule is reasonable					
7.4.6	My job is rated high among the departments					
7.4.7	Corporate culture of the organization provides me satisfaction with my job					
7.4.8	I receives job-specific training					
7.4.9	My work has contributed significantly to the business goal of the organization					
7.4.10	The designated job provides opportunities for professional development					
7.4.11	Diverse nature of job gives me passion for work					
	7.5 Satisfaction with Co-Workers					
7.5.1	My Co-workers do not give enough support.(R)					
7.5.2	When I ask people to do some job, it gets done.					
7.5.3.	I really enjoy working with my co-workers					
7.5.4	Attitude of my co-workers disappoints me on many occasions. (R)					
7.5.5	Effective communication with co-workers is difficult					

	here (R)					
7.5.6	I work with responsible people.					
7.5.7	I am satisfied with the team work prevailing in my organisation					
	7.6 Satisfaction with Employer/Top management					
7.6.1	Cordial relationship with top management helps me to concentrate on my work					
7.6.2	Top management gives due respect to my ideas					
7.6.3	Feedback of the top management regarding my job performance, makes me feel recognised					
7.6.4	I receive rewards from top management for my performance					
7.6.5	Top management provides me recreational facilities (Tours, Films, musical concerts, club activities etc.)					

3.11.2 Scale for 'Challenges from Trade Unions'

This scale consists of 19 items with five choices in the case of public and private sector industries. In the case of IT sector as there is no trade unions one more choice, 'Not Applicable' is added to make the questionnaire consistent. The maximum scale-Score is 95 and minimum scale-Score is 0. Reliability is tested and the Cronbach's Alpha is .988

3.11.3 Scale for 'Liaison Work with workers / Employees'

This scale consist of four items with three choices(Yes(2), No(1), Not Applicable(0). The maximum scale-Score is 8 and minimum scale-Score is 0. Reliability is tested and Cronbach's Alpha is .849

3.11.4 Scale for 'Networking with Trade Unions / Employee groups'

This scale consist of four items with three choices(Yes(2), No(1), Not Applicable(0). The maximum scale-Score is 8 and minimum scale-Score is 0. Reliability is tested and Cronbach's Alpha is .801

3.11.5 Scale for 'Issues from Top Management'
This scale consist of eight items with three choices(Yes(2), No(1), Not Applicable(0). The maximum scale-Score is 16 and minimum scale-Score is 0. Reliability is tested and Cronbach's Alpha is .755

3.11.6 Scale for 'Mental Stress And Strain'

This scale consist of eleven items in five point Likert scale. The maximum scale-Score is 55 and minimum scale-Score is 11 . Reliability is tested and Cronbach's Alpha is .907

3.12 PRE-TEST

Pre- test of the tools was conducted among nine HRM executives, three from each sector viz. public, private and IT, to make necessary modifications in the tools before actual data collection. Eight questions were deleted from the questionnaire based on the pre-test and the tool was finalized.

3.13 ANALYSIS OF DATA

Analysis of quantitative data was done using the software package SPSS, applying appropriate statistical tools such as Chi-square test, correlation, ANOVA and t-test. Qualitative analysis is done by thematic content analysis of the narratives obtained from semi-structured interviews. The qualitative analysis also based on the themes identified in quantitative analysis as the study follows sequential explanatory design. The verbatim are included in appropriate areas of quantitative analysis which facilitates in-depth analysis with real life experiences.

3.14 CONCLUSION

This is a mixed research applying both quantitative and qualitative strategies with a diagnostic approach aiming to suggest ways to solve the problems faced by HRM executives. The study also aims to develop a scale based on value percept theory and applies appropriate tools for establishing the reliability of the scale. The sampling is done using stratified random technique for getting representation of the three sectors under study viz. public, private and IT.

CHAPTER IV

PRESENTATION AND ANALYSIS OF DATA

4.1 INTRODUCTION

This chapter presents the quantitative data in a logical sequence based on the set objectives of the study. The qualitative data is in the form of verbatim culled out from interviews conducted among HRM executives in public, private, and IT sector industries. Quantitative analysis is done using appropriate statistical tests using the software SPSS.

4.2 DEMOGRAPHIC PROFILE

4.2.1 Gender
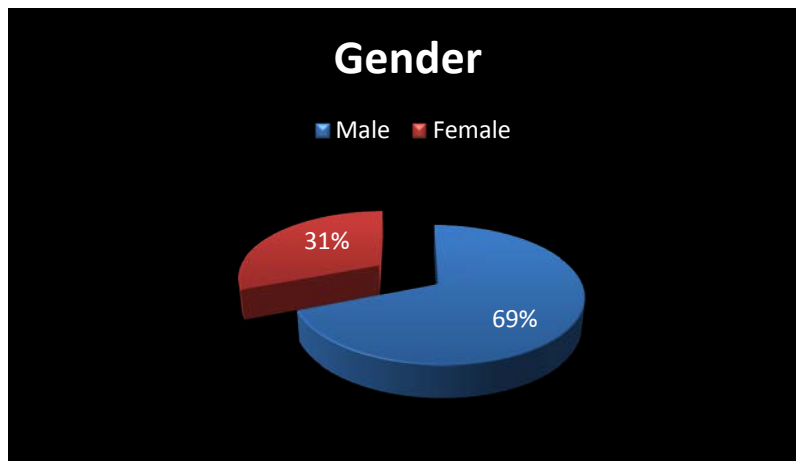
Fig. 1

Figure 1 shows the gender wise breakup of the respondents. Out of the 100 samples, 69% of HRM Executives are males and the rest, 31% are females.

4.2.1.1 Gender vs. Sector of Company

Gender - Male/female * Sector of company Cross tabulation						
			Sector of company			
			Public Sector	Private sector	IT Sector	Total
Gender - Male/female	Male	Count	12	30	27	69
		% within Sector of company	60.0%	75.0%	67.5%	69.0%
	Female	Count	8	10	13	31
		% within Sector of company	40.0%	25.0%	32.5%	31.0%
Total		Count	20	40	40	100
		% within Sector of company	100.0%	100.0%	100.0%	100.0%
Pearson Chi-Square=1.473, df=2, p=.479						

Table 1

Table-1 shows the association of gender with the Sector (public, private and IT sectors) of the company. The percent of male-HRM Executives in the public sector constitutes 60% whereas in the private sector, it is 75% and in the IT sector, the percent becomes 67.5%. The female–HRM Executives in all these sectors are 40%, 25% and 32.5% respectively. Pearson Chi-Square – test shows that the observed association is not statistically significant (Pearson Chi-Square=1.473, df=2, p=.479).

The interview with Mrs. Devi Rani, a senior manager from a public sector company, points to the harassment she experienced from union leaders in here earlier days as HRM executive. Her words:

> *"---- a leader throws a comment upon me that "tholi veluppum, MSW yum undenkil enthum cheyyamo? I took a firm stand against him."*

> *--- " 'Nee aranadi athu chothickan; njangal palathum cheyyum'. It shocked me; I feel ashamed and departed myself from the room as the head kept shut his mouth."*

She added that now the situation has improved a lot.

The narrative clealy shows that nn earlier days, the women HRM executives especially in public sector industries faced harassment from patriarchal union leaders. But now the situation has improved a lot.

4.2.2 Age
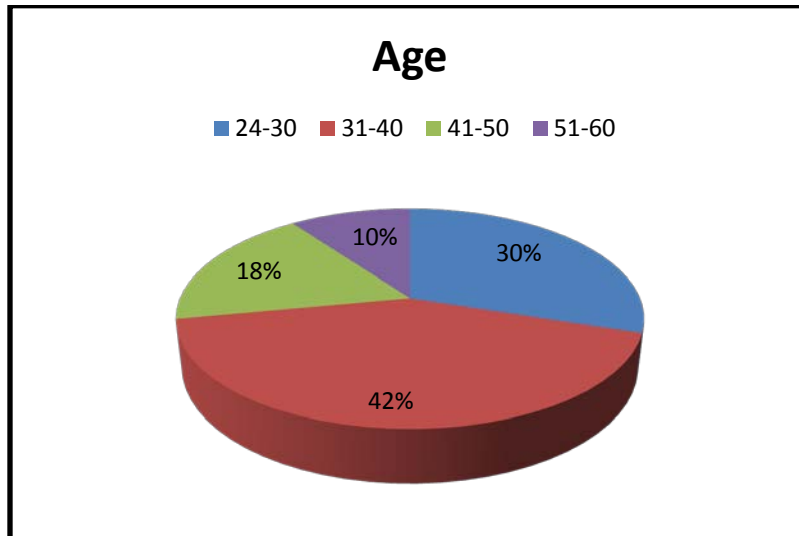
Fig. 2

Figure-2 depicts the age group of the HRM Executives. Amongst them, 42% are in the age group of 31 to 40 years and 30% are in the age group of 24 to 30. Only 10% of HRM Executives are in the group of 41 to 50 and the rest 10% are belonging to the age group of 51 to 60. Thus, the majority (72%) of them are in the age group of 24 to 40 and 28% of the respondents are in the age group of 41 to 60. Sector-wise analysis is done to understand in which sector the young executives are high in number.

4.2.2.1 Sector of company vs. Age

Sector of company * Age Cross tabulation						
			Age			
			21-40	41-50	51-60	Total
Sector of company	Public Sector	Count	10	7	3	20
		% within Age	13.9%	38.9%	30.0%	20.0%
	Private sector	Count	29	5	6	40
		% within Age	40.3%	27.8%	60.0%	40.0%
	IT Sector	Count	33	6	1	40
		% within Age	45.8%	33.3%	10.0%	40.0%
Total		Count	72	18	10	100
		% within Age	100.0%	100.0%	100.0%	100.0%
Chi-Square=9.792, df=4, p=.04						

Table 2

In the Sector-wise analysis, the Table-4 illustrates clearly that the age group of 21 to 40 is soaring in the IT Sector (45.8%). Within the age group of 51 to 60, percentage of executives in private sector is 60; in the public sector, the percentage is 30. Within the age group of 51 to 60, only 10% Executives are working in the IT sector. The young bloods are more in the IT sector than in the other two sectors.

Chi-Square test is administered to test the significance of this association. It is found statistically significant as the p-value is less than 0.05 (Chi-Square=9.792, df=4, p=.04)

This was substantiated by the words of a HR executive at the government controlled office at Technopark. When the interviewer asked about the tenure of the people staying with IT companies, he replied:

> *"How long people will stay back with the organization is a big question. Techno Park was started in the year 1992. Looking back we could see that the average age of employees working here is 30. People are not staying with the organization. Some of the people come and start some entrepreneur ship business and by incurring loss they leave the place. The general observation of the interviewee is that the people from well off families joined techno park in the past, so they don't bother about the losses."*

The average age of HRM executives in IT industries is less compared to public and private sectors. This is an indication of the high level of staff turnover in IT sector. Once the manager become senior, his salary and other perks will also increase. The company management can appoint more fresh hands with the amount paying to one senior. Thus they avoid the highly paid staff at one point in time or the seniors usually resign during taking over of the company by

another company. Also during a crisis situation, usually the seniors opt to go out as the company lacks paying capacity.

4.2.3 Marital Status
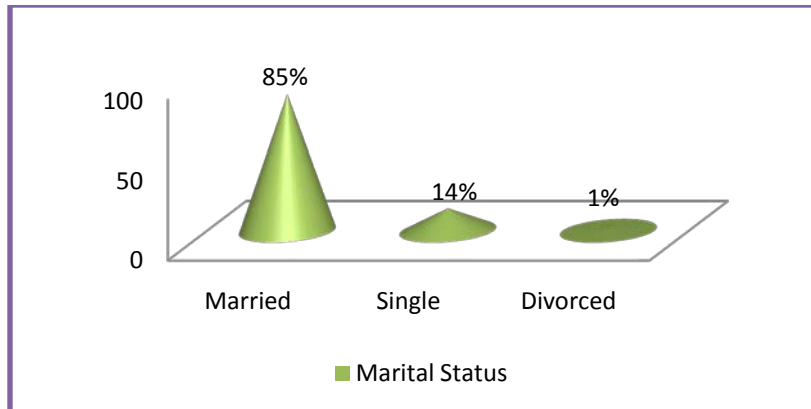
Fig. 3

Figure-3 shows that the majority (85%) of HRM Executives are married. 14% of the respondents are not yet married. However, only 1% of the respondents is found divorced. No other statuses whatsoever, unwedded wife, widow/widower, single-parent or opt to living separately have found in this group.

As majority of the HRM executives are married, the study attempts to elicit whether they face problems in their family due to the nature of their job.

According to Mr. George "*Family and the job are different'; we leave all stress here, not carrying them to the family and as such I did not have any problem.*"

Most of them, except a few, revealed that their work is not affecting their family life as they have proper perception about work and family and they can balance well.

4.2.4 Educational Qualification
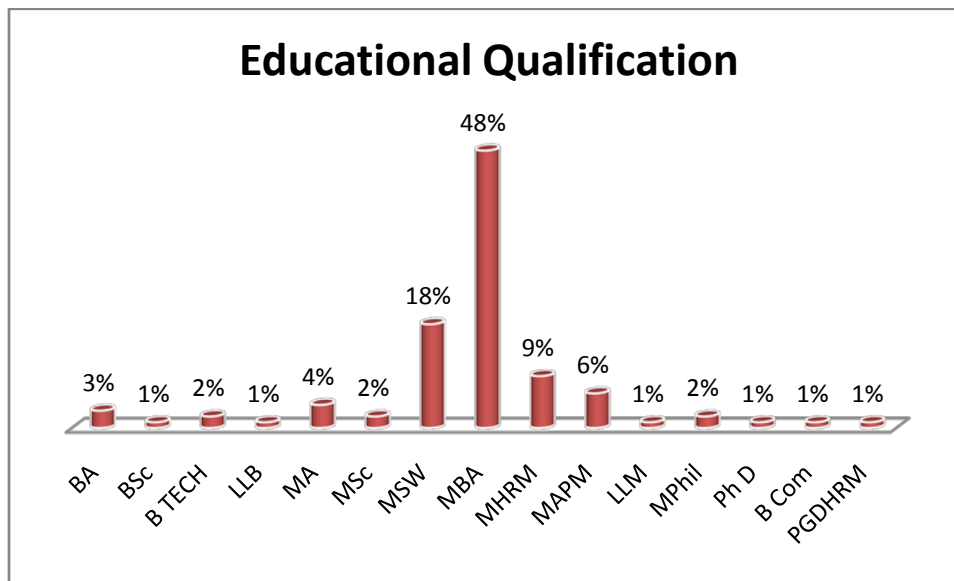
Fig. 4

Figure 4 illustrates the qualifications of the respondents. The HRM Executives have higher professional qualifications in varying disciplines. Among them a significant numbers, 48% have got MBA degree and 18% have got MSW degree. The Executives hold MHRM and MAPM qualifications are 9% and 6% respectively. The rest constitutes only 19%.

There are a few HRM executives without any qualification in the discipline of management. This will create problems in the industrial setting as the HRM executives require specialized qualification and skills in Human Resources Management. There are many areas where only a trained professional can handle situations effectively and work towards industrial peace with vision leading to the success of respective organizations.

4.2.5 Designation
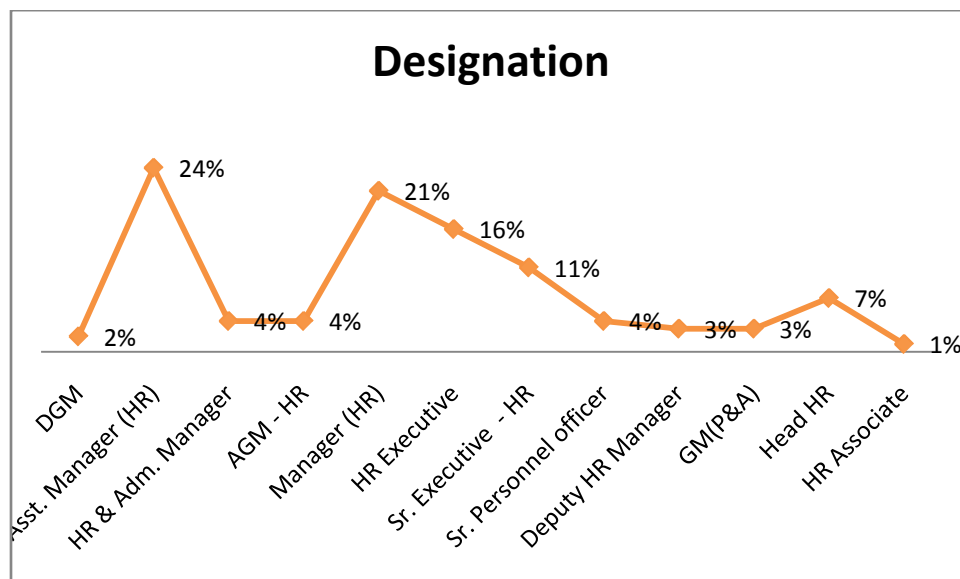
Fig. 5

The Fig.5 describes the designation of the HRM Executives. Out of the total, 61% of the HRM Executives are occupied in junior level categories like Assistant Manager (HR), Manager (HR) and HR Executives. The HRM Executives like DGM, Head HR, GM (P & A), and AGM (HR) constitute 16%. The rest, 23% of them are laying in the category of middle level Executives. The experiences of HRM Executives are significant in understanding job satisfaction in various facets. As this group consisted of people occupy different positions with respect to hierarchy the challenges they faced in different situations are valuable to understand the complex issues faced by HRM executives in Kerala.

This also reveals that there are avenues for promotions to HRM executives in the industrial sector in Kerala. It is substantiate by the words of Mr. Devraj, working in private sector.

> *"I got timely promotion in the private company. Once I resigned for want of better position in a public sector company, the present company called me back to join in a higher post. I am enjoying the highest position as far as a HR professional is concerned."*

4.3 GENERAL CHARACTERISTICS

4.3.1 Sector of company
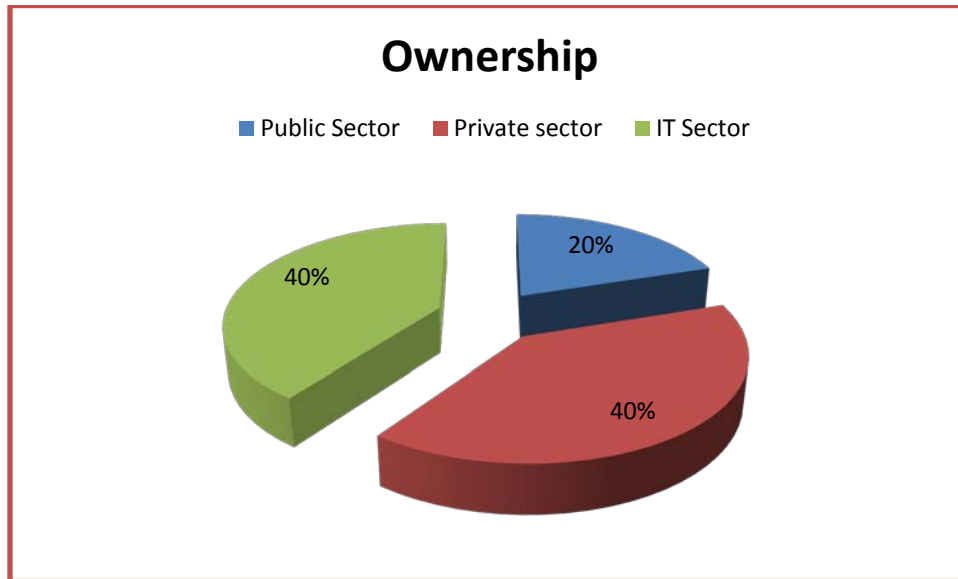
Fig. 6

Figure-6 portrays the Sector wise break up of respondents. Twenty percentage of the respondents belong to the   public sector, 40% from the private sector and 40% from the IT sector.

4.3.2 No. of employees

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
No. of employees	100	50	5000	1122.17	1554.961
Valid N (listwise)	100				

Table 3

Table 3 shows the size of the company, the respondents work, in terms of the number of employees. The minimum number of employees/workers is 50 and the maximum number is

5000. The mean value shows that the mean number of employees/workers is 1122.17. For further understanding of sector wise variation, the following analysis is made.

4.3.2.1 No. of employees vs. Sector

	No. of employees			ANOVA				
Sector	N	Mean	Std. Deviation	Mean Square		df		F & p-Value
				Between Groups	Within Groups	Between Groups	Within Groups	
Public Sector	20	650.45	729.200	16234017.205	2133036.059	2	97	F=7.611 p=.001
Private sector	40	660.18	954.891					
IT Sector	40	1820.03	2033.317					
Total	100	1122.17	1554.961					

Table 4

Table 4 explains the relationship between number of employees and Sector of the company. The mean value of employees/workers in the public sector is 650.45. While in the private sector it is 660. 18 and the IT sector the mean value rises to 2033. 317. ANOVA test is administered to examine the significance of sector wise difference in mean values of number of employees.

The ANOVA test shows that there is statistically significant difference in mean number of employees among different sectors (p = 0.001). Therefore Tukey HSD test was administered for multiple comparisons between public sector and private sector, public sector and IT sector and private sector and IT sector.

4.3.2.1.1 No. of employees vs. Sector- Multiple Comparison

Multiple Comparisons						
Dependent Variable: No. of employees						
Tukey HSD						
(I) Sector of company	(J) Sector of company	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Public Sector	Private sector	-9.725	399.972	1.000	-961.75	942.30
	IT Sector	-1169.575*	399.972	.012	-2121.60	-217.55
Private sector	Public Sector	9.725	399.972	1.000	-942.30	961.75
	IT Sector	-1159.850*	326.576	.002	-1937.17	-382.53
IT Sector	Public Sector	1169.575*	399.972	.012	217.55	2121.60
	Private sector	1159.850*	326.576	.002	382.53	1937.17
*. The mean difference is significant at the 0.05 level.						

Table 5

The multiple-comparisons (Table-5) have shown that there is no statistical significance between public sector and private sector. Between public sector and IT sector (p=.012) and between private sector and IT sector (p=.002), there is significant difference in number of employees. This shows that number of employees in IT sector is significantly more than that of public and private sectors.

4.3.3 Experience

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Experience in the present organization	100	1	30	5.70	6.616
Previous work experiences	100	0	40	6.77	6.927
Number of organization worked prior	100	0	6	2.16	1.398

Table 6

Experiences of the respondents are described in the Table-6. The HRM Executives are categorized on the basis of their past and present experiences. The minimum experience the executives have in their present organization is only one year and the maximum is 30 years. However, the past experiences in other organizations varied from zero to 40 years. The mean experience in the present organization is 5.70 years and the previous organizations is 6.77 years. The average number of organization they worked is 2.16.

4.3.3.1 Experience in the present organization
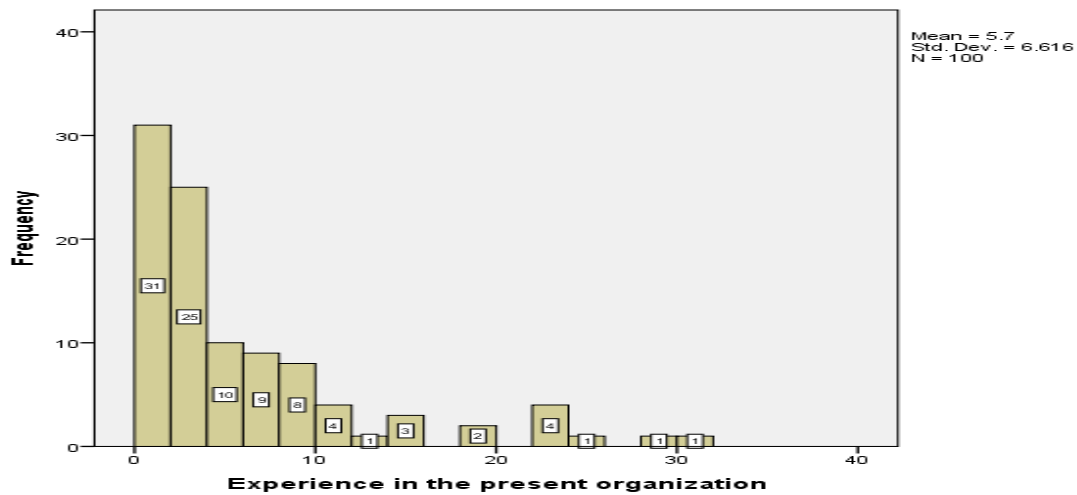
Fig. 7

The Histogram (Fig. 7) shows that a mean value of 5.7 years of experience in the current organization where the respondents work.

4.3.3.2 Previous work experiences
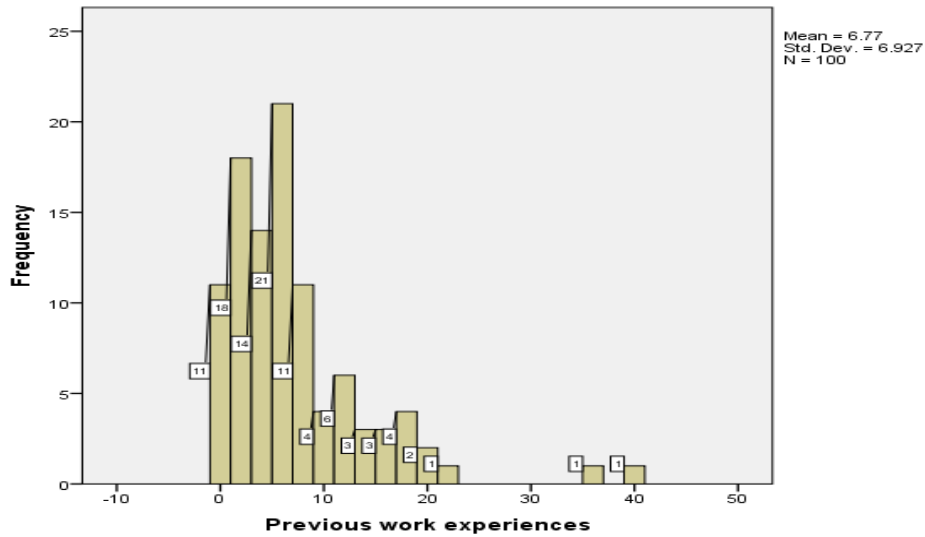
Fig. 8

The histogram (Fig. 8) shows that the HR executives have a mean previous experience of 6.77 years in other organizations prior to the present company.

4.3.3.3 Number of organizations worked prior to the present organization
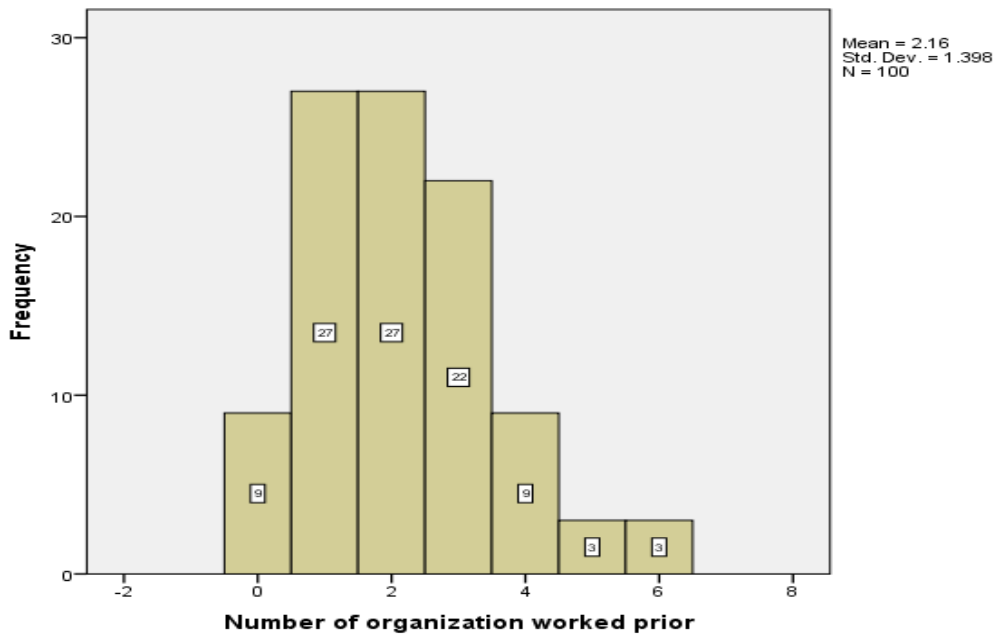
Fig.9

The histogram (Fig. 9) shows that the respondents have worked, on an average, in more than 2 organizations prior to the present company.

4.3.3.4 Experience vs. Sector

		N	Mean	Std. Deviation	F& p-value	Df Between Groups	Within Groups
					ANOVA	**Df**	
					F& p-value	Between Groups	Within Groups
Experience in the present organization	Public Sector	20	8.90	8.914	F=3.241 p=.043	2	97
	Private sector	40	5.33	6.788			
	IT Sector	40	4.47	4.400			
	Total	100	5.70	6.616			
Previous work experiences	Public Sector	20	6.05	6.460	F=.141 p=.869	2	97
	Private sector	40	6.85	8.906			
	IT Sector	40	7.05	4.668			
	Total	100	6.77	6.927			
Number of organization worked prior	Public Sector	20	1.75	1.333	F=2.288 p=.107	2	97
	Private sector	40	2.03	1.291			
	IT Sector	40	2.50	1.485			
	Total	100	2.16	1.398			

Table 7

In the Table 7, the experience of employees/workers in the present organization, previous work experience if any and number of organizations they worked prior to the present organization are analysed sector-wise.

The mean value of the experience of HRM Executives in the present organization in public sector is the highest (8.90 years), and in the private sector it is 5.33 years and it is least in the IT

sector (4.47 years). ANOVA test shows that the difference in mean values is statistically significant at 0.05 level (F=3.241, p=.043). This Table shows further that there is no statistically significant difference in the mean value of Previous work experiences of the HRM executives in the three sectors (F=.141, p=.869). It also reveals that there is no statistically significant difference in the mean value of number of organization worked prior to the present organization by the HRM executives in all these three sectors (F=2.288,p=.107)

Experience of HRM executives in the present organization varies in all the three sectors. Therefore, multiple comparisons using Tukey HSD is done to find out the sectors among which the experience varies significantly.

4.3.3.5 Experience in the present organization vs. Sector - Multiple Comparisons

Multiple Comparisons						
Dependent Variable: Experience in the present organization						
Tukey HSD						
(I) Sector of company	(J) Sector of company	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Public Sector	Private sector	3.575	1.772	.113	-.64	7.79
	IT Sector	4.435*	1.772	.037	.22	8.65
Private sector	Public Sector	-3.575	1.772	.113	-7.79	.64
	IT Sector	.860	1.447	.823	-2.58	4.30
IT Sector	Public Sector	-4.435*	1.772	.037	-8.65	-.22
	Private sector	-.860	1.447	.823	-4.30	2.58
*. The mean difference is significant at the 0.05 level.						

Table 8

In this analysis (Table-8), it is clear that there is no significant difference in the experience of HRM executives in the present organization between public and private sectors (p=0.113). However, between private and IT sectors, no statistically significant difference is   observed (p=0.823). Between public and IT sectors, there is significant difference in the experience of HRM executives (p=0. 037). In this group, the mean difference is 4.435, which shows that in

Public sector, the HRM Executives have been working in the same organization than in the IT sector. This is in fact a manifestation of job insecurity prevailing in the IT sector.

This is revealed by the case of Mrs. Ann who joined the present IT company four years back then she moved to another IT company. From there she again shifted to another IT company and now she rejoined the first IT company six months back and is working as the head HR.

4.4 CHALLENGES FROM TRADE UNION LEADERSHIP

Challenges from union leadership have been studied both qualitatively and quantitatively. The analysis has revealed that the HRM Executives in the public and private sectors have been facing challenges in varying degrees; however, as the IT sector has no Trade Union activities, this sector is excluded from the analysis.

		Count	Column N %	Rank
I experience pressure from the union during different phases of strike or lock out	Strongly agree	10	10.0%	1
	Agree	20	20.0%	
	undecided	12	12.0%	
	disagree	13	13.0%	
	Strongly disagree	5	5.0%	
	NA	40	40.0%	
I face challenges from unions while taking decisions according to company rules against workers(eg. disciplinary action)	Strongly agree	8	8.0%	2
	Agree	34	34.0%	
	undecided	5	5.0%	
	disagree	8	8.0%	
	Strongly disagree	5	5.0%	
	NA	40	40.0%	
Trade union leadership undervalues my services	Strongly agree	3	3.0%	3
	Agree	17	17.0%	
	undecided	7	7.0%	
	disagree	23	23.0%	
	Strongly disagree	10	10.0%	
	NA	40	40.0%	
Political power of trade unions compels me to take decision in favour of them	Strongly agree	3	3.0%	4
	Agree	14	14.0%	
	undecided	15	15.0%	
	disagree	21	21.0%	
	Strongly disagree	7	7.0%	
	NA	40	40.0%	
Discontentment created by some unions due to decrease in incentives(linked with productivity) causes stress	Strongly agree	2	2.0%	5
	Agree	27	27.0%	
	undecided	11	11.0%	
	disagree	18	18.0%	
	Strongly disagree	2	2.0%	
	NA	40	40.0%	

Table 9

4.4 Challenges from Trade Union Leadership contd…….

		Count	Column N %	Rank
Unions blame me for the decisions of top management against them	Strongly agree	2	2.0%	6
	Agree	21	21.0%	
	undecided	12	12.0%	
	disagree	22	22.0%	
	Strongly disagree	3	3.0%	
	NA	40	40.0%	
Deduction from salary of workers leads to arguments between me and the trade union leadership (e.g. refund of loan, liability of worker as guarantor of loan, salary cut etc)	Strongly agree	2	2.0%	7
	Agree	20	20.0%	
	undecided	8	8.0%	
	disagree	22	22.0%	
	Strongly disagree	8	8.0%	
	NA	40	40.0%	
Trade unions distrust me even though I negotiate for them with management to improve working conditions	Strongly agree	2	2.0%	8
	Agree	18	18.0%	
	undecided	10	10.0%	
	disagree	26	26.0%	
	Strongly disagree	4	4.0%	
	NA	40	40.0%	
Resistance by unions against modernization is a challenge for me	Strongly agree	2	2.0%	8
	Agree	18	18.0%	
	undecided	12	12.0%	
	disagree	27	27.0%	
	Strongly disagree	1	1.0%	
	NA	40	40.0%	
Trade union threaten me	Strongly agree	2	2.0%	9
	Agree	8	8.0%	
	undecided	13	13.0%	
	disagree	27	27.0%	
	Strongly disagree	10	10.0%	
	NA	40	40.0%	

Table 10

4.4 Challenges from Trade Union Leadership contd…….

		Count	Column N %	Rank
Difficulty in providing sufficient welfare measures causes problems by trade unions	Strongly agree	1	1.0%	10
	Agree	19	19.0%	
	undecided	9	9.0%	
	disagree	23	23.0%	
	Strongly disagree	8	8.0%	
	NA	40	40.0%	
Issues related to bonus is a recurring problem for me Issues related to bonus is a recurring problem for me	Strongly agree	1	1.0%	10
	Agree	19	19.0%	
	undecided	10	10.0%	
	disagree	19	19.0%	
	Strongly disagree	11	11.0%	
	NA	40	40.0%	
Dominance of trade unions make me submissive	Strongly agree	1	1.0%	11
	Agree	17	17.0%	
	undecided	9	9.0%	
	disagree	26	26.0%	
	Strongly disagree	7	7.0%	
	NA	40	40.0%	
Unions do not consult me on the needs of workers while representing them at the meeting for bilateral or tripartite agreements	Strongly agree	1	1.0%	12
	Agree	16	16.0%	
	undecided	9	9.0%	
	disagree	28	28.0%	
	Strongly disagree	6	6.0%	
	NA	40	40.0%	
I do not get due acceptance from the unions during their negotiations with management	Strongly agree	1	1.0%	13
	Agree	13	13.0%	
	undecided	14	14.0%	
	disagree	23	23.0%	
	Strongly disagree	9	9.0%	
	NA	40	40.0%	

Table 11

4.4 Challenges from Trade Union Leadership contd…….

		Count	Column N %	Rank
The unions put me down in crises situations at the workplace	Strongly agree	1	1.0%	14
	Agree	12	12.0%	
	undecided	19	19.0%	
	disagree	24	24.0%	
	Strongly disagree	4	4.0%	
	NA	40	40.0%	
The union blames me for their sufferings during lay off	Strongly agree	1	1.0%	15
	Agree	9	9.0%	
	undecided	22	22.0%	
	disagree	24	24.0%	
	Strongly disagree	4	4.0%	
	NA	40	40.0%	
I do not get invitation to general discussions between management and the unions	Strongly agree	1	1.0%	16
	Agree	6	6.0%	
	undecided	10	10.0%	
	disagree	25	25.0%	
	Strongly disagree	18	18.0%	
	NA	40	40.0%	
Due to lack of cooperation from union leadership, I sometimes think of leaving the organization	Strongly agree	0	0.0%	17
	Agree	9	9.0%	
	undecided	9	9.0%	
	disagree	21	21.0%	
	Strongly disagree	21	21.0%	
	NA	40	40.0%	

Table 12

The Tables 9 - 12 illustrate the challenges faced by HRM Executives from union leadership, studied in five point-scale, such as strongly agree, agree, undecided, disagree and strongly disagree. Nineteen statements were given to the respondents upon the challenges faced by them.

The statements were ranked from the highly experienced challenge to the least one and they are: (1) 'I experience pressure from the union during different phases of strike or lockout' - 10% had agreed strongly, whereas 20% had put their opinion as agree. (2) 'I face challenges from unions while taking decisions according to company rules against workers (eg. disciplinary action)' - the agreed percent of this statement is 34 and the strongly agree is given by 8 %. (3) 'Trade union leadership undervalues my services' - the response for strongly agree is 3% and agree is 17%. (4) 'Political power of trade unions compels me to take decision in favour of them' – as many as 3% of executives have agreed strongly and 14% agreed. (5) Discontentment created by some unions due to decrease in incentives (linked with productivity) causes stress – only 2% of respondents are strongly agreed and 27% are agreed. (6) Unions blame me for the decisions of top management against them – to this again 2% strongly agreed and 22% are agreed. (7) Deduction from salary of workers leads to arguments between me and the trade union leadership (e.g. refund of loan, liability of worker as guarantor of loan, salary cut etc) – the strongly agreed response is 2% and the agreed is 20%. (8) Trade unions distrust me even though I negotiate for them with management to improve working conditions – the percentage of strongly agreed and agreed was 2 and 18 respectively. (9) Resistance by unions against modernization is a challenge for me –) – the strongly agreed response is 2% and the agreed is 8%. (10) Trade union threatens me – Two percent of respondents have reported that they were threatened and thus strongly agreed whereas the agreed percentage would go only up to 8%.

(11) Difficulty in providing sufficient welfare measures cause's problems by trade unions – The percent of strongly agreed upon this statement is only one and those who have agreed went to 19%. (12) Issues related to bonus is a recurring problem for – This statement is strongly agreed by only 1% and agreed by 19%. (13) Dominance of trade unions makes me submissive – Strongly agreed is only one percent and agreed goes to 17%. (14) Unions do not consult me on the needs of workers while representing them at the meeting for bilateral or tripartite agreements - This statement is strongly agreed by 1% and agreed by 16%.

(15) I do not get due acceptance from the unions during their negotiations with management – The strongly agreed and agreed percent of this statement are 1 and 13 respectively. (16) The unions put me down in crises situations at the workplace – This statement is rejected majority of the respondent and only 1% had put strongly agreed and 12% were rated agreed. (17) The union

blames me for their sufferings during lay off – Only 1% had strongly agreed and 9% had agreed. (18) I do not get invitation to general discussions between management and the unions – only 1% strongly agreed and 6% agreed. (19) Due to lack of cooperation from union leadership, I sometimes think of leaving the organization – None of the respondents agreed strongly against this statement; however, 9% of the HRM Executives had rated agreed.

Nonetheless, the challenges from the Trade union leadership needs to understand further in details, thus measuring the challenges the mean value of score for the scale constructed is used. Reliability of the scale is tested using Cronbach's Alpha and the ANOVA test is conducted to compare the challenges experienced in different sectors.

A few of the problems faced by the HRM executives in public and private sector industries are discussed below.

I have experienced pressure from the union during different phases of strike or lockout is reported by 30% of the respondents either as agreed or as strongly agreed. The qualitative analysis substantiates this statement.

Mr. George narrates his experience:

> *The management, with the assistance of HRM, prepared minimum wages for the entire employees. "I was in charge of preparing it; I have considered the company's existing wage and salary structure, the soundness of paying capacity, productivity from each staff and their performance etc. I proposed Rupees 22 000/- to a significant category of employees as minimum wage. The matter was leaked out and they rushed into my room to make some scenes. They called for a strike and started the strike without providing a breathing time". The management would react by hard-disciplinary actions against the participants. At last the labour commissioner convened a conciliation meeting and a settlement was arrived at. The settlement was the same as what I fixed earlier. I had experienced very high pressure from unions".*

Mr. Devraj (Name Changed), GM (P&A) in a private sector industry says:

> *"The union leaderships have put pressure on the HRM. For example, some workers got promotion and their position come in between management and workers. So, they demanded separate uniform. However, they are not executives. The company has different uniform pattern for workers and executives. They approached the management and the management couldn't accept it, as it was against the policy of the industry. Therefore, they*

stitched a uniform as they liked and come to the company by wearing that uniform. The management took disciplinary action. That issue leads to a Gharavo. It lasted for 10 hrs".

Trade unions resort to strike and create problems to the HRM executives without taking into account the paying capacity of the industry and without understanding the ground realities.

The statement 'I face challenges from unions while taking decisions according to company rules against workers (eg. disciplinary action)' ranks two with 34 % of them ageed and 8% strongly agreed. Mr. Aravind's words proves it.

"As you know every company has its own standing orders i.e., employee standing orders. The standing order clearly provides punishment for misconduct. For example, absenteeism, late coming, early going, taking unnecessary rest etc., by the workers. When such issues are reported, the HR department is responsible to take disciplinary action against the defaulter. This is the company rule. In spite of the mandatory provisions, at the first instances I applied admonition only. But if the offences/ misconducts are persistently and consistently be continued, the management is compelled to impose punishments, in order to prevent such misconducts. The punishments include increment bar, departmental transfer, change of work place and so on. Here, we cannot do any such things due to the over powering by politically empowered trade unions. In the case of even a single punishment upon a worker for misconduct, the union would take-up the matter politically and ruins the industrial peace."

The HRM executives in public and private sector companies face problems from trade union leadership while taking actions against workers according to company rules.
The statement 'Political power of trade unions compels me to take decision in favour of them' is ranked fourth by the HRM executives – as many as 3% of executives have agreed strongly and 14% agreed.
Mr. Aravind (Name changed), General Manager (HR) of a public sector company shares his experience:

"Let me tell you an incident in which the Trade Unions have upper hand over me. I was in charge of legal matters in addition to the HRM. There was an urgent need to file a petition

at the Hon'ble High Court immediately. The matter was communicated by the superior officer on a Saturday despite the fact that every Saturdays, the office shall remain close after 2 O'clock. It was a very important matter, which would affect the company directly. At any cost, I have to prepare it. So I desperately needed the service of a ministerial staff and hence I deputed a staff (gave order in writing) to assist me to finish the work. The order was issued and the concerned person had received it. Instead of reporting me, he approached a union leader. The union leader had entered my cabin, along with that staff, breaking all the formalities a prudent man ought to do. He shouted at me, used abusive words and said the assignee, "You go wherever you want. Nobody is daring, either to stop you or to keep you here to do work. If anyone does so, I will teach him a lesson." The person who supposes to obey my order walked in front of me with a smile, which conveys his victory over my decision. The union leadership gave full protection to the assignee. It was a grave offence. See how a small event turned to a big issue. In fact, at one point, the union leader tried to manhandle me. It is a penal offence from the part of leader and the act of the worker literarily hurt me in deep.

The politically empowered trade unions create pressure situations and over power the HR and nullifies his decisions.

Discontentment created by some unions due to decrease in incentives causes stress – only 2% of respondents are strongly agreed and 27% are agreed. This statement comes in the fifth position.

Mr Jagadeesh (name changed), General Manager (HR) of a private company narrates his experience:

"In the year 1999, the union leaderships of the company held a Gherao. It was an unexpected one and indeed it was in the odd time; since discussions were already started for a long term agreement (LTA). Usually we whiff such situations in advance and take precautions accordingly. As we failed to get prior knowledge about it, we didn't have the resources to face the 'Gheravo' gracefully. The unions generally do Gherao in groups. At the time of action, we were only six in the management side. There were about 100 workers. The reason for the Gherao was that there was a rumour that the management had decided to stop the usual hike of DA during the ongoing LTA".

The unions compete to create problems in the name incentives as it is their strategy for survival. Many a time the HRM executives become the victim and had to face severe form of strikes such as Gherao.

Trade unions distrust me even though I negotiate for them with management to improve working conditions – the percentage of strongly agreed and agreed was 2 and 18 respectively and the statement was ranked 8th.

Mr Aravind's words substantiate it:

> *In fact, I had come across distrust from union leadership in many situations. I had been associating with many negotiations, since I joined the company, for overall development and welfare of workers, with good intentions. All the efforts I put in were in vain as the union leadership mislead the workers and top management alike (even the MD). They make use of my sincere efforts and as soon as their needs were satisfied, they threw me away like a 'curry leaf', despite all the goods I did for them.*

Even though the HR manager acts an interface between top management and trade unions, the union leadership distrust him and at times use his services and after that view him as management's agent.

4.4.1 Challenges from Trade Unions (Categories)

		Frequency	Percent	Valid Percent	Cumulative Percent
Challenges from Trade Unions					
Valid	Low	2	3.3	3.3	3.3
	Medium	46	76.7	76.7	80.0
	High	12	20.0	20.0	100.0
	Total	60	100.0	100.0	

Table 13

(Excluding IT)

The challenges faced by HRM Executives from union leadership have further grouped into low, medium and high according to their responses. The Table-13 shows that 76.7% had faced medium challenges from Trade Unions. However, 20% of respondents have experienced high challenges from unions. The IT sector is excluded from it because there is no Trade union activity in that sector.

4.4.2 Challenges from Trade Unions - Descriptive Statistics

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Challenges from Trade Unions	100	.00	85.00	31.1300	27.40112
Valid N (listwise)	100				
Reliability Statistics	Cronbach's Alpha=.988				

Table 14

(Maximum scale-Score=95, Minimum scale-Score=0)

Reliability of the scale is tested using Cronbach's Alpha. The alpha value is 0 .988, showing high level of internal consistency. The observed maximum score is 85 and the minimum score is zero. The Table 19 shows the mean value obtained for the score of 'challenges' is 31.13 ± 27.4, which means the HRM Executives face moderate level of challenges from the Trade Unions.

The sector wise analysis of the challenges faced by HRM executive is given below

4.4.3 Challenges from Trade Unions vs. Sector

Challenges from Trade Unions					ANOVA				
	N	Mean	Std. Deviation	Std. Error	Mean Square		df		F& p value
					Between Groups	Within Groups	Between Groups	Within Groups	
Public Sector	20	53.9000	13.87880	3.10339					
Private sector	40	50.8750	12.34584	1.95205	32363.568	99.012	2	97	F=326.865
IT Sector	40	.0000	.00000	.00000					P<.01
Total	100	31.1300	27.40112	2.74011					

Table 15

The study further assessed the challenges from Trade unions in the three sectors (Table 20). The mean value shows that the public sector (53.90) has more challenges than the private sector (50.88). As there is no Trade union in the IT sector, the mean value of IT sector is zero. Mean score of 'challenges' faced by HRM executives in different sectors is compared using ANOVA test. The test result shows there is statistically significant difference in mean value among different sectors (F=326.865, P<.01).

4.4.4 Challenges from Trade Unions vs. Sector - Multiple Comparisons

Multiple Comparisons						
Dependent Variable: Challenges from Trade Unions						
Tukey HSD						
(I) Sector of company	(J) Sector of company	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Public Sector	Private sector	3.02500	2.72505	.510	-3.4612	9.5112
	IT Sector	53.90000*	2.72505	.000	47.4138	60.3862
Private sector	Public Sector	-3.02500	2.72505	.510	-9.5112	3.4612
	IT Sector	50.87500*	2.22500	.000	45.5790	56.1710
IT Sector	Public Sector	-53.90000*	2.72505	.000	-60.3862	-47.4138
	Private sector	-50.87500*	2.22500	.000	-56.1710	-45.5790
*. The mean difference is significant at the 0.05 level.						

Table 16

The Table 16 shows the sector-wise multiple comparisons of challenges experienced from trade unions. Comparison of Public and private sector with IT sector show significant difference as the latter has no Trade union activities. Therefore the comparison of public and private sector only would speak the difference. It shows a little difference. The HRM executives in the public sector have slightly higher challenge from Trade Unions than that of private sector (mean diff.= 3.02500). But, it is not statistically significant (p=.510)

Mrs,Ann from IT sector shares her views on the trade unions in Kerala and makes a comparison of her experience in private sector and IT sector:

> *The Kerala people, their mindset and their attitude everything is totally different. They don't understand and take things in the right sense. So working in Kerala is a challenge. For each and every thing, there are Unions. Thank god in IT industries it is not there. So I will not again choose the manufacturing industries.*

An HR executive at the park centre, the governments office, opined:

> *The privilege that the IT companies in Techno Park have enjoyed is that they have no labour issues that would directly affect them. All the labour issues are represented in the*

Park centre and many cases are more or less settled due to their first interference itself. Even though the Park centre is not empowered to do, still every affected person approaches Park centre for relief from the trade unions issues. The Park centre acts as a buffer for all the trade union issues – 'Being a landlord it must know what is happening with the tenant'.

He continued to substantiate his opinion by illustrating an example.

"A case referred today before us – a company functioning here did not disburse the Bonus to the employees. Without pay out, the company is taking up construction process of a new building in the campus. Therefore, the employees had decided to protest against the construction. The matter was taken up by the Park Centre and conciliated. In order to avoid the protest from the part of employees, the employer disbursed the bonus due to them immediately. The matter was settled as the employer agreed to release the bonus".

Regarding trade union activity in the IT field he shared his experience:

"In techno park only the security staff are the unionized category. The security staffs know that even if they show any misconduct, his/her job will not be affected. The union will be there for protecting them. This is the one advantage they are getting by joining unions".

4.4.5 Challenges from Trade Unions vs. Age

Correlations			
		Challenges from Trade Unions	Age
Challenges from Trade Unions	Pearson Correlation	1	-.031
	Sig. (2-tailed)		.814
	N	60	60
Age	Pearson Correlation	-.031	1
	Sig. (2-tailed)	.814	
	N	60	60

Table 17

Challenges from Trade unions and Age of the respondents were correlated and the Table-17 shows that there is no correlation between age of HRM executives and the challenges they face from trade unions; the co-efficient of correlation is 0.031 and the p-value as 0.814.

4.5 LIAISON WORK WITH WORKERS

		Count	Column N %
Do you have liaison work with workers while addressing conflict among different workers/employees groups?	Yes	67	67.0%
	No	12	12.0%
	NA	21	21.0%
Do you take initiatives to solve issues created by workers during work?	Yes	87	87.0%
	No	2	2.0%
Do you have liaison work with workers while addressing conflict among different workers/employees groups?

Do you take initiatives to solve issues created by workers during work | NA | 11 | 11.0% |
Do you try to integrate the heterogeneous group of workers to create a harmonious work environment?	Yes	86	86.0%
	No	0	0.0%
	NA	14	14.0%
Do you engage in liaison with workers for extra-work during events like ISO certification, customer visit?	Yes	70	70.0%
	No	10	10.0%
	NA	20	20.0%

Table 18

Liaison work with workers by the HRM Executives is analysed using percentage analysis (Table 18). Different domains of liaison works were included in the study. Upon conflict among different workers/ employees groups, 67% of the HRM Executives do liaison work while addressing conflict among different workers/employees groups. However 87% of executives are doing liaison work by taking initiatives to solve issues created by workers during work. The HRM people (86%) have involved in integrating heterogeneous groups of workers to create a harmonious work environment. Whenever the company requires extra work from the part of workers/employees, majority (70%) of the HRM executives engage in liaison with their employees.

4.5.1 Liaison work with workers-Descriptive Statistics

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
LiaisonWork	100	.00	8.00	6.4400	2.47541
Valid N (listwise)	100				
Reliability Statistics	Cronbach's Alpha=.849				

Table 19

(Maximum Scale Score=8, Minimum Scale Score =0)

The Table-19 describes the mean value of score of liaison work with workers is 6.44, with a maximum observed score of 8 and minimum observed score zero. The inference is that the HRM executives have been doing fairly good liaison work.

4.5.2 Liaison work with workers vs. Sector

Liaison Work				ANOVA				
				Mean Square		Df		F& p-value
	N	Mean	Std. Deviation	Between Groups	Within Groups	Between Groups	Within Groups	
Public Sector	20	7.1500	1.81442	6.808	6.114	2	97	F=1.113 P=.333
Private sector	40	6.3750	2.45668					
IT Sector	40	6.1500	2.75076					
Total	100	6.4400	2.47541					

Table 20

Liaison work with workers and Sector of the company are cross-tabbed. The Table-20 illustrates that the public sector do more liaison work (mean score 7.15) than that of private and IT sectors (6.375 & 6.15). However, the difference in mean score is not statically significant.(ANOVA test, F=1.113, p=.333)

Extracts from the interviews are included below to corroborate this.

A senior HRM executive in the public sector opined:

> *"When I joined here, the trade unions were scattered and faced internal-rivalry. What I did first was to make them unite. I adopted this strategy out of experience; if they are not united, it will be very difficult to bring consensus in issues and solve such problems. "*

An experienced HR professional from the private sector describes his experience and way doing laison work:

> *"When a conflict arose, I usually try to solve it within the four-walls itself. Day-to-day issues were settled by way of communication with union leadership and the workers."*

> *"They are co-operative and ready to put in extra effort for the well being of the company. The problem is that they were not oriented about such needs. The HR department should make it well."*

Mr. Devraj from private sector explains his experience regarding liaison work:

"I have an experience. In my company, there were seven unions. Once a dispute arose regarding settlement of bonus. The unions had different opinions, leading to a conflict among them. When the rivalry took place I picked up one key person from each union for negotiation and at the same time sought positive interference from external union leadership; finally succeeded to settle the matter amicably."

He shared his experiences of solving issues:

"A worker was insulted and disturbed by co-workers by pasting grease on his chair. Even though this is a minor thing for others, it even affected his productivity. The affected worker came to my chamber and lodged a complaint regarding the misbehaviour of his co workers. So I personally enquired the matter and intervened and make them aware about the consequences of their action if they continue with it. Such minor issues at work place must be solved through timely intervention; otherwise it will escalate to big challenges affecting the harmonious work environment and in turn the productivity."

He narrated his opinion about employees puting in extra-effort:

"When there was a need for extra effort form the part of workers, I received whole hearted support from them, both in public sector as well as private sectors. Majority of the workers were willing to contribute for the company, if the company faces situations which necessitate additional inputs."

He adds:

"As a result of my experiences with the workers, I learnt that it is better to share them the strengths and weaknesses of the company than to hide from them. In my organization, the management is also thinking in the same line. Our management has a policy, "no business is better than bad business".

Mr. Jagadeesh a senior HRM executive from the private sector reveals his opinion regarding liaison work for solving conflicts among workers:

This is the main function of the HRM. There are two types of rivalries. One is inter-union and the second one is intra-union. If such rivalries are not addressed in time, it would affect the entire functioning of the company as well as productivity. My sleep gets disturbed due to the issues created by such conflicts. Face to face negotiations and

communication over phone were used to bring in compromise. So with hard effort, I succeed. You see, why all the LTA has been settled in late nights; it is because of conflicts among inter/intra union rivalry.

He adds his experience in solving personal clashes among workers:

"There is an HRM person in plant, who was responsible for settlement of clashes among workers due to personal issues. For an example, two workers fight at the work place. The management suspended both of them. Then, the union started strike to withdraw the suspension. Couple of days after that incident, a security guard slapped one worker, his two teeth fell down, and now the union wanted to take action. Alas! God was with us. We said them that you resort to strike to withdraw the suspension of workers who fought inside the company. So, we should not interfere. 'Ohm Shanthi'. Later we took disciplinary action against the security staff and there was no complaint from trade unions."

Regarding extra-work, he opined:

"Loyalty to the institution is a passion. HR has a crucial role in motivating workers to involve in activities related to events like ISO certification. The workers really supported."

Ms.Sushama works in IT sector. She opined:

"In the context of our company, the line managers are doing liaison work with employees. Since it is a service industry, most of the work is carried out through project teams. The line mangers in the team are empowered to deal with the problems of the employees who they interact with as a team. Every 3-4 years, the project teams will change and every employee has to work with different teams. The employees in the team always interact with their line manager. So the HR function here is to equip these line mangers with necessary people management skills. Every employee is given a first-hand 4-day managerial training once they become line manager.

Along with this the HR does the design function of providing different listening forums. This is a digital platform where employees can post their complaints if they feel harassed or sidelined by their managers.

The issues are varying mainly from cross-cultural problems, multi-generational issues to peer pressure. They are of the opinion that rewards and recognitions in a larger extend can empower the employees."

She adds her experience in solving issues created by employees while engaging in their work:

"Through several design forums, the issues have been addressed. The company has several workplace groups who will take care of such issues. We have the workplace parent groups,

old parents with dementia group, single parent group etc. Such kind of forums helps the employees to get an insight in to how to tackle problems. Those experienced people can tell their experience about how they have gone through that trauma. Along with this, full time counsellors are also there in the company."

"The employees are willing to put in extra effort. An employee giving extra- effort will be duly acknowledged and the same will be considered for his/her career advancement. If a person is not doing an assigned additional task sincerely, that will be reflected in their future career prospects."

Mrs. Ann , working in an IT company validates:

"Ego clash is definitely there among employees working here because of generation gap. For instance, we have employees around fifty years old and also 19 or 20 years old artists. The former are very highly experienced persons, working in a traditional manner while the youngsters are into technology and their working style is different. So always there is an ego clash. These do not affect the productivity as we don't let it to go to that extent....

We have silly problems at work place like - people are saying this chair is mine and somebody pulled my chair etc. So we have a department-wise numbering system. But, even then we have problems; people may take chairs and using thinner and all rub the number and write their department name. We solve such issues to maintain a conducive work environment.

Whatever fight we have, whatever clash we have, employees have very good attitude; people cooperate when the organisation needs extra effort from their part."

Mr.Govind is an HR manager in a well established IT firm. He opined:

I agreed that there are inter-group conflicts among people here. We could have experienced different groups with different attitude and which ultimately affected the overall function of the industry. In general, we have handled such conflicts with division of labour. In work situation, we also have faced conflict situations. For instance, when we launch a new work, usually two types of conflicts come up. One is that both wanted to do that work or both did not want to do that work. In this type of situations, the HR Managers and delivery Managers will together decide to dispose of that work with more feasible group (skills, availability, and other matching components). While solving we would apply some logic. Why A was chosen over B. We would make it clear to the teams. In that sense the HRM has a big role in IT sector.
....In the IT sector. People are luckily at more matured level of understanding to different situations and they would come forward and offer their manpower to any additional demand the industry asked them to do. We had a higher level of transparency inside the

work place. We had not experienced any problem to meet the reluctances from employees to do extra work. In that sense everyone would be the managers for themselves.

Mr.Sajid works in an IT company at Technopark opined.

Group dynamics is there in the organisation. The intensity will be only less than 5%; and in that hardly 1% has an effect in the work environment. We are taking informal actions with this respect. Usually the starting point of any dynamics will be gossips.

Manager is of the opinion that politicising the issue is everywhere but we should manage politics to achieve the goals.

The qualitative analysis also reveals the extent of liaison work carried out by HRM executives in all the three sectors. The most important area is solving issues created by workers during work. They also involve in integrating heterogeneous groups of workers to create a harmonious work environment. Whenever the company requires extra work from the part of workers/employees HRM executives in all the three sectors takes proactive roles and receives cooperation from them. HRM Executives also do liaison work while addressing conflict among different workers/employees groups.

Sector wise analysis shows that irrespective of the sector, they engage in liaison work and in public sector it is slightly more compared to private and IT sectors. Many of them of the view that it is the most important role expected from a HRM executive and how effectively he delivers this role determine his space in the organization.

4.6 NETWORKING WITH TRADE UNIONS / EMPLOYEE GROUPS

		Count	Column N %
Discuss with TU /Employee Groups for improving existing welfare measures	Yes	78	78.0%
	No	3	3.0%
	NA	19	19.0%
Ensure participation of trade unions /Employee Groups in the implementation of welfare measures	Yes	87	87.0%
	No	2	2.0%
	NA	11	11.0%
Negotiate with Trade Union leadership /Employee Groups to avert interruption of work	Yes	63	63.0%
	No	7	7.0%
	NA	30	30.0%
Networking with Internal TU leadship / Employee Groups to solve unrest	Yes	53	53.0%
	No	10	10.0%
	NA	37	37.0%
Negotiations with External Trade Union leadership to solve problem created by headload workers	Yes	28	28.0%
	No	23	23.0%
	NA	49	49.0%
influence external TU to make the employee-groups oblige	Yes	26	26.0%
	No	26	26.0%
	NA	48	48.0%

Table 21

The Table-21 shows the networking of the HRM Executives with different Trade Unions/Employees groups. This is studied in six domains. Highest networking is reported is to 'Ensure participation of trade unions /employee groups in the implementation of welfare measures' (87%). The major co-operation with internal Trade Unions with the HRM is on the matter of welfare measures. The second domain is 'Discuss with Trade Union /Employee Groups for improving existing welfare measures', 78% of respondents said 'yes' to this. Sixty three

perent of the HRM executives were affirmative towards 'Negotiate with Trade Union leadership /Employee groups to avert interruption of work'. Upon the statement of 'networking with Internal Trade Union leadership / Employee Groups to solve unrest', 53% of responses said yes. The realms of 'Negotiations with External Trade Union leadership to solve problem created by head load workers' & 'influence external TU to make the employee-groups oblige' have rated low as 28 and 26 percentage respectively.

Networking with trade unions / employee groups for their participation in the implementation of welfare measures fetched highest percentage as these measures are directly useful for the workers/ employees and therefore easy to ensure their participation. For the same reason the HR executives were also successful in eliciting ideas from the workers/employees for improving existing welfare measures.

4.6.1 Networking with Trade Unions / Employee Groups-Descriptive Statistics

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Networking with TU / Employee groups	100	.00	8.00	5.8400	2.62359
Valid N (listwise)	100				
Reliability Statistics	Cronbach's Alpha=.801				

Table 22

(Maximum Scale Score=8, Minimum Scale Score =0)

The Table-22 illustrates the mean value, with maximum score (8) and minimum score (zero) of networking with Trade unions / Employees groups. The mean value is 5.84, which gives the inference that there is a fair level of networking. The reliability analysis shows that the scale is reliable(Cronbach's Alpha=.801)

4.6.2 Networking with Trade Unions / Employee Groups vs. Sector

Networking with TU / Employee groups				ANOVA				
	N	Mean	Std. Deviation	Mean Square		df		F&
				Between Groups	Within Groups	Between Groups	Within Groups	p-value
Public Sector	20	6.9500	2.13923	31.658	6.372	2	97	F=4.968 P=.009
Private sector	40	6.2000	2.72876					
IT Sector	40	4.9250	2.48470					
Total	100	5.8400	2.62359					

Table 23

Cross-tabulation shows in Table-28, between networking with Trade Unions/Employees Groups and Sector, the mean value read the highest in Public sector (6.95). However, such networking is equally well in private sector (6.2) as against IT sector (4.93).

ANOVA test was conducted and the Table 23 shows a significant difference in mean value as the p value equal to 0.009.

In order to understand the variation among different sectors, multiple comparisons wass done using Tukey HSD

4.6.2.1 Networking with Trade Unions / Employee Groups vs. Sector-Multiple Comparisons

Multiple Comparisons						
Dependent Variable: Networking with TU / Employee groups						
Tukey HSD						
(I) Sector of company	(J) Sector of company	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Public Sector	Private sector	.75000	.69133	.526	-.8955	2.3955
	IT Sector	2.02500*	.69133	.012	.3795	3.6705
Private sector	Public Sector	-.75000	.69133	.526	-2.3955	.8955
	IT Sector	1.27500	.56447	.067	-.0686	2.6186
IT Sector	Public Sector	-2.02500*	.69133	.012	-3.6705	-.3795
	Private sector	-1.27500	.56447	.067	-2.6186	.0686
*. The mean difference is significant at the 0.05 level.						

Table 24

Multiple comparison of Sector and networking given in the table-24 above shows the mean difference (2.025) in the score is statistically significant between public and IT sectors, at 0.05 level. It means that networking with trade unions / employee groups is more in public sector than in IT sector. Between public sector and private sector, and between private sector and IT sector there is no significant difference in networking with workers/employees

The qualitative study has also revealed that the management and workers groups are equally accepting the importance of net working with trade unions / employee groups in different domains discussed above. The following accounts illustrate this:

Participation of trade unions /employee groups in the implementation of welfare measures

Mr. George, General Manager, Human Resources, now working in private sector had experiences in the public and private sectors. He narrates:

> **"***It was the custom existing in my company that farewell to retired staff or others getting better job were organized by the trade union leadership, usually outside the company. I have initiated and with the support of all trade unions, to provide a permanent venue inside the company itself to arrange such functions."*

> *"In addition to the mandatory welfare measures, we have collected additional welfare fund to meet common functions. Rs 100/- is collecting regularly to meet all common functions. Initially some resistance were there, but I could overcome the union's pressure tactics over time."*

Devraj (Name changed) is married person who has ample experience in the field of HRM shares:

> *"there is one major initiative of joint effort by both management and unions. A gymnasium was set up with the total cost of Rupees ten lakhs. Other areas of full participation of internal unions are various committees like canteen committee, safety committee, works committee, welfare committee etc."*

> *"In my company I am ensuring full participation of workers in implementing welfare measures. They were given enough freedom to implement wefare measures in consultation with internal trade unions. As far as I am concerned it is very effective as they were very creatively involved in implementing these measures since they were the end users of the welfare activities. So they ensure quality in everything delivered as part of these programmes."*

Mr Jagadeesh (name changed) is a senior manager working as GM HR in a private company. He discloses his experiences in welfare measures

"I have a passion to provide welfare measures to workers. We constituted a benevolent fund, 'employee's benevolent fund'. Employees and employer contributed equally. This fund can be utilized for any sort of welfare measure. For example, if one employee became sick, causing him to lie for months, he would receive Rupees 8,000 per month from this fund. So on the first day of every month, he will get an amount which will be a support for him in that condition. Many workers got benefits out of it. I have another dream to help our colleagues - 'Leave contribution'. If you have 30 leaves, you can surrender one leave. This leave comes into the common pool. The company also put its contribution. Suppose, 1500 leaves are contributed by the employees, the company also has to put in an equal number of leaves so that the total leaves would rise to 3000. If an employee is in need of leaves due to unavoidable circumstances, he can get it from the common pool. For example, if an employee met an accident and fractured his leg, he requires 120 days leave. The company can grant him leave from the pool. It was appreciated by the trade union leaders.

The functioning of such a welfare measure was challenged by different stakeholders as it may be misused by employees for silly diseases. It is indeed a participatory welfare measure."

Mrs. Sushama from the IT sector narrates her Experiences in involving employee-groups to improve the existing welfare measures:

Since the company has a cross-functional work environment before implementing any welfare measures, they are included in the design phase itself. This will enable the company to get the voice of the ground.

Since voice of the ground is being taken, there will be complete participation of employees in the implementation of welfare measures. As an experience she narrated that there is a health insurance policy which is provided to the trainees. Company provides premium for spouse and two children. There is a provision to include dependants in the policy provided the trainee pays the premium in 4 equal installments. This being the case, it was found that the employees are not including dependants in the policy. HR took the responses of the employees and found that the 4 installments is a big sum to pay. Through the survey the HR also found that increasing the number of installments will attract them to include their dependants. This actually worked and they ensured the participation of the employees.

The performance appraisal data is also taken for finding out needs of employees. And since lot of money is invested for recruiting training the employees we cannot afford to lose the employees as the skilled employees (knowledge worker) form our raw material."

Mrs. Ann, working in an IT company substantiates:

"This is a people centric company. Even when we frame a policy for our company, we have our best practice called policies on probation. That means, like we have our probation period in job, our policies also will be put on a one month probation period and circulated to all employees. People can come up with suggestions to improve the policy. So we get lots of both positive as well as negative feed backs. After that we will constitute a committee to discuss the things which employees feel not required and we will change the policy and then only we implement it.

We have a good number of welfare measures. Some are mandatory and the rest are need based. One like medical insurance is mandatory. Besides those mandatory provisions, we provide other welfare measures like mobilizing money to the needy etc. For instance, it is a heterogenic group, from economically and socially high class people to below poverty line. Irrespective of status or income if an employee is having personal issues, and is in need of money, everybody will come together by ignoring all the prior conflicts and dislikes; they join together to participate in a meeting when HR called for one. Then the HR would brief-up the situation that so and so is in need of money or he lost his home or he wants to build a home or whatever it is; then people will come forward, showing willingness to deduct Rupees ten thousand or five thousand from their salary. Likewise we very often collect money and support people.

Other welfare measures include 'monthly medical checkups', accident insurance policy, departmental tours for one day or two days, team lunch every week sponsored by the company. We have lots of celebrations. We celebrate our anniversary day; we have a big event for three days called masters submit, in that all the masters of our industry and big directors are invited to a mega function with awards and all. We celebrate Onam, Devali and Christmas. For all these we have one day full function. Employees have many suggestions for welfare measures, but all those things we cannot do. All mandatory / statutory things we do have. Apart from that we do not have many other welfare schemes."

Mr.Govind an HR manager in a well established IT firm describes:

"Our welfare policy is better than the available mandatory welfare measures. We have a lot of flexible measures. The culture in terms of welfare measures is certainly different. Participatory approach is here in all areas, for instance, Food committee. Every measure is accountable. The approach ensuresparticipation at different levels. It is a continuous process.

We communicate from top to lower level. We keep connection. We do not disconnect people from any new venture in the company."

Mr.Sajid works in an IT company at Technopark. He narrates:

There is no employee participation in the welfare measures. The salary increase, medical benefits, HRA all are at par with best practices in the industry. Surveys are conducted to find out the external competitiveness in salary. Need based welfare interventions are done after talking with the team leader. A crèche facility has been arranged for a female employee, arrangements have been made for compressed work week. The other days the employee can work from home. In every three months there will be a compulsory one-on-one meeting with every team member by the team lead. In the meeting the problems that surface will be addressed on a priority basis. The line managers are empowered to give leave to the team members. Compensatory off is a major concern here. The other welfare measures include enhancement of maternity leave. That gesture from the part of the company has been very effective. Ignoring the problem can also end up in big problem. A small problem was there with the issue of coffee making machine. The employees had a problem with the taste of mixing milk and tea. The problem is taken up and resolved. Now the problem is they are drinking only milk.

Mrs. Devi Rani , working in the public sector shares:

We have been organizing 'Vijay Divas' - welfare programme for a week. It was an innovative project implemented with the help of Trade unions. The idea was that if a worker did innovative thing, he/she would be honoured with a cup. The new idea, contributed by a worker would be shared with all others and implement with the co-operation of workers and unions".

Mr. Aravind , General Manager(HR) in a public sector industry share his experience:

"....with the participation of trade unions, the management could improve certain welfare measures in the company. The significant one was that the workers have been getting quality products like soaps, towels, food articles, dresses, shoes, rest room facilities, crèche etc. He further shared the participation of workers in the implementation of statutory welfare measures. He said that they were included in committees such as canteen committee, recreation committee, workers' committee etc. The labour welfare officer is looking after such matters.

The qualitative analysis also reveals the welfare measures implemented by HRM executives in the three sectors with the cooperation of trade unions or employee groups. Some of the welfare measures are in the area of additional financial support to workers directly or indirectly. There are welfare measures for employees such as health facilities (Gymnasium), services to the their children and family members, insurance policies, canteen facilities, facilities for female employees (crèche), work from home, extension of maternity leave etc. There is sector wise difference in the implementation and in the IT sector the employees are involved at the planning

phase itself. The analysis also shows there are HR managers who have a passion for introducing innovative and useful welfare measures. They are ready to take the pains as they find satisfaction and derive enjoyment out of such activities.

Regarding head load workers

Mr. George, General Manager, Human Resources, now working in private sector has experiences in the public and private sectors. He narrates:

> *"Here the head-load workers create problems. During construction work, they demanded exorbitant 'coolie'; for a work worth Rupees 500/- , they wanted Rs. 1000/-. In canteen also , for loading and unloading, they are creating problems. A dispute regarding unloading of Pavizham rice arise as they wanted higher rate than the normal fixed rate. In those situations, we contact addl. Labour officer and with the help of them, things were kept in our control. We have executed settlement for loading and unloading work; but quite sometimes, some problems are created by the head-load workers. But, those are manageable."*

Devraj (Name changed) shares:

> *Now the attitude of head load workers has changed and I certainly give five star rating for their work and support. The scenario of head load workers' problem has been undergoing transformation, from militancy to participation, from hindrance to facilitation. I do agree that fifteen years back the scenario was different. But now it is very pleasant that once we arrive at a settlement and a signed agreement, they demand no deviation from that. Their top leadership also has supportive attitude. If a load reaches our company late by a few hours, they could not unload it in the stipulated time. In such a situation, they are willing to work extra time without extra payment."*

Mr Jagadeesh (name changed) is a senior manager working as GM HR in a private company. He discloses his opinion about head load workers.

> *"We have permanent workers for loading and unloading, belonging to different unions. They work according to a signed agreement and create no problem at all."*

Mr.Sajid works in an IT company at Technopark narrates

> *"Whenever I have associated with head load workers it has ended up in a trouble. The park centre has given certain rates for loading and unloading the goods. But in practice this is not at all happening. They always try to show their muscle power. For instance as*

per the rates given Rs.10/- has to be given to a head load worker for unloading a chair from the vehicle and loading it to the office. But in the real case what they do is Rs.10/- is only for unloading it from the vehicle and if they want to carry it to the office they need another 10 rupee. The attitude of the head load workers needs to be changed. There are ways we can adopt to control them like we can remit the amount directly to the head load workers office. But this kind of behaviour from our side makes them more angry and there are chances that they will damage the loading or unloading goods purposefully. We are not against head load workers, but their way of communication is what which irritate us."

Mrs. Devi Rani , working in the public sector shares:

I have not faced any adverse issue with head load workers. They were very co-operative.

Mr. Aravind , General Manager(HR) in a public sector industry shares his experiences with the head-load workers.

"To understand the issues of head-load workers of this company we have to go through its history. When the company started, nearby local people were entrusted to do loading and unloading work. Fortunately or unfortunately all those workers were the members of a few families only. If one of the members dies, the close relative will come to the place. That might be justifiable. But some of them sell their right to replace the departed labour. If a worker gets another job, they depute their close relative to the place.

So the head load workers here are from a few families only and it is difficult to enter a new blood to it. As a result each time they are altering loading and unloading charges and are least bothered about government directions about it. The result is that the HR department has to meet the labour commissioner to reduce the rate. Till date no significant change has been taken place regarding the head load workers' matter here.

The HRM executives give mixed responses regarding head load workers. Most of them except a few opined that there is a positive change in the attitude of head load workers and once an agreement is reached they create no problems and cooperate with the management. The headload workers have transformed from militancy to participation, and from hindrance to facilitation.

Those managers who responded against head load workers also of the opinion that the problems created by head load workers are manageable and not much serious.

4.7 ISSUES FACED FROM TOP MANAGEMENT

		Count	Column N %
Difficult in implementing welfare policies due to Intervention of TM	Yes	27	27.0%
	No	64	64.0%
	NA	9	9.0%
Problem from top management in providing amenities other than mandatory Welfare Measures	Yes	33	33.0%
	No	59	59.0%
	NA	8	8.0%
Helpless to correct anti-labour instructions from TM	Yes	22	22.0%
	No	60	60.0%
	NA	18	18.0%
Top management is supportive to urgent needs of workers/Employees	Yes	83	83.0%
	No	9	9.0%
	NA	8	8.0%
Top management shows disinterest in providing safety measures	Yes	15	15.0%
	No	72	72.0%
	NA	13	13.0%
Job insecurity	Yes	21	21.0%
	No	74	74.0%
	NA	5	5.0%
Over burden with work	Yes	23	23.0%
	No	74	74.0%
	NA	3	3.0%

Table 25

The issues faced by the HRM Executives with top management are shown in the Table-25. There are six statements given to the HRM Executives to respond. Issues faced them in the descending orders are; (1) Problem from top management in providing amenities other than mandatory Welfare Measures (33%). However, 59% of them are of the opinion that the top management is not against additional welfare measures if the employees need in the course of their employment.

(2) Difficult in implementing welfare policies due to Intervention of top management (27%), but 64% of the respondents do not face such problems. (3) Over burden with work, 23% said yes and 74% said no to the statement. (4) 'Helpless to correct anti-labour instructions from top management', only 22% of the respondents supported, but 60% said no to the statement. (5) 'Job insecurity', only 21% of respondents said that they are facing job insecurity due to Top Management, whereas 74% said no to the statement. (6) 'Top management shows disinterest in providing safety measures', only 15% have supported, but 74% have, however, rejected.

The quantitative analysis shows that the HR managers in general are not facing much challenges from the top management. Qualitative analysis also shows opinions in tune with this; but there are other experiences also. A few of the narratives are listed below:

Mrs. Devi Rani (false name), Associate Vice-resident, HRM said,
> *"The major problem here I am facing is that the top management has been intervening in anything and everything. The HR has only moulding job. They seldom discuss policy matters with HR department, which we ought to know".*

Mr. Aravind said,
> *"The top management inclined to yield to the trade union leadership even over silly issues".*

Mr. Ganesh (Name changed) Head – HRD said,
> *"I am fully enjoyed as I am lucky to implement many welfare and safety measures to the employees"*

The qualitative analysis shows that the HR managers face problems from top management especially in public sector industries. In public sector industries the management yields to the politically empowered trade unions and at times neglect the opinions of the HRM executives.

4.7.1 Support from Top Management

Enjoy freedom to implement policies	Yes	66	66.0%
	No	27	27.0%
	NA	7	7.0%
Top management is supportive to urgent needs of workers/Employees	Yes	83	83.0%
	No	9	9.0%
	NA	8	8.0%

Table 26

Two core areas 'enjoy freedom to implement policies' and 'support from Top management to meet urgent needs of workers' were given to cast their opinion (Table-26). Majority of the HRM Executives responded 'yes', to both the statements. The former statement 66% of them responded positively and for the latter, 83% of them responded affirmatively.

The issues and support from Top Management to the HRM teams have measured and it is found that majority of the respondents have received more support than rejection from the Top management.

Mr. Ganesh (Name changed) Head said he received support from the top management for welfare measures, he shares:

"Started Scholarship schemes for the employees, children, Medi-claim facility for employees, Blood Donors forum; employees will be given special leave for donating blood. Weekly doctor services to all employees were implemented. Nursing room, 24 x 7 services with qualified nurses were also started. Ambulance for the company and security guards with heavy driving license are to be utilised in case of emergency. The service of family counsellor was initiated for employee counselling. No issue so far. I was given full freedom in creating standard operating procedures for all HR functions; it was a huge task by recording all the activities of HR department, form recruitment to retrenchment. We have implemented fire hydrant system in the new plant, giving all employees safety training irrespective of cadre and position. All employees were equipped to use fire extinguishers and made standard operating procedures in ensuring safety in workplace. Employees with helmet will only be permitted to park their two wheelers in parking area."

Mr. Aravind (Name changed), General Manager (HR) said, *"As I am responsible for the wage administration, leave, absenteeism, welfare etc., I need to have close relationship with top management. The top management has been cooperating with me in implementing welfare polices and other services to employees as and when needed. I have enjoyed full freedom from the top management. One of the joyful experiences I would like to share is that the CEO prefers to entrust me to draft letters, for correspondence (both intra and inter communications). Moreover, he appreciates me for the skill I acquired to draft letters"*.

The narrative also corroborates the quantitative analysis and shows that the HRM executives build rapport with the top management and receive support from them.

The issues from Top management is further analysed by calculating the score obtained for the scale constructed for the same.

4.7.2 Issues Faced from Top Management

Issues faced from Top Management					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low	5	5.0	5.0	5.0
	Medium	79	79.0	79.0	84.0
	High	16	16.0	16.0	100.0
	Total	100	100.0	100.0	

Table 27

Table 27 shows that 16% of the HRM executives have faced high level of problems from Top management. However, majority, 79% have experienced medium level issues, and only 5% confronted low level of problems from Top management.

4.7.3 Issues Faced from Top Management-Descriptive Statistics

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Issues from Top Management	100	.00	14.00	9.0600	2.60466
Valid N (listwise)	100				
Reliability Statistics	Cronbach's Alpha=.755				

Table 28

(Maximum Score=16, Minimum Score =0)

Mean value calculated and reliability was tested using Cronbach's Alpah (Table-28). The observed maximum score is 14 and the observed minimum score is zero. The mean value (9.06±2.6) indicates that there is moderate level of issues for the HRM Executives with Top management.

4.7.3 Issues from Top Management vs. Sector

Issues from Top Management				ANOVA				
	N	Mean	Std. Deviation	Mean Square		df		F& p-value
				Between Groups	Within Groups	Between Groups	Between Groups	
Public Sector	20	9.9500	3.05175	14.458	6.626	2	97	F=2.812 P=.118
Private sector	40	9.1750	2.04923					
IT Sector	40	8.5000	2.78273					
Total	100	9.0600	2.60466					

Table 29

The Table-29 describes the issues the HRM executives with Top management in different sectors. The mean value in the public sector, private sector and IT sector are 9.95, 9.175 and 8.5 respectively. The differences in mean values among these 3 sectors are not statistically significant.(ANOVA test F=2.812,p=.118)

Mr. George , General Manager(Human Resources), in private sector opines:

Top management was very co-operative, but the scenario was changed here substantially after a strike. Now the top management is very practical and learnt to say 'no' to any unviable demands.

Mr. Abraham from private sector says:

"The top management is co-operative, not creating many problems. Some persons individually ignore the safety measures provided by the management. The management generally encourage in granting safety measures to our workers."

Mr. Devraj from private sector illustrates:

"The top management is always in favour of welfare measures to workers. If an employee has a creative idea, the management is ready to implement it.

I have been enjoying a fare level of freedom from the top management to implement their policies and directives. Examples are: building up of a full-fledged fitness centre , skill

development programmes and safety measures. The management provided sufficient fund and support.

The safety measures are indeed a priority of the management, among other services to the workers."

Mr Jagadeesh from private sector shares:

Luckily I am in a company which has no restriction to implement welfare or safety measures to employees, provided the productivity should not suffer. It is the company's philosophy.

Mrs.Sushama (IT sector) says:

"Personally I enjoy a lot of freedom. For implementing every policy we have a unique practice of bringing the employees in the planning stage itself. After hearing from employees only almost all the policies take final shape."

Mrs. Ann from IT sector narrates:

The top management accepts if I suggest additional welfare measures. But the only thing is numbers are involved in it; commercials are involved in everything".

"I enjoy freedom from top management. For example, every employer wants employees to come on time and to leave only late. They don't have any problem if people are leaving late in the evening. That is the policy every employer has. We planned to change the policy; don't bother the time they come in, but we want to ensure the productivity; they have to complete their work and ensure that there is no time shortage at the end of the week; they have to work 48 hours in a week, for that we have tracking system and all. The policy says that they should punch in by 8.30 and leave by 5.30. The HR said that even if they are not punching at 8.30 is not a problem. Even if they are 1 or 2 hours late, let them come and complete their work".

Mr.Sajid from IT sector says:

The top management attitude is very positive. Their general thinking is that the programme should go on; so for that all employees should be retained. They analyse the productivity

chart. We earn and we spend. Each organisation is a profit centre. Every month salary will be credited to the account of each employee on the last day of the month morning 6'0 clock. Top management allows maximum flexibility. If HR makes a recommendation normally it is not rejected. If an employee is about to leave the organisation claiming a high salary in that case the HR will judiciously intervene and enter into a negotiation and still the employee bargains for exorbitant rates then the employee is allowed to leave.

The qualitative analysis supports the quantitative finding such as issues from top management is more in public sector and least in IT sector. In private sector also they experience support from top management. In private sector top management has positive attitude and supports providing welfare measures to the workers and they give freedom to the HRM executives to implement their policies and programmes. The recommendations of the HRM executives are generally considered positively by the top management.

4.8 MENTAL STRESS AND STRAIN

		Count	Column N %
Insufficient income to keep status in Society	Strongly agree	9	9.0%
	Agree	13	13.0%
	Undecided	17	17.0%
	Disagree	35	35.0%
	Strongly disagree	26	26.0%
Barriers in Career advancement causes stress	Strongly agree	7	7.0%
	Agree	24	24.0%
	Undecided	19	19.0%
	Disagree	31	31.0%
	Strongly disagree	19	19.0%
Over burden of work makes difficult to attend family	Strongly agree	5	5.0%
	Agree	17	17.0%
	Undecided	19	19.0%
	Disagree	39	39.0%
	Strongly disagree	20	20.0%
Disrespect from workers causes stress	Strongly agree	4	4.0%
	Agree	23	23.0%
	Undecided	16	16.0%
	Disagree	33	33.0%
	Strongly disagree	24	24.0%
Job stress causes behavioural problems	Strongly agree	4	4.0%
	Agree	15	15.0%
	Undecided	19	19.0%
	Disagree	43	43.0%
	Strongly disagree	19	19.0%
Work-culture leads to stress and strain	Strongly agree	3	3.0%
	Agree	18	18.0%
	Undecided	13	13.0%

4.8 MENTAL STRESS AND STRESS contd....

	Strongly agree	3	3.0%
	Agree	17	17.0%
Militant TU/ causes stress	Undecided	9	9.0%
	Disagree	19	19.0%
	Strongly disagree	12	12.0%
	NA	40	40.0%
	Strongly agree	3	3.0%
	Agree	14	14.0%
Fear of loss of job	Undecided	19	19.0%
	Disagree	34	34.0%
	Strongly disagree	30	30.0%
	Strongly agree	3	3.0%
	Agree	8	8.0%
Top management blames favouring employees	Undecided	18	18.0%
	Disagree	47	47.0%
	Strongly disagree	24	24.0%
	Strongly agree	3	3.0%
Organization does not give	Agree	5	5.0%
importance of inter--personal	Undecided	15	15.0%
relationship	Disagree	48	48.0%
	Strongly disagree	29	29.0%
	Strongly agree	2	2.0%
Workers /Employees accuse	Agree	19	19.0%
me acting against their	Undecided	20	20.0%
interest	Disagree	34	34.0%
	Strongly disagree	25	25.0%
	Strongly agree	2	2.0%
	Agree	13	13.0%
Lack of resources to meet family affairs	Undecided	20	20.0%
	Disagree	40	40.0%
	Strongly disagree	25	25.0%

Table 30

Table 30 describes the mental stress the HRM Executives have while they are in discharging of their duties. It is measured by using Likert scale. The respondents were given 12 items in five

point scale. With the statement 'Insufficient income to keep status in Society', 9% strongly agreed. Upon the statement of 'Barriers in Career advancement causes stress' 7% put strongly agreed. Among the respondents, 5% strongly agreed with the statement 'Over burden of work makes difficult to attend family affairs. 4% agreed strongly with the statements of 'Disrespect from workers causes stress' and 'Job stress causes behavioural problems'. Other major areas the executives have stress and strain were 'Work-culture leads to stress and strain', 'Militant TU/ causes stress', 'Fear of loss of job', 'Top management blames favouring employees', and 'Organization does not give importance of inter--personal relationship' as 3% rated strongly agreed to these items. The least stress and strain the HRM Executives had in the aspects of 'Workers /Employees accuse me acting against their interest' and 'Lack of resources to meet family affairs'. Only 2% of the respondents strongly agreed with these.

4.8.1 Mental Stress and Strain-Descriptive Statistics

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
MentalStressAndStrain	100	11.00	49.00	26.0900	8.82958
Valid N (listwise)	100				
Reliability Statistics	Cronbach's Alpha=.907				

Table 31

(Maximum scale Score=55, Minimum scale Score =11)

From the twelve statements 11 are included in the scale and details of the scale are given in table 31. Mean value of mental stress and strain measured (Table 36) and the mean is 26.09 with a std. Deviation of 8.8, indicating that they experience medium level of mental stress had found less.

4.8.2 Mental Stress and Strain vs. Sector

Mental Stress and Strain				ANOVA				
	N	Mean	Std. Deviation	Mean Square		df		F& p-value
				Between Groups	Within Groups	Between Groups	Upper Bound	
Public Sector	20	29.8000	7.98419	185.858	75.737	2	97	F=2.454 P=.091
Private sector	40	25.7500	9.13924					
IT Sector	40	24.5750	8.59006					
Total	100	26.0900	8.82958					

Table 32

Cross tabulation (Table 32) between mental stress and strain with different sectors is tested and the mean value in public sector is found 29.8, private sector 25.75 and in the IT sector, it is 24.575. Thus, the mental stress and strain experienced by HRM executives is higher in public sector than in private and IT sectors. It is lowest in the IT sector. One of the reasons for this is the absence of trade unionism and its consequences. The observed difference in mean value is not statistically significant (ANOVA test. F=2.454, p= 0.09).

Qualitative analysis shows light on the reality faced by HRM executives. A few of the narratives from the three sectors is given below.

Mr. George (private sector) describes:

"Family and the job are different'; we leave all stress here, not carrying them to the family and as such I do not have any problem."

Mr. Abraham (private sector) narrates:

"I was alone in the guest house for 23 days due to lock-out; that time I experienced little bit stress. But, security service was arranged there."

"I can maintain work-life balance and thus family life is not at all affected."

Mr. Devraj (private sector) shares:

I was once accused by the workers without understanding the facts. At that time I was in a public sector company. The government had a plan to regularise about 40 to 50 temporary

workers. So the government sought opinion of the company in writing. The file was put up and I wrote a note regarding the basic requirements while considering regularisation of those workers, especially qualification, age, experience and other skills. Thereafter, it had been forwarded to the government for decision. The government decided to absorb them. But the permanent workers accused me that I had accepted bribe for this. In consequence of that a vigilance enquiry was initiated and finally I was released from those accusations.

Mr Jagadeesh (private sector) tells:

"I faced a lot of accusations from the part of workers; they even print and publish notice against me."

"What company is it?", my children asked me as I could not give sufficient attention to their matters. My work affects the family life too. In some situations I really experienced family stress and strain. I was compelled to avoid many family affairs due to job stress. For instance, I got an opportunity to visit USA along with my family. At that time the company was in lockout; I requested the management to grand leave for the proposed visit. The company said, "You send your family to USA and you should stay here". Another incident is that I have to receive my girl-child from air-port. Due to an immediate assignment, I ought to stay in the company and sent another person in my place.

Mrs.Sushama (IT sector) opines:

"As an HR manager, I have to make different types of communications. Since IT jobs are only there at Thiruvananthapuram and Cochin, most of the employees have to live away from their support system. That itself is stressful for the employees. Small companies cannot give work from home. In case of foreign clients, the employees need to be present during odd hours, since that is there working time. All these things also bring stress to HR. HR understands that we are the listening post."

Mrs. Ann(IT sector) expresses:

"As far as the mental stress from employees is concerned, it is not respecting or disrespecting by them; of course, some employees have a big attitude; otherwise, everybody gives respect to all; it is a give and take policy; attitude issue is there."

"I always balance my work and life. I have so many family problems but related to the work I do not have any. It is like how we manage it. I don't spend too much time in office and I don't take too many things for granted for my personal affairs."

Mr.Sajid (IT sector) says:

I have more than 9 years experience in manufacturing sector and 12 years in IT sector. During my earlier years in this company I felt of leaving the company because of lack of projects. Now the company has no problems and I have no plans to leave the job. They have given me everything, promotions, flexible time, salary and all. For the last 5 years I have not updated my CV in LinkedIn or Naukiri.

Bonding of the employees towards the organisation is very poor. From the organisation side no such efforts to create bond. May be in the next level we have to think about that. In the top level so much attrition is taking place frequently. An in depth revamping of the culture is essential. Now the organisation as part of inculcating new values has changed the logo.

I manage and enjoy everything I do. Flexi-time facility helps me a lot. All the employees are given laptop so that they can finish their work at home. During the flood time also we asked our employees to stay at home and make use of the stay home concept to finish the work. There are several jobs where full focus is needed like the statisticians role. They are the people who feel the real stress. Carrying office works to the home also contributes to work-life balance. There are several jobs where work life balance is not there. Company is trying to find out the problem and give relief to the employees.

Mrs. Devi Rani (Public sector) reveals

I have only experienced normal stress and strain. The peculiar situation of public sector industry is known; so we must have to adjust with it. A certain extent of mental stress and strain is experiencing from the part of management and trade unions. As far as the family is concerned, I am coping well

Mr. Aravind (Public Sector)opines

I have found little time to meet the needs of my family due to extra works and various other work related issues. This inadequate attention to my family affairs leads to stress and strain.

Mr. Ganesh (Public sector) shares his experiences:

During the initial period of our career it will affect us to a certain level because many employees will be mostly dissatisfied with the work due to monotony; so whatever we do for the benefit of employees won't be taken in the right spirit. On the contrary employees will be blaming the Personnel Department.

Lots of events can be shared; being an HR Head of organisation where the HR department is relatively smaller one, then all the responsibilities will be on the shoulders of the department head in the sense we can assign the duty but responsibility will be held by the

department head. So if there is no immediate junior executive level person who doesn't have the power to take decision then certainly the HR head will be fully engaged in the day today functions of the department and it ultimately affects the family and social life. We can't plan a vacation with family especially in an organisation where IR issues are relatively more. In such a set up industrial unrest may happen at any point of time and management will expect the presence of HRM. In rest of the departments, the head will be enjoying quality time with family since their work is mostly related to Machines or accounts, planning , purchase etc. But being HR we have to deal with the most complex unpredictable group, humans; so we have to have interactions with them, many times confrontations and ultimately some hard exchange of words will be there; it will obviously be carried on to our house and we will be reacting involuntary to the family members and then it will affect the congenial atmosphere in the family too.

Usually we will not be able to attend the school functions of the children; they will expect our presence. But over a period of time we have to make them understand about the importance and responsibility of our job and thereby creating a better understanding in the family life. If there is an issue or trouble in family life then it will directly affect our work; but if there is an issue in office which may not always affect our family life. Over a period of time, after working in two or more companies we will understand that these issues and troubles in a present office is just " passing clouds"; so we won't take it to mind and there by suffer our family life.

Mr. Ganesh

During the initial period of our career it will affect us to a certain level because many employees will be mostly dissatisfied with the work due to monotony; so whatever we do for the benefit of employees won't be taken in the right spirit. On the contrary employees will be blaming the Personnel Department.

Lots of events can be shared; being an HR Head of organisation where the HR department is relatively smaller one, then all the responsibilities will be on the shoulders of the department head in the sense we can assign the duty but responsibility will be held by the department head. So if there is no immediate junior executive level person who doesn't have the power to take decision then certainly the HR head will be fully engaged in the day today functions of the department and it ultimately affects the family and social life. We can't plan a vacation with family especially in an organisation where IR issues are relatively more. In such a set up industrial unrest may happen at any point of time and management will expect the presence of HRM. In rest of the departments, the head will be enjoying quality time with family since their work is mostly related to Machines or accounts, planning , purchase etc. But being HR we have to deal with the most complex unpredictable group, humans; so we have to have interactions with them, many times

confrontations and ultimately some hard exchange of words will be there; it will obviously be carried on to our house and we will be reacting involuntary to the family members and then it will affect the congenial atmosphere in the family too.

Usually we will not be able to attend the school functions of the children; they will expect our presence. But over a period of time we have to make them understand about the importance and responsibility of our job and thereby creating a better understanding in the family life. If there is an issue or trouble in family life then it will directly affect our work; but if there is an issue in office which may not always affect our family life. Over a period of time, after working in two or more companies we will understand that these issues and troubles in a present office is just " passing clouds"; so we won't take it to mind and there by suffer our family life.

The qualitative analysis also supports the quantitative argument that mental stress and strain is comparatively more in public sector than in IT sector. Even then they were of the opinion that they can balance work and life and over a period of time they becomes conditioned to their work and leave the stress and strain at the work place and do not take those to their homes.

4.9. JOB SATISFACTION

4.9.1 Job Satisfaction-Descriptive Statistics

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Job Satisfaction	100	67.00	132.00	103.7300	14.74145
Valid N (listwise)	100				
Reliability Statistics	Cronbach's Alpha=.939				

Table 33

(Maximum scale Score=195, Minimum scale Score =39)

The job satisfaction of HRM executives is measured using a scale consisting of 39 items in five point Likert scale. The observed maximum score is 132 and minimum score is 67. The mean score for job satisfaction is 103.73 with a std. Deviation of 14.74. This means that the HR managers experience a higher level of job satisfaction. This study aims to understand whether

job satisfaction varies according to sector of employment. The sector-wise analysis of job satisfaction is given below.

4.9.2. Job Satisfaction vs. Sector

Job Satisfaction				ANOVA				
	N	Mean	Std. Deviation	Mean Square		df		F& p-value
				Between Groups	Within Groups	Between Groups	Within Groups	
Public Sector	20	107.5500	14.14762	228.630	217.077	2	97	F=1.053 P=.353
Private sector	40	101.7000	15.45747					
IT Sector	40	103.8500	14.26408					
Total	100	103.7300	14.74145					

Table 34

The Table 34 shows the mean value of job satisfaction among public (107.55), private (101.7) and IT sectors (103.85). The HRM executives in all these sectors have enjoyed fairly good job satisfaction and there is only slight difference in the score of job satisfaction among these sectors. The statistical significance of the observed difference in mean score is tested using ANOVA .The result shows that there is no statistically significant difference in job satisfaction experienced by HR managers working in public, private and IT sectors.(F=1053, p=.353).

Eventhough job satisfaction cannot be expressed in a single word; some of them expressed their views to a direct question. Their accounts are given below:

Mr. Aravind (Public)

I am satisfied with the place of work and other infrastructural facilities to a great extent it is very convenient for me to commute from home to office. I am fully satisfied with the pay and other perks. Promotion is also good. In rare circumstances I had heated exchanges with my co-workers. But it would fade away within a short time and we become friends again so that I can keep a loyal relationship with my co-workers. When it comes to the top

management, I have bitter experiences as they curtailed my powers as HR manager by directing me to do other works. This is due to the pressure from the trade union.

Mr. Devraj (Private sector)

The place of work and other infrastructure facilities provided by the organization are good. I am highly satisfied with the pay and other perks I receive. I got timely promotion in the private company. Once I resigned for want of better position in a public sector company, the present company called me back to join in a higher post. I am enjoying the highest position as far as a HR professional is concerned. I maintain good relationship with co workers.

Mrs. Ann(IT)

I worked in top good companies; so I enjoyed good infrastructural facilities. I feel equally satisfied with my job in manufacturing industry as well as IT industry. The production people will have problems with the infrastructural facilities. The production head who is sitting in this company is having a very god cabin and all; but the production head of a factory has to sit inside the factory; they have to sit there and monitor people every time. But as HR I have not faced any such problem. I enjoyed the culture at core industry as well as IT industry. I love my profession and this is my passion to become an HR and so I enjoy both the industry.

From the expressions of HRM executives in the different sectors it can be inferred that both the private sector and IT sector employees feel a sense of satisfaction. They are able to maintain cordial relations with the employees and top management. The job satisfaction of the employees with regard to pay and promotional opportunities are positive.

As this study aims to understand job satisfaction in detail, its association with different independent variables such as age, gender, marital status, educational qualification, designation, and experience is analysed in the following section.

4.9.3. Job Satisfaction vs. Age

Correlations		Age	Job Satisfaction
Age	Pearson Correlation	1	-.122
	Sig. (2-tailed)		.225
	N	100	100
Job Satisfaction	Pearson Correlation	-.122	1
	Sig. (2-tailed)	.225	
	N	100	100

Table 35

The correlation between job satisfaction and age (Table 35) shows that there is a weak negative correlation(r = -.122) , which means as age increases, job satisfaction decreases; but the correlation is not statistically significant (p=.225)

4.9.4. Job Satisfaction vs. Gender

Group Statistics					
	Gender - Male/female	N	Mean	Std. Deviation	Std. Error Mean
Job Satisfaction	Male	69	102.3768	15.03046	1.80945
	Female	31	106.7419	13.83707	2.48521
t=-1.376, df=98, p=.172					

Table 36

Independent sample t-test is used to analyse whether there is any gender-wise variation of job satisfaction. The results show (Table 36) that there is not much difference in mean score of job satisfaction between male and female respondents.(102.37 and 106.74 respectively). The observed difference is not statistically significant (p=.172)

4.9.5. Job Satisfaction vs. Marital Status

Job Satisfaction				ANOVA				
	N	Mean	Std. Deviation	Mean Square		df		F & p-value
				Between Groups	Within Groups	Between Groups	Within Groups	
Married	85	104.2824	14.22156	180.129	21333.581	2	97	F=.410 p=.665
Single	14	100.7857	18.28063					
Divorced	1	98.0000	.					
Total	100	103.7300	14.74145					

Table 37

The mean score of job satisfaction is compared among respondents having different marital statuses. ANOVA test shows that there is no statistically significant difference in job satisfaction among respondents having different marital statuses. (F=.410, p=.665).

4.9.6. Job Satisfaction vs. Educational Qualification

Job Satisfaction				ANOVA				
	N	Mean	Std. Deviation	Mean Square		df		F & p-value
				Between Groups	Within Groups	Between Groups	Within Groups	
BA	3	103.6667	5.13160					
BSc	1	91.0000	.					
B TECH	2	108.0000	21.21320					
LLB	1	122.0000	.					
MA	4	117.0000	12.78019					
MSc	2	89.5000	6.36396					
MSW	18	101.1111	14.12086					
MBA	48	104.8333	15.66176	228.876	215.405	14	85	F=1.063 p=.403
MHRM	9	94.3333	12.95183					
MAPM	6	107.3333	14.22205					
LLM	1	107.0000	.					
MPhil	2	106.5000	2.12132					
Ph D	1	92.0000	.					
B Com	1	107.0000	.					
PGDHRM	1	122.0000	.					
Total	100	103.7300	14.74145					

Table 38

There is no statistically significant difference in job satisfaction among HR managers (Table 38) having different educational qualifications (F=1.063, p=.403)

4.9.7. Job Satisfaction vs. Designation

Job Satisfaction				ANOVA				
	Mean Square	Mean Square	Mean Square	Mean Square		Df		F & p-value
				Between Groups	Within Groups	Between Groups	Within Groups	
DGM	2	105.5000	2.12132					
Asst. Manager (HR)	24	105.8750	15.76543					
HR & Adm. Manager	4	107.0000	4.32049					
AGM - HR	4	99.0000	3.82971					
Manager (HR)	21	102.8095	13.27637					
HR Executive	16	105.4375	18.09224					
Sr. Executive - HR	11	105.9091	17.29424	151.561	225.529.	11	88	F=.672 p=.761
Sr. Personnel officer	4	98.0000	8.60233					
Deputy HR Manager	3	106.3333	14.29452					
GM(P&A)	3	89.3333	11.15049					
Head HR	7	98.0000	16.93123					
HR Associate	1	121.0000	.					
Total	100	103.7300	14.74145					

Table 39

There is no statistically significant difference (Table 39) in job satisfaction among HR managers of varying designations (F=.672, p=.761)

4.9.8. Job Satisfaction vs. Experience

Correlations		Job Satisfaction	Experience in the present organization	Previous work experiences	Number of organization worked prior
Job Satisfaction	Pearson Correlation	1	-.161	-.008	-.009
	Sig. (2-tailed)		.109	.936	.928
	N	100	100	100	100

Table 40

To analyse whether job satisfaction varies according to 'Experience in the present organization', 'previous work experiences' and 'Number of organizations worked in prior to the present organization', Pearson correlation is conducted. This analysis shows (Table 40) that there is no statistically significant correlation between job satisfaction and these variables.(p=.109, p= .936, p=.928 respectively).

4.9.9. Job Satisfaction vs. Challenges from Trade Union leadership

Correlations		Job Satisfaction	Challenges from Trade Unions
Job Satisfaction	Pearson Correlation	1	.054
	Sig. (2-tailed)		.596
	N	100	100
Challenges from Trade Unions	Pearson Correlation	.054	1
	Sig. (2-tailed)	.596	
	N	100	100

Table 41

The first section of this report deals with challenges from trade unions experienced by HRM executives. Both quantitative and qualitative analysis illustrates the problems in detail. Usually we all have a notion that these challenges will have a negative impact on their job satisfaction. But as given in table 41, there is no significant correlation between Job satisfaction and challenges from trade unions. This is because HRM executives view these challenges as part of their profession and it is their duty to address and handle such issues.

The interviews with HRM executives revealed a mixed feeling about the challenges from trade unions. The opinions of the HRM executives in the public and private sector give the impression that problems are there but they are ready to take it up. The trade unions are also one of the stakeholders of the company and as part of HRM function they need to work with them.

4.9.10. Job Satisfaction vs. Liaison Work

Correlations			
		Job Satisfaction	LiaisonWork
Job Satisfaction	Pearson Correlation	1	-.048
	Sig. (2-tailed)		.634
	N	100	100
Liaison Work	Pearson Correlation	-.048	1
	Sig. (2-tailed)	.634	
	N	100	100

Table 42

Statistically there is no significant correlation between Job satisfaction and Liaison works (Table 42). Liasion work is part of the professional work of HRM executives and it is not a big contributing factor of job satisfaction.

4.9.11. Job Satisfaction vs. Networking

Correlations			Job Satisfaction	Networking with TU / Employee groups
Job Satisfaction	Pearson Correlation		1	.038
	Sig. (2-tailed)			.705
	N		100	100
Networking with TU / Employee groups	Pearson Correlation		.038	1
	Sig. (2-tailed)		.705	
	N		100	100

Table 43

Statistically there is no significant correlation between job satisfaction and networking with TU/Employee groups (Table 43)

The scale for measuring Job Satisfaction among HRM executives consists of six factors. They are: 1) Work place Satisfaction 2) Job Satisfaction with Pay, 3) Job Satisfaction with Promotions, 4) Satisfaction with Nature of Job, 5) Satisfaction with Co-workers and 6) Satisfaction with Top management . In the following section each of these factors is described to get a deeper understanding.

4.9.12 Factors of Job satisfaction

4.9.12.1 Factors of Job satisfaction-Workplace Satisfaction

Workplace Satisfaction				
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Medium	18	18.0	18.0	18.0
	High	82	82.0	82.0	100.0
	Total	100	100.0	100.0	

Table 44

The Table 44 shows workplace satisfaction. The high level of satisfaction has constituted 82% as against the medium level of satisfaction of 18%. It is worth to note that none of them could have low level of workplace satisfaction. This is substantiated by Mr. Ganesh (Public)

I feel that from the cabin to the cab which is provided by the company will certainly influence you in creating a self-respect and morale. Because being an HR person, we are supposed to be keeping up the morale in the highest level. For that the environment and atmosphere plays vital roles. If you are provided company owned quarters and get the freedom to use company vehicle dedicated for the department head means the company is considering the person as important one. At the same time if sufficient infrastructures are not there to perform the duties will certainly affect the creative and productive functions of HR; also in my previous organizations, financial freedom will be there in certain cases were the HR manager don't need to take top management's accord in sanctioning certain benefits to employees and this will be a moral booster to the HR personnel and will create an impression among the workforce about the prominence of the HR department and this will be helpful in maintaining the industrial discipline.

It can be inferred that the HRM executives are given better facility in the organisation. A free atmosphere to operate itself brings more satisfaction to employees. Now days the employer is very keen on maintaining the ambience of the company. The HRM executive enjoying good infrastructural facility is an indication of their importance in the business organizations in Kerala.

4.9.12.2 Factors of Job satisfaction-Satisfaction with Pay

Satisfaction with Pay					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low	56	56.0	56.0	56.0
	Medium	44	44.0	44.0	100.0
	Total	100	100.0	100.0	

Table 45

Table 45 shows that the HRM executives have low level of Satisfaction with pay. Fifty six percent in the low category where as 44% were in the medium category. None of them has high level of satisfaction with pay.

Mr. Ganesh (Public) ilustrates

As far as my present organisation is concerned, I am happy with the present state of affairs. It is one of the best pay masters among the cooperative/board/corporations. I got due recognition in the present and previous organisations and being an HR head we will always be an invitee of all the decision making forums and also an advisory role is also given in the matters which is having legal implications (since I acquired LLB during my previous stint with an MNC).

Mrs. Devi Rani (Public)

I am getting fair wages and good promotion. Sometimes face problems with co-workers and top management, but I learnt how to cope up with. I am satisfied with my job, which fetch me all the facilities I enjoy today in my life.

Even though the quantitative analysis shows that there is low satisfaction regarding pay among HRM executives, the interviews with some of the senior HRM executives reveals that they are relatively satisfied with the pay they receive. Mostly HRM executives in the entry level are receiving low salary. Once they gain experience they will get promotions and their salary will also be hiked.

4.9.12.3 Factors of Job satisfaction- Satisfaction with Promotions

Satisfaction with Promotions				
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low	47	47.0	47.0	47.0
	Medium	41	41.0	41.0	88.0
	High	12	12.0	12.0	100.0
	Total	100	100.0	100.0	

Table 46

Table 46 illustrates 47% of the HRM executives have low level of Satisfaction, 41% of them have medium level of satisfaction and only 12% have high satisfaction with promotions.

Mr Jagadeesh (Private sector)

.....I receive high salary and has very good opportunities for career growth. Company donated five lakh rupees for each of my children's marriage. I did not generally face much bad experiences from my co-workers and satisfied with their cooperation"

Most of the HRM Executives are satisfied with the opportunities for promotion. They are of the opinion that they get promotions and the employer is very keen on giving these promotions on a time bound manner.

4.9.12.4 Factors of Job satisfaction- Satisfaction with Nature of Job

Satisfaction with Nature of Job				
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low	64	64.0	64.0	64.0
	Medium	36	36.0	36.0	100.0
	Total	100	100.0	100.0	

Table 47

Table 47 shows that the majority (64%) of the HRM executives have low level of satisfaction with nature of job and 36% have of medium level of satisfaction. None of them has high level of satisfaction with the nature of their job. The main factors contributing to the nature of job is the autonomy in work. Most of the HRM executives don't experience autonomy in work The interviews done with HRM executives also clearly indicate that they are not satisfied with the nature of job they are performing.

Aravind (Public)   During the twenty years of my experience as HR Manager I failed to exercise my power due to the upper hand of trade unions over management. They don't consult with me,they directly speak to the MD.

He continues

In public sector the HR manager is not even able to take any disciplinary action against employee. In the case of even a single punishment upon a worker for misconduct, the union would take-up the matter politically and ruins the industrial peace.

Ganesh (Public) If there is no immediate junior executive level person who doesn't have the power to take decision then certainly the HR head will be fully engaged in the day today functions of the department and it ultimately affects the family and social life. We can't plan a vacation with family especially in an organisation where IR issues are relatively more.

Ganesh (Public) Being HR we have to deal with the most complex unpredictable group, humans; so we have to have interactions with them, many times confrontations and ultimately some hard exchange of words will be there;

Ganesh (Public) But, if we were recruited as HR in an organisation, with large HR Setting where you will be a manager of some specified areas such as Manager-payroll. Or Manager – Training & Development or Manager –IR and so on means your calibre or ability will be explored in the specified area, but won't get an overall idea and experience in various facets of HRM.

It is clear from the interviews that HRM executives, because of the nature of work, have to make several compromises. There are instances where the management has given them the autonomy to decide but finally the management sometimes withdraw from it. These are situations which bring unnecessary stress for the HRM executives due to the nature of their job. The shortage of manpower in the HR department may also bring in a kind of dissatisfaction among the HRM executives. As part of their job they have to make several negotiations or heated discussions with unions or workers.

4.9.12.5 Factors of Job satisfaction- Satisfaction with Co-workers

Satisfaction with Co-workers		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low	12	12.0	12.0	12.0
	Medium	88	88.0	88.0	100.0
	Total	100	100.0	100.0	

Table 48

Table 48 explains that only 12% of the HRM executives have low level of satisfaction with their co-workers, 88% of them have medium level of satisfaction. None of them have high level of satisfaction with their co-workers. . As HR Managers they are able to maintain cordial relations with co-workers. This is one of the important skills the mangers cherish.

4.9.12.6 Factors of Job satisfaction-Satisfaction with Top management

Satisfaction with Top management		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low	54	54.0	54.0	54.0
	Medium	45	45.0	45.0	99.0
	High	1	1.0	1.0	100.0
	Total	100	100.0	100.0	

Table 49

Table 49 illustrates 54% of the HRM executives have low level of Satisfaction, 45% of them have medium level of satisfaction and only 1% has high level of satisfaction with top management. Narratives by some HRM executives in public sector companies are given below.
Devi Rani (Public)

The major problem I am facing here is that the top management has been intervening in anything and everything. The HR has only moulding job. They seldom discuss policy matters with HR department, which we ought to know.

Aravind (Public) In public sector the HR manager is not even able to take any disciplinary action against employee. In the case of even a single punishment upon a worker for misconduct, the union would take-up the matter politically and ruins the industrial peace. Even I had a bad experience from one of the union leaders and issue was qualified for domestic enquiry. The saddest part is till date the issue has not been resolved and the union leadership has even not allowed the external enquiry officer to enter into the company to conduct enquiry. The union leadership interfered and threatened the enquiry commissioner. The said worker had good hold up to the ministry level. Due to the pressure of the union leadership, the authority was forced to adjourn the proposed enquiry indefinitely.

Ganesh (Public) when management suddenly withdraw from their agreed norms (on the basis of it HR dept might have done negotiations with Unions), the HR department's trustworthiness/Credibility will be on stake. So if the Management is not strong enough in taking decisions/not sticking on to their agreed norms, then the Unions will develop distrust on HR Head.

There is a mixed opinion by HRM executives in the different sectors regarding experience from top management. The interviews show that in public sector companies due to the interference of external political leaders and internal trade union leaders the HRM executives experience problems from top management.

Reliability of the scale has tested and the result is given below in the Table 50

4.9.12.7 Test of Reliability

Descriptive Statistics						Reliability Statistics	Maximum & Minimum Score of Scale	
	N	Minimum	Maximum	Mean	Std. Deviation	Cronbach's Alpha	Maximum	Minimum
Workplace Satisfaction	100	14.00	30.00	25.0100	3.83365	.834	30	6
Satisfaction with Pay	100	8.00	30.00	17.3300	5.55969	.835	40	8
Satisfaction with Promotions	100	3.00	15.00	7.3900	2.92635	.873	15	3
Satisfaction with Nature of Job Itself	100	11.00	39.00	23.6700	6.28298	.859	55	11
Satisfaction With Co-workers	100	7.00	25.00	19.1400	2.94742	.728	35	7
Satisfaction With Top management	100	5.00	20.00	11.1900	3.56100	.812	25	5
Valid N (list wise)	100							

Table 50

Table 50 gives the results of Cronbach's Alpha Test, conducted to test the reliability of the scales for various factors of Job Satisfaction. All the six areas of Job Satisfaction have found reliable. The test value of Cronbach's Alpha of Workplace Satisfaction is 0 .834, Satisfaction with Pay is 0 .835, Satisfaction with Promotions is 0 .873, Satisfaction with Nature of Job Itself is 0 .859, Satisfaction with Co-workers is 0 .728 and the Job Satisfaction with Top management is 0 .812.

4.9.12.8 Factors of Job satisfaction vs. Sector

		N	Mean	Std. Deviation	ANOVA				
					Mean Square		df		F& p-value
					Between Groups	Within Groups	Between Groups	Within Groups	
Workplace Satisfaction	Public Sector	20	23.7500	3.85084	33.070	14.318	2	97	F=2.310 P=.105
	Private sector	40	24.7500	3.85473					
	IT Sector	40	25.9000	3.67807					
	Total	100	25.0100	3.83365					
Satisfaction with Pay	Public Sector	20	19.6000	5.34494	68.318	30.139	2	97	F=2.267 P=.109
	Private sector	40	17.0750	6.38663					
	IT Sector	40	16.4500	4.50043					
	Total	100	17.3300	5.55969					
Satisfaction with Promotions	Public Sector	20	8.1000	2.80788	7.058	8.595	2	97	F=.821 P=.443
	Private sector	40	7.0750	3.00758					
	IT Sector	40	7.3500	2.91372					
	Total	100	7.3900	2.92635					
Satisfaction with Nature of Job Itself	Public Sector	20	25.0500	5.97781	29.430	39.683	2	97	F=.742 P=.479
	Private sector	40	22.9500	6.29998					
	IT Sector	40	23.7000	6.44981					
	Total	100	23.6700	6.28298					
Satisfaction With Co-workers	Public Sector	20	18.5000	3.20362	18.345	8.488	2	97	F=2.161 P=.121
	Private sector	40	18.7250	3.18641					
	IT Sector	40	19.8750	2.44097					
	Total	100	19.1400	2.94742					
Satisfaction With Top management	Public Sector	20	12.5500	3.10305	26.145	12.403	2	97	F=2.108 P=.127
	Private sector	40	11.1250	3.61753					
	IT Sector	40	10.5750	3.61541					
	Total	100	11.1900	3.56100					

Table 51

Table 51 describes in what manner the six factors of Job Satisfaction differ among different sectors, public, private, and IT. The ANOVA test is administered to find out their differences. On 1) Work place Satisfaction the values of test are F=.742, and P=.479; 2) Job Satisfaction

with Pay F=2.267 P=.109; 3) Job Satisfaction with Promotions F=.821, P=.443; 4) Satisfaction with Nature of Job F=.742, P=.479; 5) Satisfaction with Co-workers F=2.161, P=.121; and 6) Satisfaction with Top management F=2.108, P=.127. Therefore there are no statistically significant variations in the six factors of job satisfaction among HRM executives belonging to the three sectors.

4.10 WORKERS' PARTICIPATION IN MANAGEMENT-HRM EXECUTIVES' INVOLVEMENT

		Count	Column N %
Works Committee	No	62	62.0%
	Yes	38	38.0%
Safety Committee	No	62	62.0%
	Yes	38	38.0%
Joint Management committee	No	68	68.0%
	Yes	32	32.0%
Canteen Committee	No	74	74.0%
	Yes	26	26.0%
Other Committees	No	76	76.0%
	Yes	24	24.0%

Table 52

The involvement of HRM executives in the Workers' Participation (in order to participate the workers in Management) is given in the Table 52. The involvement of the executives for participating workers in the Works Committee and Safety committee is 38%. Joint committee is 32%, Canteen Committee is 26% and other committees are 24%.

4.10.1 Workers' participation in management-HRM executives' involvement vs. Sector

Sector of company	Involvement of HRM in Worker's Participation in Mgt-Works Committee		Involvement of HRM in Worker's Participation in Mgt-Safety Committee		Involvement of HRM in Worker's Participation in Mgt- Common Management committee		Involvement of HRM in Worker's Participation in Mgt-Canteen Committee	
	No	Yes	No	Yes	No	Yes	No	Yes
	Percent(Count)	Percent(Count)	Percent(Count)	Percent(Count)	Percent(Count)	Percent(Count)	Percent(Count)	Percent(Count)
Public Sector	55 (11)	45 (9)	50(10)	50(10)	60(12)	40(8)	50(10)	50(10)
Private sector	50(20)	50(20)	52.5(21)	47.5(19)	57.5(23)	42.5(17)	67.5(27)	32.5(13)
IT Sector	77.5(31)	22.5(9)	77.5(31)	22.5(9)	82.5(33)	17.5(7)	92.5(37)	7.5(3)
Chi-square	6.940		6.834		6.480		13.981	
df	2		2		2		2	
p	.031*		.033*		.039*		.001*	

*. The Chi-square statistic is significant at the .05 level.

Table 53

The Table 53 shows the involvement of the HRM executives in participating the workers in various statutory committees versus the Sector of the companies. Chi-square test is administered and it shows that the association is significant at 0.05 level (Involvement of HRM in Worker's Participation in Mgt-Works Committee p=.031, Involvement of HRM in Worker's Participation in Mgt-Safety Committee p=0.033, Involvement of HRM in Worker's Participation in Management committee p= 0.039, Involvement of HRM in Worker's Participation in Mgt-Canteen Committee p=0.001) The Table further shows that the involvement in Works Committee and Common Management committee is comparatively more in the private sector than in the public sector. The involvement in Safety Committee and Canteen Committee is more in Public sector than in private sector. In IT sector the involvement less compared to public and private sectors.

Mr. Devraj's account reveals the situation in private sector:

"-------full participation of internal unions are various committees like canteen committee, safety committee, works committee, welfare committee etc."

Mr. Jagadeesh from private secteor says:

"There are many committees with the involvement of workers. "All the committees are not good. Some are good."

Mrs. Sushama from IT sector describes the way she participates employees

"We include employees at the designing/planning phase of a project and also in discussions involving policy related matters. They have well established career growth opportunities with lateral advancement provisions. Thus employees can move into the managerial positions. We provide training for their career growth. Many of our senior managers are technical persons."

Mr.Sajid from IT sectorhow he makes involve the employees:

"We have definite forums for employee participation. One is employee club where all the cultural initiatives of the employees are taken care of. The representatives of the club take care of onam, Christmas, vishu, new year etc. As part of the functioning of internal complaints committee we have a women's forum named 'Shelter'. The forum provides awareness classes on the act, other education classes, health classes for women. The team also addresses the special problems of women. The other forum is Health and safety team."

Mr. Aravind from public sector shares:

...workers are included in committees such as canteen committee, recreation committee, workers' committee etc. The labour welfare officer is looking after such matters.

The qualitative analysis reveals that the statutory committees for the participation of workers/ employees in management are prevalent more in public and private companies than in IT sector. In IT sector each organization has their own programmes for making their employees part of the decision making process.

4.11 ROLE OF HR PROFESSIONALS

		Count	Column N %	Rank
Formulation of HR policies	No	38	38.0%	1
	Yes	62	62.0%	
Assess performance of employees	No	38	38.0%	1
	Yes	62	62.0%	
Conducting workers education	No	41	41.0%	2
	Yes	59	59.0%	
Imparting multiple skills	No	47	47.0%	3
	Yes	53	53.0%	
Facilitator	No	49	49.0%	4
	Yes	51	51.0%	
Arts and sports	No	49	49.0%	4
	Yes	51	51.0%	
CSR initiatives	No	51	51.0%	5
	Yes	49	49.0%	
Organising counselling intervention	No	51	51.0%	5
	Yes	49	49.0%	
Legal protection of women employees	No	53	53.0%	6
	Yes	47	47.0%	
Conducting HR audit	No	58	58.0%	7
	Yes	42	42.0%	
Legal protection of child employees	No	79	79.0%	8
	Yes	21	21.0%	
	Yes	19	19.0%	

Table 54

Table 54 illustrates the role performed by HRM Executives. The roles are rank ordered as follows: "Formulation of HR policies, Conducting HR audit Conducting workers education, Organising counselling intervention, Assess performance of employees, Legal protection of women employees, Legal protection of child employees, Imparting multiple skills, Facilitator, Arts and sports and CSR initiatives".

4.11.1 Role of HR Professionals vs. Sector

		Sector of company					
		Public Sector	Private sector	IT Sector			
		Percent(Count)	Percent(Count)	Percent(Count)	Chi-square	df	p
Formulation of HR policies	No	11(11)	15(15)	12(12)	3.544	2	.170
	Yes	9(9)	25(25)	28(28)			
Conducting HR audit	No	15(15)	23(23)	20(20)	3.428	2	.180
	Yes	5(5)	17(17)	20(20)			
Conducting workers education	No	9(9)	17(17)	15(15)	.372	2	.830
	Yes	11(11)	23(23)	25(25)			
Organising counselling intervention	No	13(13)	18(18)	20(20)	2.161	2	.339
	Yes	7(7)	22(22)	20(20)			
Assess performance of employees	No	12(12)	13(13)	13(13)	5.136	2	.077
	Yes	8(8)	27(27)	27(27)			
Legal protection of women employees	No	10(10)	18(18)	25(25)	2.549	2	.280
	Yes	10(10)	22(22)	15(15)			
Legal protection of child employees	No	15(15)	28(28)	36(36)	5.063	2	.080
	Yes	5(5)	12(12)	4(4)			
Imparting multiple skills	No	10(10)	20(20)	17(17)	.542	2	.763
	Yes	10(10)	20(20)	23(23)			
Facilitator	No	10(10)	17(17)	22(22)	1.261	2	.532
	Yes	10(10)	23(23)	18(18)			
Arts and sports	No	11(11)	18(18)	20(20)	.560	2	.756
	Yes	9(9)	22(22)	20(20)			
CSR initiatives	No	11(11)	19(19)	21(21)	.360	2	.835
	Yes	9(9)	21(21)	19(19)			

Table 55

The Table 55 illustrates the association between the roles of HR professional such as'Formulation of HR policies, Conducting HR audit Conducting workers education, Organising counselling intervention, Assess performance of employees, Legal protection of women employees, Legal protection of child employees, Imparting multiple skills, Facilitator, Arts and

sports and CSR initiatives with the Sector of the companies. Pearson Chi-Square Test shows no significant association between these two.

This shows that the HR executives have wide range of significant roles in their respective organization in the three sectors under study.

4.12 CORE COMPETENCIES FOR HR MANAGER AS PERCEIVED BY THE RESPONDENTS

		Count	Column N %	Rank
Communication	No	66	66.0%	1
	Yes	34	34.0%	
HR knowledge	No	71	71.0%	2
	Yes	29	29.0%	
Commitment	No	80	80.0%	3
	Yes	20	20.0%	
Critical thinking	No	84	84.0%	4
	Yes	16	16.0%	
People Management skills	No	85	85.0%	5
	Yes	15	15.0%	
Maintaining interpersonal relationship	No	87	87.0%	6
	Yes	13	13.0%	
Legal knowledge up-gradation	No	90	90.0%	7
	Yes	10	10.0%	
Teamwork	No	91	91.0%	8
	Yes	9	9.0%	
Initiation	No	92	92.0%	9
	Yes	8	8.0%	
Public Administration	No	93	93.0%	10
	Yes	7	7.0%	

		Count	Column N %	Rank
Problem solving	No	94	94.0%	11
	Yes	6	6.0%	
Leadership	No	94	94.0%	11
	Yes	6	6.0%	
Hosting	No	96	96.0%	12
	Yes	4	4.0%	
Understanding/creating company's policies	No	97	97.0%	13
	Yes	3	3.0%	
Delegation of authority	No	98	98.0%	14
	Yes	2	2.0%	
Role Model	No	99	99.0%	15
	Yes	1	1.0%	
Good Listener	No	99	99.0%	15
	Yes	1	1.0%	
Decision Making skills	No	97	97.0%	15
	Yes	3	3.0%	
Negotiation Skills	No	99	99.0%	15
	Yes	1	1.0%	
Dedication	No	99	99.0%	15
	Yes	1	1.0%	
Coordination of Departments	No	99	99.0%	15
	Yes	1	1.0%	

Table 56

The Table 56 gives the core competencies for HR Managers. They perceived the following competencies – Communication (34%), HR knowledge (29%), Commitment (20%), Critical thinking (16%), People Management skills (15%), Maintaining interpersonal relationship (13%), Legal knowledge up- gradation (10%), Teamwork (9%), Initiation (8%), Public Administration (7%), problem solving (6%), leadership (6%), hosting (4%), Understanding/creating company's policies (3%), Delegation of authority(2%), Role model(1%), Good listener(1%), Decision making skills(3%), negotiation skills(1%), dedication(1%), co-ordination of departments(1%).

Schon (1987) defines competence as enlightened action involving a complex mix of skill and judgement in which critical capacities are all important. The core competencies perceived by the HRM executives here are directly parallel to the skills as defined by Schon.

4.13 PLEASANT EXPERIENCES AS HR MANAGER

Pleasant experiences are relative and personal, which depends on various factors. Job Satisfaction depend on the experiences the HR Executives have with his/her work. The respondents were asked to share their pleasant experiences as HR Manager through an open ended question. The responses are given below.

Ability to learn and being part of business; involvement and participation in decision making; people connect initiatives
Achievement in training
All the interactions has been a pleasant one
All victories of the company
Signing four long-term Agreement with Trade Unions
Appreciation for new ideas
Working with people and top management
Being an HRM, I was able to provide solutions on time to resolve complicated issues, which helped the employees associated with it as well as the organization
Change management
Could create a pleasant work culture and also played a major role in employee retention while the company had to face a tough phase
Dignity and acceptance
Effective leadership capabilities shown to the team and able to make a team work for getting good output
Employee recognizes me for my good performance; Engage and connect employees, Help in promoting and recruiting new resources
Ensuring worker safety and keep moving with each employee
Getting respect from all
Good working conditions, genuine workers
Employees are engaged in various aspects. There is a learning potential
Got recognition as best practiced HR for events conducted
Great team to work with; strong talent acquisition exposure
Have been able to influence thousands of people,
Hiring human resources, formulating HR policies, making the organization progess

I am fully satisfied with the work environment and the culture of the organization. Here all the workers are educated and it is very easy to interact with them and make them understand the things for the benefits of the organization.
Implementation of long term settlement
Job rotation
Lots of experiences for training, CSR co-ordination
Many such experiences in general, As HRM, I am happy to resolve multiple issues related to the employees, individually as well as through discussions with TU
One of the most pleasant experience in my career as HR personnel was that when me and my team of PM Dept. organized a music concert of *Visually Challenged, all the officers and workers were enthralled and collected huge amount on the spot and donated it to them.*
Operating to device strategy
Opportunity to sign long term-agreement and Bonus settlement; member in a cost control project with a savings of 7 crores.
Opportunities to help employees at large, helping them achieve personal development
Policy support to the top management and settlements with the TUs
Proposing various solutions for the success of business(towards people mgt. and strategies)
Quite a lot of transformation from personnel to HR, HR to corporate sustainability reporting(UNEP G3 Guidelines), role of 'transformation specialist of professionalization and corporatization
Receiving the best team award in my previous org
Recognition from external group
Getting opportunity to work with the people and to guide and support to accomplish the organizational goals and objectives
Recruited more than 3000 employees and has developed great relationship with all these employees, provided various welfare measures to contract employees
Resolving employee conflict, satisfying employers
Respect provided by business
Smooth and efficient association with my fellow colleagues who were always be with me effectively to deliver the best output for the growth of the organization
Team work, contribution to organization and people associated with the jobs. Imparting training to the people
The growth of company from a small start up to 70members strong company with office access in different Countries
Got good exposure and good recognition from all stake holders
While accomplishing departmental objectives through team work, I feel job satisfaction

Sushama from IT sector says:

> *As a manager I am satisfied with the salary, nature of work, work culture and attitude of the company towards its employees. So I will not leave this company for a better pay. The company provided me opportunities and exposures (foreign experience) and I feel a personal bond with my company.*

Mrs. Ann from IT industry shares:

> *Being an HR manager, if there are 2000 people in a company, 2000 people know me. If you are in production, the production people will only be knowing you. But being a HR, the company's entire people know us. That is one benefit. There are companies where people do not accept HR at all; they hate the HR. Personally, for me, I had no such experiences. I have resigned from a private industry. Even now the people in that company wanted me; even now I get call from the factory workers and staffs; whenever they have an issue, they call me; they talk to me; they tell this happened, what to do? How to do? So even now they respect me.*

Mr. Sajid narrates:

> *Once I was travelling in a bus. Suddenly a person came and hugged me. I was totally embarrassed. Later he said he was working as a canteen employee in my earlier organistion. During that time I have passed a loan for him. I was totally moved by that incident and remember it as a pleasant experience.*

So we have inducted a counselling centre in the factory in a separate cabin where they can get advice on the general matters relating to them. Initially the people were reluctant to visit the counselling centre because there was an impression among workers that those who visit there are having some mental issues. In order to avoid that feeling, we have instructed every department head that needs to visit the counselling centre once in a month and to instruct their staffs to visit the centre. So the impression gradually changed and people started taking appointment and started visiting the counselling centre. The habitual absentee's attendance performance improved considerably. Then the family members of the delinquent employee paid visit to HR department to extend their gratitude. This incident gave a feeling of happiness to me and my team in HRD.

Account of Mr. Ganesh from public sector :

> *".......we have inducted a counselling centre in the factory in a separate cabin where they can get advice on the general matters relating to them. Initially the people were reluctant to visit the counselling centre because there was an impression among workers that those who visit there are having some mental issues. In order to avoid that feeling, we have*

instructed every department head that needs to visit the counselling centre once in a month and to instruct their staffs to visit the centre. So the impression gradually changed and people started taking appointment and started visiting the counselling centre. The habitual absentee's attendance performance improved considerably. Then the family members of the delinquent employee paid visit to HR department to extend their gratitude. This incident gave a feeling of happiness to me and my team in HRD."

The above responses regarding their pleasant experiences as HR professionals show that each HRM executive has his own unique experiences and thus, except a few, all of them have difference in their opinions. Work culture, participation in decision making, welfare activities, team work and training are some of the areas the respondents feel pleasure. Some other respondents reported that recognition, people management, association, interaction, dignity, acceptance etc., are their fields of pleasant experiences. Acknowledging their effort in the work, good working environment, and use new ideas in their work, managing people and safety are sources of pleasant experience for some other respondents. Co-ordination of various aspects including CSR, recruiting talented people, job rotation and other just practice in the industry were also liked by many as pleasant experiences. The successes or activities leading to institutional growth makes the HRM executives pleasant and it points to their commitment to the profession.

4.14 AWFUL EXPERIENCES AS HR MANAGER

The participants were also asked to write their awful experiences while they were working in HRM professionals. It is an open ended question and the prominent responses are furnished below:

At the time of implementation of certain HR policies, little bit resistance from the employees were there
At times , we feel that our efforts are not appreciated or being side-lined
Can't satisfy employee in appraisal system
Lack of support from Topmanagement
Controlling absenteeism
Delay in commissioning of new machines installed; building HR competencies in line management.
External political influence
Faced Gheraos for 14 hours, and 19 hrs

Had to sack some employees due to their misbehaviour
Interference of other managers and HOD; policies of the company created ill feel
Labour issues and strikes are awful experience
Lack of budget for engagement
Most of the awful experience is related to appraisal of employees. Sometimes we failed to figure out the right employee who are eligible to get a better pay for the work he contributed.
Once the TU leaders not attended a meeting conducted by me.
Taking decision to terminate an employee
Top management's interventions on HR process
To tackle with a few employees' attitude issue.
Compulsion for value addition to the business
When we implemented new policies especially some statutory salary deduction for professionals and new slab change of ESI etc.,I had to face a lot of opposition from the employees. Even if it is clear for every one that what we are implementing is as per the labour law, they sometimes oppose.
Any untoward incident is also a learning, so till date not encountered any awful experiences

Mr. Jagadeesh says:

> *In the event of signing of last LTA settlement, the understanding was to increase Rs. 8000/- . The MD said that he will not come at any cost in the event of such a settlement. I again called him and said "I can only call you sir, not the MD of some other factory". At last that LTA was settled.*

Resistance from employees for the implementation of HR policies and engaging the employees in various facets of business were reported as awful experiences. Gherao and external unions' involvement in decision making were found awful by HR Executive in the public and private sector. Many HR Managers reported appraisal is difficult due to resistance from labourers. Job related issues, non-acceptance from the workers, Strikes, taking decision to terminate an employee are other awful experiences of the HR Executives.

4.15 CHALLENGES FACED BY THE HR MANAGERS IN KERALA

Another open ended question was regarding the challenges faced by the HR managers in Kerala. The table below is illustrating the challenges perceived by HR managers out of their experience in Kerala.

According to me compared to other states the challenges faced by HR managers are very few
Strong union intervention
Challenges are generic- nothing specific to Kerala
Difficulty in getting skilled manpower. Under employment feelings of new recruits. Trade Union activism.
Employees absconding cases are high, last minute back out from offer
Difficulty in getting technologically skilled resources in Kerala
HR Managers are not given their due positions. Most of the PSUs engage people in top management position who are not professionally qualified. This system should change. My organization, an Engineer who headed the HR dept. in the corporate level. This really made it difficult for me to function in the true sense of an HR
In my opinion there is no challenge for HR Managers specific for the state. The challenges change from organization to organization. The aptitude and competency of the manager plays vital role in the challenges faced by him or her
In, IT industry, according to me, most challenging issues is related to Attrition. Retention of an employee is very difficult sometimes.
Issues related with trade union management
Labour issues, legal matters
Lack of clarity in doing business
Lack of management support, lack of freedom of execution, unnecessary influence of TU
Dealing with multiple trade unions
Lack of disciplines in the organization
Language problem
More competition, more unstable employees
Less opportunities
Limitations are Employee Attrition, Talent retention, etc.
Low salary, team with different attitudes
Main challenges of HRM are regarding productivity and over staffing. There are also challenges in adaptation of new technology
Meeting employee needs and management needs at the same time, lack of skilled manpower, high Attrition, inability to provide training due to workload
Militant Trade unionism
Not directly involved in business strategy decision
Lack of recognition and professional freedom
Recruiting, convincing the management to implement new ideas
Security of labourers,(job security)
Strikes and wage issues

Lack of support from top management, employees culture, attitude towards company policies, Govt. policies, and changing financial environment
The Cost To the Company (CTC) bench marking is low compared to neighbouring states
The external political influence of the TUs and SC/ST reservation related issues and other grievances
Difficulty to hire excellent talents to start-up in Kerala
Top leaders are in corporate offices resulting in delay of proposals and decision making
Trade union and politicians' interference
Political interest of the TUs other than organisational interest
Turbulent IR climate, politicization of issues, changing attitude levels of current generation and aspirations
TUs,lack of proper flexibility of timing and lack of easiness in work culture , reluctance to change
Unwanted intervention of politicians and TUs in the administrative matters. In addition to favouritism, andnepotism

Mr. Jagadeesh says:

> *The major problems faced in Kerala are multiplicity of unions and lack of acceptance of entrepreneurship*

Mrs. Sushama from IT sector narrates:

> *In Kerala the HR community is not connected successfully. IT potential is high in Kerala. More networking and visibility is needed for the HR fraternity.*

The major challenges faced by HRM executives in Kerala according to the respondents are the problems from internal and external Trade Union leaderships, Political parties, Multiple unions, Militant trade unionism, lack of awareness of the labourers, business related issues, attitudes, lack of skilled labourers, lack of acceptance of entrepreneurship, lack of support from top management and the HR community is not connected successfully.

4.16 ISSUES SUCCESSFULLY TACKLED BY HR EXECUTIVES

The respondents were asked to write their experiences in tackling issues successfully. Only a few of them responded to the open ended question. Their opinions are given below.

Resolving contract labour issues
Enhancing productivity
Manpower Retention

Statutory issues with regards to the implementation of ESI, PF etc. were successfully tackled - Annual performance incentives scheme and pay
Able to successfully implement new systems which results in smooth functioning of operations;change of HR policies from time to time
Building up of a HR department to contribute to the growth of company, setting-up of policies and practices that would deliver value
Business ramp-up
Canteen management, Biometric punching for contract labours
Resolved certain grievances involving payment
Solving employee governances, implementation of performance management, rewards and recognition, and employee engagement
Implementation of employee engagement; tackled Attrition,
Employee engagement, Performance issue
Ensured no unrest from the contract employees who forms a major force at times of issues
Had sorted out an internal politics issue raised by a team and had tackled the same with the help of management
Improving productivity and growth of the unit
Insurance benefits to employees
Integrating culture of two companies
IR issues, High employees' absenteeism, change management
Labour grievance, training
Labour issues and collective bargaining
Meeting the organization's training and development requirements
Performance appraisal system for workers
Performance management, rewards,
Recruitment issues, compensation issues
Reduced conflict, improved IR, Resolved employee-employer relationship
Resolved SC/ST grievances
Streamlining the HR process, Branding HR
Was able to bring down the level of alcoholism of the workers
Winning of Arbitration cases along with other cases, Success in ISO transition Audit, etc.

Some of the areas where the HRM executives' intervention became successful are: enhancing productivity, Manpower Retention(Checking attrition), Statutory issues with regards to the implementation of ESI, PF etc, implementation of new systems and equipments, Formulation and change of HR policies from time to time, Business ramp-up, Resolving of grievances, implementation of employee engagement programmes, welfare measures such as Insurance

benefits to employees, controlling absenteeism, performance appraisal system for workers, solving problems related to recruitment, winning of arbitration cases, and success in ISO transition Audit.

4.17 ISSUES COULD NOT SUCCESSFULLY TACKLED BY HR EXECUTIVES

In an open ended question, the respondents were asked to write the issues they could not tackle successfully. Many of them did not answer. The opinions of those who are responded are given below.

Absenteeism management
Conflict among top executives
Attrition that happens amongst the contract work force
Delivering compensation
Failed to systematically build the brand of the company in the labour market. failed to make system/leadership to merge the performance standards
Find a solution for addressing mechanism to manage smart workers and hard workers in a same manner
I had organized transportation for the 4pm - 12 mid night shift workers to go out and the 1-8 am shift workers to reach the company. But some of the workers were against it as they had the luxury of double shift which means the whole day they are free.
Income tax related matters were not successfully closed
Lack of absorption of skilled labour, militant unionism, lack of labourers
Lack of Managerial effectiveness
Matters related to performance appraisal system
Retention of employee is often a big task and there is a practice of moving company to company within a short period of time. Employee is keenly looking for monetary benefits rather than carer development
Upgrading of workforce through meaningful learning interventions which could help them remain relevant in their future prospects.

The HRM executives have failed to tackle certain problems like absenteeism, conflict among top executives, contract workers issues, compensation, Tax matters, managerial issues, performance appraisal system and certain safety measures, and to build the brand of the company in the labour market. The IT industries have their own inherent problems like attrition.

4.18 OTHER RELEVANT FACTS

Other relevant facts mentioned by the respondents are given below.

No systematic hiring tools in place which will help prompt recruitment
Need continuous updating of business to meet the changing business scenario
In IT industry, a HR manager plays a supportive role. To help and facilitate the technical team to perform their duties and responsibilities, so as to achieve the stated goals of the organization; supports the workforce to complete the projects for the clients on time. Need based strategies are to be developed and implemented
Professional education has to be redesigned, re-structured, re-architected, re-engineered from the present 99% theoretical to – 50% theory and 50% practice by faculty doing concurrent industrial sabbaticals @ one hour per day (25% deep study of cases, 30% study missions- best practices, 15% research and case study, 10% attending professional association meetings, 5% publications, 5% seminars and conferences, 10% self-learning for skills acquisition.. make this as an add on course)
Strong labour laws and good labour welfare programmes are the need of the hour. Follow the rules and regulations.
The labour laws have to be redefined as per the need of the industry and changing times.
Coordination among employees should be maintained, HRM executive should have proper negotiation skills , and ability to take right decision at the right time

Notable facts the respondents have mentioned are: lack of hiring tools, lack of continuous updating, need for change of professional education, lack of recognition and lack of implementation of labour laws, need for redefining labour laws according to the changing requirements of industrial sectors. In IT industries, the role of HRM executives is different from that of other sectors and they act as facilitators, supporting various stake holders.

4.19 CONCLUSION

The analysis integrated both quantitative and qualitative data and including different facets of human resources management arena in Kerala focusing on a comparison among the three prominent sectors, viz. public, private and IT . The analysis uses statistical tools for generalisation and uses qualitative data(verbatim from interviews) for explaining substantiating quantitative data as the study follows mixed method research.

CHAPTER V

RESULTS AND DISCUSSION

5.1 INTRODUCTION

'An assessment of Job Satisfaction among HRM Executives in the industrial sector of Kerala' is carried out with the general objective of a comparative assessment among Public sector industries, Private sector industries and IT industries. To comprehend the general objective, eight specific objectives were formulated and studied in depth. The results of the study are presented in this chapter.

5.2 GENDER

In earlier days, the women HRM executives, especially in public sector industries, faced harassment from patriarchal union leaders. But now the situation has improved a lot.

5.3 AGE

The Sector-wise analysis of age reveals that the average age of HRM executives in IT industries is less compared to public and private sectors. This is an indication of the high level of staff turnover in IT sector. This is also due to the insecurity and work stress prevailing in the IT sector as HRM executive is non billing staff.

5.4 MARITAL STATUS

Majority of HRM Executives is married. Most of them, except a few, revealed that their work is not affecting their family life as they have proper perception about work and family and they can balance well.

5.5 EDUCATIONAL QUALIFICATION

There are a few HRM executives without any qualification in the discipline of management. This will create problems in the industrial setting as the HRM executives require specialized

qualification and skills in Human Resources Management. There are many areas where only a trained professional can handle situations effectively and work towards industrial peace with vision leading to the success of respective organizations

5.6 DESIGNATION

A good percentage of the HRM executives work in the middle or higher levels. This is the case with all the three sectors. So there are avenues for promotions to enthusiastic and pro active HRM executives in the industrial sector in Kerala.

5.7 EXPERIENCE IN THE PRESENT ORGANIZATION

Multiple comparisons test using Tukey HSD shows that there is no significant difference in the experience of HRM executives between public sector and private sectors, and private and IT sectors. But there is a significant difference in the experience of HRM executives between public sector and IT sector (p=.037). The experience in the present organization is more in public sector than in the IT sector. This is in fact a manifestation of job insecurity prevailing in the IT sector. Also in the IT sector, the HRM executives do not stick on to a comfort zone. They are always looking for better opportunities. Once they reached a fairly satisfactory position they will stick on to it.

5.8 PREVIOUS WORK EXPERIENCE

The previous work experience and number of organizations worked prior to the present organization are more in IT sector than in the public and private sectors. This also indication that many of the HRM executives in IT sector join in the lower levels in small IT companies. So before settling they usually make many movements. In the public sector the managers feel job security, leading to a settled life.

5.9   CHALLENGES FACED FROM UNION LEADERSHIP

Trade unions resort to strike and create problems to the HRM executives without taking into account the paying capacity of the industry and without understanding the ground realities. This was ranked as the most important problem faced by HRM executives in public and private companies. The HRM executives in public and private sector companies face problems from trade union leadership while taking actions against workers according to company rules. This is ranked two. It is more in public sector and the HRM executive cannot take disciplinary action due to the over powering by politically empowered trade unions. In the case of such a punishment upon a worker for misconduct, the union would take-up the matter politically and ruins the industrial peace.The politically empowered trade unions create pressure situations and over power the HR and nullify his decisions and make him take decisions in favour of them.

The unions compete to create problems in the name incentives as it is their strategy for survival. Many a time the HRM executives become the victim and had to face severe form of strikes such as Gheraos. Unions blame the HRM executives for the decisions of top management against them. This shows that the union always view them with suspicion. Deduction from salary such as refund of loan, liability of worker as guarantor of loan etcf workers leads to arguments between HRM executives and the trade union leadership. Even though the HR manager acts an interface between top management and trade unions, the union leadership distrust him and at times use his services and after that view him as management's agent.

5.9.1 CHALLENGES FROM TRADE UNIONS VS. SECTOR

The HRM executives in the public sector experience slightly more challenges from trade unions than those from the private sector. As there is no Trade Union activity in the IT sector, it is excluded from the study of challenges. The obtained mean value for the score of 'challenges' is 31.13. That means the HRM Executives have faced moderate level of challenges from the Trade Unions.

5.9.2 CHALLENGES FROM TRADE UNIONS VS. AGE

Challenges from trade unions and age of the respondents are correlated and there is no correlation between age of HRM executives and the challenges they faced from union leadership. (the co-efficient of correlation 0.031 and the p-value is 0.814.)

5.10   LIAISON WORK

The qualitative analysis also reveals the extent of liaison work carried out by HRM executives in all the three sectors. The most important area is solving issues created by workers during work. They also involve in integrating heterogeneous groups of workers to create a harmonious work environment. Whenever the company requires extra work from the part of workers/employees HRM executives in all the three sectors takes proactive roles and receives cooperation from them. HRM Executives also do liaison work while addressing conflict among different workers/employees groups.

Sector wise analysis shows that irrespective of the sector, they engage in liaison work and in public sector it is slightly more compared to private and IT sectors. Many of them of the view that it is the most important role expected from a HRM executive and how effectively he delivers this role determine his space in the organization.

5.11 NETWORKING

Networking with trade unions/employee groups for their participation in the implementation of welfare measures is done by a good majority (78%) of the HRM executives. These welfare measures are directly useful for the workers/ employees and therefore easy to ensure their participation. The HRM executives also do networking with Internal Trade Union leadership / Employee Groups to solve unrest among them

Cross-tabulation between networking with Trade Unions/Employees Groups and Sector, the mean value read the highest in Public sector (6.95). However, such networking is equally well in private sector (6.2) as against IT sector (4.93).

Multiple comparison of Sector and networking shows that the mean difference (2.025) in the score is statistically significant between public and IT sectors at 0.05 levels. It means, the networking of trade unions / employee groups is more in public sector than that of IT sector. Between public sector and private sector, and between private sector and IT sector there are no significant difference in networking with workers/employees

The qualitative analysis also reveals the welfare measures implemented by HRM executives in the three sectors with the cooperation of trade unions or employee groups. Some of the welfare measures are in the area of additional financial support to workers directly or indirectly. There are welfare measures for employees such as health facilities (Gymnasium), services to the their children and family members, insurance policies, canteen facilities, facilities for female employees (crèche), work from home, extension of maternity leave etc. There is sector wise difference in the implementation and in the IT sector the employees are involved at the planning phase itself. The analysis also shows there are HR managers who have a passion for introducing innovative and useful welfare measures. They are ready to take the pains as they find satisfaction and derive enjoyment out of such activities.

The HRM executives give mixed responses regarding head load workers. Most of them except a few opined that there is a positive change in the attitude of head load workers and once an agreement is reached they create no problems and cooperate with the management. The head load workers have transformed from militancy to participation, and from hindrance to facilitation.

5.12   ISSUES FACED FROM THE TOP MANAGEMENT

This study finds that the HRM executives are enjoying freedom to implement policies (66%) and also they are getting support from Top management (83%) to meet urgent needs of workers. 'Support from the Top Management to the HRM teams have found high. However, 16% of the HRM executives had faced high level of problems from top management. The mean value of score of problems faced by HRM Executives from the top management in the public sector, private sector and IT sector are 9.95, 9.175 and 8.5 respectively.

In the qualitative analysis, the general opinion of the respondents is that the top management would not interfere in the matter of welfare and safety. The top management is very practical and senses the need of the employees quickly, provided nothing would haphazard to the productivity.

In IT industries, majority of the cases are of the view that the attitude of the top management is very positive. And their general thinking is that the programme should go on. They want productivity and returns from the investment. Top management allows maximum flexibility. In private sector top management gives freedom to the HRM executives to implement their policies and programmes. The recommendations of the HRM executives are generally considered positively by the top management.

In contrary, the HR managers face problems from top management in public sector industries. In public sector industries the management yields to the politically empowered trade unions and at times neglect the opinions of the HRM executives. The top management intervene in all matters.

In this analysis, it is found that the HR Managers have been keeping cordial relationship with top management in areas like welfare measures, safety measures and innovative policies and programmes. However, especially in public sector, anything related to trade union, the top management seems to yield to the trade union leadership.

6.13   MENTAL STRESS AND STRAIN

The mental stress of the HRM Executives is measured and the mean score is 26.09 with a std. Deviation of 8.8. It indicates that the HRM Executives have medium level of mental stress. Mental stress and strain varies across different sectors and the cross tabulation shows that the mean value of the score in public sector is 29.8, in the private sector, it is 25.75 and in the IT sector, it is 24.575. The finding is that the mental stress and strain is experienced by HRM executives is higher in the public sector. It is lowest in the IT sector. One of the reasons for the low level of mental stress in IT sector is absence of trade unionism.

The qualitative analysis also supports the quantitative argument that mental stress and strain is comparatively more in Public sector than in IT sector. Even then they were of the opinion that they can balance work and life and over a period of time they becomes conditioned to their work and leave the stress and strain at the work place and do not take those to their homes.

6.14   JOB SATISFACTION

Job satisfaction of HRM executives is measured using five point Likert scale, which consists of 39 items. The observed maximum score is 132 and minimum score is 67. The mean score for job satisfaction is 103.73 with a std. deviation of 14.74. This means that the HR managers are experiencing a higher level of job satisfaction. The mean value of job satisfaction in the public sector is 107.55, in the private sector it is 101.7, and in the IT sector it is 103.85. Thus, the HRM executives in all these sectors enjoy fairly good job satisfaction and it is found there is only a marginal difference in the score of job satisfaction among these sectors. The statistical significance of the observed difference in mean score is tested using ANOVA .The result shows that there is no statistically significant difference in job satisfaction among public, private and IT sectors.(F=1053, p=.353). Qualitative analysis also substantiates this.

The correlation between job satisfaction and age shows that there is no statistically significant correlation.(p=.225). Independent sample t-test is used to analyze whether there is any gender-wise variation in job satisfaction. The results show that there is not much difference in mean score of job satisfaction between male and female respondents. (102.37 and 106.74 respectively). The observed difference is not statistically significant (p=.172). The mean score of job satisfaction is compared among respondents having different marital statuses. ANOVA test shows that there is no statistically significant difference in job satisfaction among respondents having different marital statuses. (F=.410, p=.665).There is no statistically significant difference in job satisfaction among HR managers having different educational qualifications (F=1.063, p=.403). There is no statistically significant difference in job satisfaction among HR managers working in different designations (F=.672, p=.761).

There is no significant correlation between Job satisfaction and challenges from trade unions. This is because HRM executives view these challenges as part of their profession and it is their duty to address and handle such issues.

The interviews with HRM executives revealed a mixed feeling about the challenges from trade unions. The opinions of the HRM executives in the public and private sectors give the impression that problems are there but they are ready to take it up.

In order to find whether the job satisfaction is varied according to the experiences of the HRM Executives, the Pearson correlation test is conducted. The test shows that there is no statistically significant correlation between job satisfaction in the present organization the executives work, with their previous work experiences and the number of organizations they worked prior to the present organization.

Job satisfaction constitutes six factors and each factor is looked into separately.

The high level of work place satisfaction has constituted 82%, and medium level of satisfaction among 18% of respondents. It is worth to note that none of them has low level of workplace satisfaction. The qualitative analysis also
It can be inferred that the HRM executives are given better facility in the organizations. A free atmosphere to operate itself brings more satisfaction to employees. Now a days the employer is very keen on maintaining the ambience of the company. The HRM executives are enjoying good infrastructural facility is an indication of their importance in the business organizations in Kerala.

The HRM executives have low level of Satisfaction with pay (56%), 44% has medium level of Satisfaction where as none of them has high level of satisfaction. Even though the quantitative analysis shows that there is low satisfaction regarding pay among HRM executives, the interviews with some of the senior HRM executives reveals that they are relatively satisfied with the pay they receive. Mostly HRM executives in the entry level are receiving low salary. Once they gain experience they will get promotions and their salary will also be hiked.

About 47% of the HRM executives have low level of satisfaction with promotion, 41% of them have medium level of satisfaction and only 12% have high satisfaction with promotion. Qualitative analysis also supports that most of the HRM executives are satisfied with the opportunities for promotion.

Majority (64%) of the HRM executives has low level of Job Satisfaction with nature of job and 36% have of medium level Satisfaction. None of them has high level of satisfaction.

It is clear from the interviews that HRM executives, because of the nature of work, have to make several compromises. There are instances where the management has given them the autonomy to decide but finally the management sometimes withdraws from it. These are situations which bring unnecessary stress for the HRM executives due to the nature of their job. The shortage of manpower in the HR department may also bring in a kind of dissatisfaction among the HRM executives. As part of their job they have to make several negotiations or heated discussions with unions or workers.

HR Managers they are able to maintain cordial relations with co-workers. Low level satisfaction with co-workers reported by 12% of the HRM executives, whereas 88% of them have given medium level of satisfaction. None of them have high level of satisfaction with co-workers.

As many as 54% of the HRM executives have low level of Satisfaction with top management, 45% of them have medium level of satisfaction and only 1% has high satisfaction with top management.
The qualitative analysis also substantiates this. There is a mixed opinion by HRM executives in the different sectors regarding experience from top management. The interviews show that in public sector companies due to the interference of external political leaders and internal trade union leaders the HRM executives experience problems from top management.

The general observation is that the different dimensions of job satisfaction do not vary significantly across sectors.

5.15 WORKERS' PARTICIPATION IN MANAGEMENT

The involvement of workers in various committee by the HRM Executives was assessed and the study finds the involvement of the executives for participating workers in the Works Committee and Safety committee is high, then comes Joint committee, Canteen Committee, and other committees. The involvement of workers in various statutory committees versus the Sector of the companies is tested using chi-square. It shows that the association is significant.

The involvement of the executives for participating workers in Works Committee and Common Management committee is comparatively more in the private sector than in the public sector. The involvement in Safety Committee and Canteen Committee is more in Public sector than in private sector. In IT sector the involvement less compared to public and private sectors.

The qualitative analysis also supports this and reveals that the statutory committees for the participation of workers/ employees in management are prevalent more in public and private companies than in IT sector. In IT sector each organization has their own programmes for making their employees part of the decision making process.

5.16 ROLES OF HRM EXECUTIVES

Roles of HRM Executives are ranked. 'Formulation of HR policies and Assess performance of employees are ranked first by the executives'. The second rank has been given to conducting workers education. Imparting multiple skills carries the third rank. The fourth rank is given to 'facilitator' and 'arts and sports'. The 5th rank is given to CSR initiatives and organizing counselling intervention. Legal protection of women employees stands 6th. In the 7th rank goes to conducting HR audit and in the 8th rank is legal protection of child employees. There is no significant sector wise variation in role performed by HRM executives.

5.17 CORE COMPETENCIES

The core competencies perceived by HRM Executives are Communication, HR knowledge, Commitment, Critical thinking, People Management skills, Maintaining interpersonal relationship, Legal knowledge up- gradation, Teamwork, Initiation, Public Administration, problem solving, leadership and hosting. Understanding/creating company's policies, Delegation of authority, Role model, Good listener, Decision making skills, negotiation skills, dedication, and co-ordination of departments.

5.18 PLEASANT EXPERIENCES AS HR MANAGER

Each HRM executive has his own unique experiences and thus, except a few, all of them have difference in their opinions. Work culture, participation in decision making, welfare activities,

team work and training are some of the areas the respondents feel pleasure. Some other respondents reported that recognition, people management, association, interaction, dignity, acceptance etc., are their fields of pleasant experiences. Acknowledging their effort in the work, good working environment, and use new ideas in their work, managing people and safety are sources of pleasant experience for some other respondents. Co-ordination of various aspects including CSR, recruiting talented people, job rotation and other just practice in the industry were also liked by many as pleasant experiences. The successes or activities leading to institutional growth makes the HRM executives pleasant and it points to their commitment to the profession.

5.19 AWFUL EXPERIENCES AS HR MANAGER

The awful experiences shared by the HRM executives includes resistance from employees for the implementation of HR policies and engaging the employees in various facets of business. Gherao and external unions' involvement in decision making were found awful by HR Executive in the public and private sector. Many HR Managers reported appraisal is difficult due to resistance from labourers. Job related issues, non-acceptance from the workers, strikes, taking decision to terminate an employee are other awful experiences.

5.20 CHALLENGES FACED BY THE HR MANAGERS IN KERALA

The major challenges faced by HRM executives in Kerala according to the respondents are the problems from internal and external Trade Union leaderships, Political parties, Multiple unions, Militant trade unionism, lack of awareness of the labourers, business related issues, attitudes, lack of skilled labourers, lack of acceptance of entrepreneurship, lack of support from top management and the HR community is not connected successfully.

Interviews were conducted to get first hand information, to further the findings of analysis.   So this qualitative analysis is done mainly to understand the present challenges, the HRM executives have with the union leadership, performing liaison work with workers, networking with union leadership, workers and top management, issues faced from the top management, mental stress and strain the executives have and their overall job satisfaction as executives in various capacities in Human Resource Department. Analysis of this qualitative data is done

along with quantitative analysis. Thematic analyses of the narrations in areas not covered in quantitative part are discussed below.

5.21 CHANGES IN ATTITUDE OF WORKERS AND TRADE UNIONS

Now the workers have realized that if the unions go for strike and other restrictions, factories would be closed by management. It would affect the workers themselves. So the trade unions also pull back from militant activities. They are well aware that the workers are the ultimate victims.

Thus the attitudes of the trade unions are changing. In early 1980's multiplicity of trade unions and their negative attitude were the major issues faced by organizations. Later it changed to the phase of a comfort zone. Now they want to remain in that comfort zone. The employees are against strike and the external political leaders only have a minimal role to play in the decisions of the company. Now good internal leadership has emerged. This is a very good movement and creative youth are there in leadership. In the earlier industrial scenario of Kerala external leaders takes decisions. But now the internal leaders are powerful and they take decisions. Now if we look into the industrial scenario no persistent strike is there. New line of thought becomes very prominent among the internal leaders. This doesn't mean that there is no external leadership. There is strong external leadership but their role in taking decisions inside the organization is minimal. Now the internal leadership is having a big say in the company.

5.22 MINDSET OF TRADE UNIONS IN PUBLIC SECTOR

In the case of public sector enterprises the unions are playing muscle power. The union is of the mindset that the workers as well as the management representative are appointed by the Govt. So both are government nominees and both have the same rights. They operate with so many prejudices. Most of the public sector companies are examples of Union – Management unfair play. They both will be in different perspectives. They will come into consensus at some point of time. But will disagree in a very small issue. These kinds of attitudes will be taken up by unions to show the employees that they are more concerned about them.

The internal union leaders in the public sector have a mindset that the managerial staff are agents of top management and the top management is making profit out of the workers. Such an attitude is a dangerous one.

Managers fail to exercise their power due to the upper hand of trade unions over management in public sector. They don't consult with HRM executive, they directly speak to the MD. The mindset of the unions is to keep the members under their umbrella at any cost, even by giving up the interests of the industry and their attitude has resulted in inculcating a lazy work culture.

Optimum utilisation of manpower is not at all possible in public sector which affects the productivity. In fact, the union leaderships have been interfering in all key areas of productivity and hence the company is struggling. In other words, the union leadership make the workers lazy and irresponsible. Another significant matter in this regard is that the highly skilful workers with high potential were replaced by temporary, less skilled workers to do their work and they are going for trade union activities. As a result, proper work from the labourers is absent in many manufacturing areas, which is ultimately affecting the productivity. The Right to manage has been controlled by union leadership due to collective power and political support. The unions show muscle power and power of numbers. Installed capacity utilisation is not at all happening in public sector. The real scenario is unions determine the capacity. This is a sort of invisible power shown by unions. In public sector these kinds of things are happening because it is Government's money. No body to take care of its affairs.

In public sector the HR manager is not even able to take any disciplinary action against employee. In the case of even a single punishment upon a worker for misconduct, the union would take-up the matter politically and ruins the industrial peace.

5.23 TRADE UNION ACTIVITIES IN PRIVATE SECTOR

In private sector they have a clear plan for profit. Being an entrepreneurial initiative they know how to get returns from the investment. They are entrepreneurs. They don't want to lose. The private sector enterprises have proper tracking of profit even in the initial stage. But in public sector there is no such proper profit-making mechanism. As far as the work culture is concerned, the work as per the agreed terms and conditions can be implemented successfully. But it is very

difficult to get any work done out of the purview of the agreed terms and conditions. When there was a need for extra effort form the part of workers, the company received whole hearted support from workers, both in public sector as well as private sectors. Majority of the workers were willing to contribute for the company, if the company faces situations which necessitate additional inputs.

5.24 HEAD LOAD WORKERS

The scenario of head load workers' problem has been undergoing transformation, from militancy to participation, from hindrance to facilitation. Most of the mangers said they are happy with head load workers. Once a contract is signed with them, and they are ready to work according to the agreed norms.

5.25 HR MANAGER IN IT SECTOR

The HR function in IT industries centre around equipping line mangers with necessary people management skills. Every employee is given a first-hand managerial training once they become line manager. HR does the design function of providing different listening forums. This is a digital platform where employees can post their complaints if they feel harassed or sidelined by their managers. Automation brings in lots of opportunities and moreover it gives HRM executives lots of data. HRM executives find more time to connect with employees. And because of it he/she can do what is expected from them. The new generation employees, sometimes use different social networking sites to critically evaluate the steps taken by the managers. Here HRM executives have to interact with knowledge workers.

IT industry is famous for poaching people from one company to another. Poaching is part of fight between competing companies. So it is a big challenge faced by this sector. In IT industry, the culture of firing people is a little more compared to core industry.

HR has nothing to do with profit of an IT organization directly. He/she is a non billing staff. But when it comes to recruitment, at the right time if he/she don't give the right person everything will be stuck there. The HRM executive has to take initiatives to fill vacancies immediately; otherwise it will affect the productivity, delivery, and profit.

Staff turnover is relatively high in IT sector. But absenteeism is very low. In manufacturing sector the grave problem is employee absenteeism. Attrition is about 5 to15% and the absenteeism rate is less than 1%. HR managers are given regular targets to pull down employee attrition.

The salary of billable category is very high compared to non-billable. Salary is unequal. It is kept very confidential. Since the billable category are doing specialist job they need to be compensated specially. So there is an inequity in the salary disbursed to the employees. Hence salary of each and every employee is kept confidential. The entry level specialist staff earns more salary than the senior directors of the company. So the HRM executive is receiving fewer earnings compared to billing staff and he/she has a role of a facilitator.

HR Manager's are highly threatened about their existence in IT industry due to the advent of technology. In manufacturing sector, the HR managers have a leading role to play, but in IT, HR managers are not empowered like manufacturing. Their functions are divided into different verticals viz. recruitment, training and development, employee connect, employee travel etc. Challenges are very low since unions are not there. What they face are individual issues. They don't face any external challenges from political leaders.

The stress experienced by HRM executives is less and they are more or less comfortable in the profession. Now it is not an individual work, a team is there for a project, where they sort out all the queries in a planned and meaningful way.

Another problem faced by the HR is that any junior employee can supersede and become his/her boss at any point of time. There is a lateral entry channel in the companies were juniors are recruited.

5.26 OTHE CHALLENGES FOR HR IN PUBLIC SECTOR

When employees really come forward to support the management on implementing creative ideas and to improve production methods, some vested interested groups will use the trade union mechanism as a tool to subdue the activities.

Sometimes the management suddenly withdraw from their agreed norms (on the basis of it HR dept might have done negotiations with Unions), the HR department's trustworthiness/Credibility will be on stake. So if the Management is not strong enough in taking decisions/not sticking on to their agreed norms, then the unions will develop distrust in HR Head.

Normally there is a trend of viewing things in a suspicious way, as and when company is taking steps towards modernisation, due to reluctance to change and also due to an apprehension that, modernisation will lead to manpower reduction. It is also due to reluctance in coming out of

comfort zones. Normally internal union leadership are not always positive in manpower reduction in certain areas where the workload has been reduced due to the modernisation.

If there is no immediate junior executive level person who doesn't have the power to take decision then certainly the HR head will be fully engaged in the day today functions of the department and it ultimately affects the family and social life. He/she can't plan a vacation with family especially in an organization where IR issues are relatively more.

Being HR they have to deal with the most complex unpredictable group, humans; so they have to have interactions with workers, many times confrontations and ultimately some hard exchange of words will be there; it will obviously be carried on to their house and they will be reacting involuntary to the family members and then it will affect the congenial atmosphere in the family too.But over a period of time, after working in two or more companies they will understand that these issues and troubles in a present office is just " passing clouds"; so they won't take it to mind and there by suffer their family life. HR always should have a liaison with the unions and more than that if external leaders are there (they may be hard core member of political parties to which the trade unions are affiliated) the liaison with them will be more useful when HR is finding difficulty in solving certain issues and unions will abide to the orders of their external leaders.

5.27 CONCLUSION

Notable facts the respondents have mentioned about the challenges faced by HRm executive in the context of Kerala are lack of hiring tools, lack of continuous updating, need for change of professional education, lack of recognition and lack of implementation of labour laws, need for redefining labour laws according to the changing requirements of industrial sectors. In the private sector and to a certain extent in the public sector the attitude of trade unions has changed positively so as to create a congenial work environment in the industrial sectors in Kerala. In IT industries, the role of HRM executives is different from that of other sectors and they act as facilitators, supporting various stake holders. The findings reveal that a change in the attitude of trade union leadership, top management and HRM executives is the need of the hour. The HRM executives should imbibe partially the role of facilitator so that he can build a rapport with both the workers and top management and deliver the role of an interface effectively.

CHAPTER VI
CONCLUSIONS AND SUGGESTIONS

6.1 INTRODUCTION

Major findings of the analysis have been critically examined to identify the needs and problems experienced by the HRM staff in the various sectors and solutions are proposed in this chapter. The suggestions are made by considering the problems faced by HRM executives in different sectors.

6.2 SUGGESTIONS

1. The study reveals that the HRM executives in public and private sectors experience multi-dimensional challenges from the trade unions. However, the HRM executives in IT sector do not face such challenges as there is no trade union activity in this sector. Trade unions resort to strike and create problems to the HRM executives without taking into account the paying capacity of the industry and without understanding the ground realities. This was ranked as the most important problem faced by HRM executives in public and private companies.

2. Before going for Long Term Settlement (LTS), the management should give a brief outline of the financial position of the company, realistically, to the unions. HRM executive should strategically align the business and device methods for performance appraisal of the employees.

   Incorporate overall performance of the employee in the LTS and it is to be linked with the salary.

3. The HRM executives in public and private sector companies face problems from trade union leadership while taking actions against workers according to company rules. It is more in public sector and the HRM executive cannot take disciplinary action due to the over powering by politically empowered trade unions. The trade unions create pressure situations to nullify the HRM executive's decisions or make him take decisions in favour of them.The following steps should be taken for addressing this issue:

- Top management should provide support to the HRM executive and stand by their decisions.

- Top management should convince internal union leaders and make them aware of the realities.

- Establish network with external political leaders so that they do not interfere with the justifiable disciplinary actions taken by the company   in accordance with company rules.

- A strategic action committee can be formulated by the top management including members of trade union leaders, external political leaders, management representatives, and HRM executives.

4. The HR managers face problems from the top management in public sector industries. Here the management yields to the politically empowered trade unions and at times neglect the opinions of the HRM executives. Further, the top management intervenes in all matters related to HR department. In such situations government should intervene and make appropriate policies, defining the boundaries of roles and responsibilities of HRM executives and it should include provisions to restrict encroaching by top management.

5. Mental stress and strain is experienced by HRM executives is higher in the public sector. It is lowest in the IT sector. In public and private sectors the awful experiences shared by the HRM executives includes resistance from employees against the implementation of HR policies and engaging the employees in various facets of business, external unions' involvement in decision making, job related issues, non-acceptance from the workers, strikes, and termination of employees.

   Irrespective of the size and sector of the industry there should be a fulltime industrial counsellor, specialized in industrial counselling to address the psycho-social and familial issues faced by the employees. Government should take appropriate policy decisions in this direction.

6. This study also realizes that in public and private sector, labour-employer relationships have become more complex and the HRM Executives are really torn between the internal Trade union leaderships and Top management. The qualitative study also substantiates the facts that the Trade unions' attitude has been changing over time and they are for the good of the organization so that they will get job security. The HRM executives should work with delegated authority to safeguard the rights and interests of both labour and management. They must be educated and trained to be flexible, realistic and sensitive to the complexities of their work environment.

8. Each sector has different barriers to achieve organizational tasks. The HRM executives, especially those who are new entrants, must be given proper training and human relationship skills so that they can handle the issues created by trade unions. The seniors who have immense experience should be included in this training for experience sharing. The training should also focus on creating a positive attitude among the HRM executives in the context of the changed socio-political environment. By this, they will become managers with pro-employer as well as pro-employee attitudes. They will not consider workers as enemies; instead they will find happiness in the welfare of the workers. They will also have the view that profit is not a sin and they will have to strive hard to achieve organizational goals and make the organization a profit making one. There should be a formalized system for imparting such training under the Department of Industries, Govt. of Kerala.

9. The present Labour laws authenticate to maintain the relationship between workers, employing entities, trade unions and the government. The HRM executives play an interface role between management and workers, and the study demonstrates that in delivering this role, they experience mental stress and strain; but there is no proper legislative support for HRM executives to withstand such situations. The qualitative component of the study illustrates the realities faced by HRM executives and there should be proper legislation to safeguard their interests so that their decisions will get implemented. This will help the workers as the HRM executives get the legal right and authority to intervene in matters which affect the harmonious work environment. In the IT sector there is an inherent insecurity of job and taking over companies by new employers. The study reveals that the number of

organizations worked prior to joining the present company is more in the case of HRM executives in this sector. Qualitative study reveals that the HRM executives personally feel sad while they do settlement of terminated employees. There must be a proper mechanism (eg. Insurance, Data bank for HRM executives) to help them to sustain once they lose their job.

10. The HRM executives do liaison work with employees and co-ordinate industrial relations programmes within the organization. The results of the study show that in public and private sectors, due to multiple unions and political empowerment of the workers, they do not accept HRM executives, instead they discuss their problems with union leaders and the union leaders in turn discuss with the top management. Top management should give proper awareness to the workers and trade union leaders regarding the roles and functions of HRM executives so that they will pay attention to the words of HRM executive.

11. Networking with trade unions, both internal and external, is very much important to provide a chaos free work environment. In this study it is found that the HRM executives satisfactorily network with trade unions. As it is very important, for establishing rapport and networking with these leaders, combined training sessions including all the stakeholders should be organized by the top management.

12. There should be proper mechanism for recognizing the achievements of HRM executives in various fields such as proactive roles for enhancing the profit of the organization, successfully tackle issues the company faces, bringing in changes which are beneficial to the company etc. Such recognitions are there in the IT sector and to some extent in private sector. But it is not much prevalent in public sector.

13. The unions compete to create problems in the name of incentives as it is their strategy for survival. Unions blame the HRM executives for the decisions of top management against them. This shows that the unions always view them with suspicion and many a time the HRM executives become the victims and have to face even Gheraos.

Severe form of strikes like Gheraos against HRM executives should be made illegal. Proper legislation should be passed to address this problem of personally targeted strikes against HRM executives even though they have all the rights to strike.

14. Another aspect of Industrial relations in Kerala is that the Head-load Workers' muscle power creates problems to HRM executives. The study disproves this conviction by both quantitative and qualitative analysis. The Head-load workers are no longer a problem to any sector if clear agreement is executed to direct the work. Even though majority of respondents have said that the attitude of the head load workers as well as their political leadership has changed, a few shared their difficulties with head load workers. So the Labour Department should give awareness sessions to head lead workers and the political leadership behind them to tune them to improve the industrial environment in the State.

15. In IT sector, the HRM Executives have certain exclusive responsibilities like directing and overseeing the hiring, training and final settlement processes and administering and monitoring benefit programs for the employees. While preparing future HRM professionals, the schools of Management studies should address sector-wise needs in their curriculum.

16. Two exclusive problems faced by HRM executives in the IT sector are attrition and poaching. They are given targets to reduce attrition of employees especially those in the 'billing' category.

For this the HRM executives should be given training for conducting study among employees to find out reasons for attrition and to suggest ways and means for reducing the same.

17. In this study, HRM Executives have identified core competencies from their rich experiences for the effective HRM functions. In view of the changing circumstances and the future demand in the field, the institutions that mould the future executives must include such core competencies in their programmes while preparing students.

18. Qualitative analysis shows that a few of the HRM Executives have faced lack of proper support from the top management. The success of HRM functions more or less depends upon the co-operation and support of the Top management as the HRM Executives are the persons who are the dynamic life-giving element in a business. It is their responsibility to broaden the outlook of the executive in regard to his role, position and responsibilities in the organization and outside. Thus, irrespective of the sector they work, the Top management should help them to overcome all the barriers, which are imposed by the workers/employees and other factors during the course of their work. Therefore, it is better to impart essential knowledge to the Top management on the functions of the HRM executives so as to accept the HRM executives as professionals.

19. Many Trade unions resisted modernization of industries in Kerala in the past decades. However, the study shows that the attitudes of the unions have changed over time and now they are in favour of modernization. The pace of modernization is comparatively low in public sector, due to lack of corporate fund. With regard to production, the public sector industries in Kerala have been facing multifaceted challenges such as low price to their products due to lifting of anti-dumping policy, loss of monopoly, lack of diversification of products and lack of proper marketing strategies. Therefore, modernization and capacity enhancement of the public sector industries is the need of the hour to equip them to compete in the era of change and development.

20. This study assesses the mental stress and strain of the respondents and indicates that the HRM Executives experience medium level of mental stress. So it is better to organize, yoga and other meditations to them periodically and arrange outings with their family at least once in six months.

21. Satisfaction is a complex phenomenon. Out of the six factors of job satisfaction, the present study finds low level of job satisfaction among the HRM Executives with pay, Promotion, nature of job, and with top management of HRM Executives. The qualitative study reveals that senior level HRM executives are having a high level of satisfaction in these areas also. But in the case of junior level HRM executives this is not the case. So in order to boost the

HRM profession, adequate promotion, and sufficient periodic pay hike should be provided to the HRM executives.

22. Most of the HRM executives are possessing post graduate degrees such as MBA, MSW, MAPM (MAHRM). But a few of them lacks professional training in the discipline of management. This study finds that the executives are playing vital roles to give life in varying businesses. Only a professionally qualified HRM executive can effectively deliver such diverse roles. Therefore, the policy makers should build up a professional development plan to support the HRM Executives for continuously improving their skills and should also provide educational avenues such as online courses, distant education courses and continuing education programmes.

23. Other suggestions include

- Government t has to initiate networking machinery among the HR professionals to share their experiences and problems.
- Every year a HR collective seminar needs to be conducted by Labour department to make the HRM community aware of the current trends in their fields.
- HR grievance cell should be constituted for addressing their issues.
- HR mangers need to be given Induction training and for that an induction manual needs to be formulated. This will help the new professionals as they get a clear picture of the context and area of their work
- Legal updation programmes need to be given to the HR and trade union leaders to make them aware of the changing legal provisions pertaining to their field.
- Proper orientation to be given to HR managers on collective bargaining skills so that they can withstand the pressure situations created by trade unions.
- A performance appraisal method should be used for the career growth of HRM executives.
- Fast track court for settling Industrial Disputes will ease the job of HRM Professionals

6.4 CONCLUSIONS

The HRM Executives in the industrial sector, public, private and IT, are playing vital roles amid employers and employees to balance the system to function efficiently and to reduce industrial-strife as little as possible. The emphasis is to bring out industrial peace on one hand and productivity on the other hand.

The study reveals that the HRM executives experience job satisfaction irrespective of the sector of employment. This is because they consider their profession as a passion and challenges as part of it. There is no significant variation in job satisfaction with respect to other study variables such as sector (Sector of company), age, gender, marital status, educational qualification, designation, experience, challenges faced by the HRM executives, liaison work , and networking. The Job satisfaction therefore cannot confine or fixed with certain heads. It is the manifestation of self (self motivation, self understanding, self actualization, self learning, self awareness, selfless service, self esteem) in an industrial environment.

The HRM executives in the public and private sectors experience challenges from trade unions. But the study clearly indicates that the attitude of trade unions is changing. There is a notable drift in the views of trade union leadership as well as the workers regarding the need for the existence of the industry. They are also aware of the challenges and competition posed by the liberalized economy. Even though the IT sector did not face collective bargaining from the work force, they have their own inherent challenges. High level of attrition, changes in the Sector of companies, poaching, insecurity in job, and impact fluctuations in global policies and markets are some problems faced by them. In short a positive change in attitude of stakeholders such as trade union leadership, head load workers, HRM executives and top management in the industrial sector in Kerala, is the need of the hour to create and sustain a harmonious work environment in the State.

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ANNEXURE

INTERVIEWS

Introduction

Interviews were conducted to elicit first hand information, to further the findings of analysis. This qualitative analysis is done mainly to understand the present challenges, the HRM executives have with the union leadership, performing liaison work with workers, networking with union leadership, workers and top management, issues faced from the top management, mental stress and strain the executives have and their overall job satisfaction as executives in various capacities in Human Resource Department. In-depth interviews were conducted in the three sectors viz. Public, private and IT. Four cases from private sector, four from IT sector and three from public sector were selected by purposive sampling. Two other cases, a conciliation officer and a HR manager of Park Centre were also included to get their views. Thematic analyses of the narrations are included in the following section. Further analysis of this qualitative data is done along with quantitative analysis.

5.1 PRIVATE SECTOR

Four cases are included from the private sector. Special care has taken to include heterogeneous cases. The cases are thematically presented below.

CASE 1

Mr. George (Name changed), General Manager, Human Resources, who had overall 30 years of experiences in the public and private sectors of Kerala. He is having the Social Work background (MSW with specialization of Personnel Management, Labour Welfare and Industrial Relations). During his service, he acquired other qualifications in management and law. He worked in the field of the manpower planning including forecasting, recruiting, training and development. He is married. Interview with him tack on his previous experiences in both public and private sectors.

He shared the support received from the top management, various departments in his organization, and board of directors on one side and the workers/labours and internal and external TUs on the other side to make the HRM a significant one.

He also shared the challenges experienced from union leadership, managing people at work; safety tasks, welfare functions, operative functions such as procurement functions, development functions, compensating function, integrating functions and maintenance functions and the relationship with top management. He also revealed the stress and strain he experienced and the overall job satisfaction. His experiences, in brief, are as follows:

Challenges faced by HRM executives from union leadership

He narrated his experiences in the public sector and private sector in connection with the industrial relations and trade unionism. He does agree that the trade unions had upper hand in the public sector in the past few decades, but the trend has been changing and it is apparent. Now the trade unions are ready to co-operate with the management in various operations. In the private sector, the trade unions have interfered in the activities and responsibilities of HRM. Here, the employer takes decisions according to the Long-Term Agreements (LTA), and thus the trade unions could not go out of it. The HRM's functions mainly cater to fix the wages of workers at time to time and bargain for management. So, I did not experience much challenges from trade unions; the trade unions come down and co-operate with management. The present day trade-unions in public and private sectors, give importance to the existence of the industry and at the same time they try to get the maximum from the management. This is a paradigm shift due to which they are ready to promote industrial-peace than to annihilate the situation. They resort to strike, 'Gherao' and other offensive measures, but with utmost care and control. The workers are also not favouring strikes because they give importance to their job and the well being of the industry.

The management, with the assistance of HRM, prepared minimum wages for the entire employees. "I was in charge of preparing it; I considered the company's existing wage and salary structure, the soundness of paying capacity, productivity from each staff and their performance etc. I proposed Rupees 22 000/- to a category of employees as minimum wage. The matter was leaked out and they rushed into my room to make some scenes. They called for a strike and started the strike immediately", he said. The management would react by hard-disciplinary actions against the participants. At last the labour commissioner convened a conciliation meeting and a settlement was arrived at. It was the same as what we fixed earlier.

While he was in the public sector, he was physically attacked by two leading trade unions during the strike. It was long back; two to three men followed me when I went for my lunch. When I crossed the road and moved towards the staff quarters, they passed ahead me and one among them asked whether I be the HR Manager. I said, "Yes, I am"; immediately, one of them held my shirt and punched my nose and

face with his fist. I ran away and entered the quarters and closed my door. The reason for such attack from outsiders was that I did not do a favour to one of the member of a union. I came to know that the attack was organized by that union. This union had an agenda to publicize that the incident was organized by one of the prominent union and wanted to quarantine the said union. They disseminate information about the attack blaming that prominent union and which leads to shutting down of the plant within one hour.

He further share that there were two major strikes initiated during his tenure in the public sector. One day the workers go for strike without proper notice, it was held by internal trade union leadership in consequence to long term settlement. "At about 10 am trade unions rushed to my room and enquired: "where is the HR Manager?; did he go for a fixation of salary?". A few staff were there at work. I managed things with those staff and arranged to disperse of salaries in time. Simultaneously, I also worked out forth coming salary fixation, which was based on merit. The strike lasted for three months. Virtually, the workers were fed up and without any further settlement, they reported to work". The tactic he did immediately after the strike was that when the employees report to work, he and the GM decided to shuffle the entire staff. Nobody got their previous place. Each and everyone have to go a new place to do their work. Ultimately, the strike was slumped.

MINDSET

He said that the mindset of the union leadership has been tremendously changed positively. He further revealed that he had not experienced much difficulty due to the mindset of union leadership. "Well, they will co-operate with us, provided the HR head works towards their betterment. So far I have no bitter industrial relations experiences", he said.

INTERFERENCE OF UNION LEADERSHIP AFFECTING PRODUCTIVITY

"I used to practice productivity linked fixation of salary in consultation with top management. So, the interference of union leadership usually not reach up to a level to affect the productivity. But, in my present industry, absenteeism is a big challenge to be tackled", he said.

RETURNS IN TERMS OF INVESTMENT

Our company receives good return from their investment; it also shows consistent growth which can be seen as a return. Yes, we are functioning well with the investment we put to the growth of the industry. So far no sickness has been observed in this industry.

Challenges from unions while taking decisions according to company rules

"Yes, I had been facing many challenges from unions while implementing company's policies. In fact the challenges were linked with Long Term Settlement (LTS). Let me tell you an issue recently I confronted. While working out pay and perks of each labourer (permanent, temporary, daily wages etc.), everything would be discussed and included in the LTS. However, one category of them decided to go for strike. In fact, the package for them was also discussed and included in the LTS. I never let anyone out of the benefits in my best knowledge and belief. It is shame to tell that before submitting the draft, the fixation details were leaked out. One of our staff was responsible for that disclosure. Knowing the fact, the leaders rushed into my room and enquired about their package. I was forced to tell them the truth. The union solely believed that the HRM stand against them while fixing salaries and other perks and to decide to go for strike. The problem further aggravated as the management terminated them. They again issued a notice and go for strike. It was against the wish of the company. The Labour Commissioner had involved in the issue and finally settled. They wanted 25000/- We fixed at Rs. 22 000/-and included in the LTA. Finally they are forced to accept the salary as they have no other option. I consider it as one of the best packages available in the State." He said.

Experiences of distrust faced from the union leaderships

He said, "Here I recently faced one issue, which was in connection with fixation of statutory Minimum Wages. For private sectors, minimum wages have to be given to staff in response to the direction of Labour department. This time there was a considerable increase in minimum wages prescribed for a particular category of workers. However, I suggested certain stipulations to avail the hiked salary. Those conditions were for the benefit of the employees and impartial, but they blamed me that I didn't help them".

Union leaderships undervalue HR manager's authority

"During the time of strike they undervalued my authority to prepare pay fixation. The top management blamed me for the strike. They complained that I didn't inform them the strike. I am now very strict and never allow any leniency, he said.

Liaison work with trade union leadership addressing conflict among different groups

When I joined here, the trade unions were scattered and faced internal-rivalry. What I did first was to make them unite. I adopted this strategy out of experience; if they are not united, it will be very difficult to bring consensus in issues and solve such problems.

Other experiences with the workers

Prior to the strike, I was very co-operative with all the employees. We worked very cordially. But, now, after the strike, as I was blamed by the top management, I am very strict to give them any extra benefits. For example, during 'Harthal', many staff enjoyed leniency from me; that I stopped.

Involving trade union leadership to improve the existing welfare measures

It was the custom existing in my company that farewell to retired staff or others getting better job were organized by the trade union leadership, usually outside the company. I have initiated and with the support of all trade unions, to provide a permanent venue inside the company itself to arrange such functions.

Participation of workers in the implementation of welfare measures

In addition to the mandatory welfare measures, we have collected additional welfare fund to meet common functions. Rs 100/- is collected regularly to meet all common functions. Initially some resistance were there, but I could overcome the union's pressure tactics over time.

Experiences with head-load workers

Here the head-load workers create problems. During construction work, they demanded exorbitant 'coolie'; for a work worth Rupees 500/- , they wanted Rs. 1000/-. In canteen also , for loading and unloading, they are creating problems. A dispute regarding unloading of Pavizham rice arise as they wanted higher rate than the normal fixed rate. In those situations, we contact Addl. Labour officer and with the help of them, things were kept in our control. We have executed settlement for loading and unloading work; but quite sometimes, some problems are created by the head-load workers. But, those are manageable.

EXPERIENCES WITH TOP MANAGEMENT IN IMPLEMENTING WELFARE POLICIES

Top management was very co-operative, but the scenario was changed here substantially after a strike. Now the top management is very practical and learnt to say 'no' to any unviable demands.

MENTAL STRESS AND STRAIN

Upon his experiences regarding mental stress and strain due to the job resulting in problems in family affairs, he shared that the 'Family and the job are different'; we leave all stress here, not carrying them to the family and as such he did not have any problem.

CASE 2

Mr. Abraham (Name Changed), HR Manager in a private sector industry, has rich experiences in co-operative and private sector industries. He had over 25 years of experience. He is married and settled in the outskirt of Thiruvananthapuram district.

In this interview, when he was asked to share challenges he experienced from union leadership as HRM executive; A brief account of his experiences is given below.

Challenges faced from trade union leadership

His experience about the Trade union leadership was different from that of others. He said that the trade unions taking upper hand over HRM can not only be viewed as negative also in a positive way. According to him, attitude of trade unions in the past and what it is now is very much different. The present trade-unionism is for the existence of industries and that the Union leaderships have been changing their mindset from non-cooperation to co-operation. They are fully co-operating for the LTS. However, in case of delay in implementation, they will go for agitations. Here, the LTS was pending for one year and thus they went for a strike. In response to this, the management reciprocated positively and showed its gratitude by providing a good package linked with productivity. As a result, trade unions will bring in an industrial peace and healthy negotiation with management.

The mindset

The present trade-unionism is for the existence of industries and that the union leaderships have been changing their mindset from non-cooperation to co-operation. The mindset of the union leadership is to prevent anything that mar the sustainability of the factory. For instance, the management had proposed to install CCTV cameras. They opposed the plan of the management without understanding its objectives. The management was very safety conscious and thus the implementation of camera in the premises was to address the security issues. In contrary, the union leaderships thought that the management will use it to track the workers and to make evidence to take action against the workers. So the project was delayed but implemented it after convincing them. In general the unions' mindset has changed and they are aware about the importance of job and existence of factory.

Interference of union leadership, affecting productivity

There are not many Issues leading to union's interference, affecting productivity as the company always implement LTS with productivity linked packages to the employees. One such incident occurred here was

due to a technical problem; the LTS was prolonged for one year. So they initiated strikes which affected the productivity to some extent. Even that was a temporary phenomenon.

Returns the organization receive from their investment

It can be understoodd from the company's financial position; now, for instance, we are going to pay a minimum bonus of Rs. 42, 000/- to each employee. Even temporary employees would get bonus between 10,000 and 15 000 rupees. This is because the company is getting fairly good returns from the money they invested.

Health and safety

He said that the employees lack safety-consciousness and are reluctant to use safety devices. The management is very keen about the safety and health of its employees and has been providing awareness classes. Employees' training, education and health programmes are the priority of the management. Thus, the HR department has been initiating various programmes and policies to provide the employees the best health and safety measures.

Modernization

As such no resistance on the part of trade unions against modernization; the unions are very co-operative.

Challenges from unions while taking decisions according to company rules

Once I was forced to take action against a union leader who had involved in anti-management work. The management, after enquiry, had terminated him. Due to the termination of the leader, I had faced challenges from them. Later he was reinstated.

Marginally I had faced challenges and had some problems with them. For example, when I was working in a company in Alappuzha, there was an agitation regarding termination of a group of workers. It lasted for 23 days.

Liaison work with trade union leadership

When a conflict arose, I usually try to solve it within the four-walls itself. Day-to-day issues were settled by way of communication with union leadership and the workers.

Working with employees while they put in extra-effort

They are co-operative and ready to put in extra effort for the well being of the company. The problem is that they were not oriented about such needs. The HR department should make it well.

Involvement of trade union leadership to improve the existing welfare measures

Unions are very co-operative actively involved in welfare measures to workers . They didn't make any problems.

Participation of workers in the implementation of welfare measures.

With the co-operation of National Federation of the Blind (NFB), a call –centre is going to start in Thiruvananthapuram for Visually challenged persons.

Experiences with head-load workers

Loading and un-loadings are smooth here as we had an agreement with the head-load workers.

Experiences with top management in implementing welfare policies

The top management has arranged special welfare measures to children of the families, especially for their educational achievements. We have Co-operative society, consumer service, CSR etc.

Experiences with top management

The top management is co-operative, not creating many problems. Some persons individually ignore the safety measures provided by the management. The management generally encourage in granting safety measures to our workers.

Mental stress and strain

I was alone in the guest house for 23 days due to lock-out; that time I experienced little bit stress. But, security service was arranged there.

Family

I can maintain work-life balance and thus family life is not at all affected.

Militant employees-groups

When we talk-about militancy from trade unions, we have to view it in two phases: - before and after Liberalization.

Now they realized that if the unions go for strike and other restrictions, factories would be closed by management. It would affect the workers themselves. He highlighted an incident of another plant which was closed due to strike. The Management had closed the industry. Many such experiences pulled back the trade unions from militant activities. They are well aware that the workers are the ultimate victims of it.

Job satisfaction

He described that many factors are involved in satisfaction. As far as I am concerned, I am satisfied here. When compared to public sector, private sector has LTS with productivity-linked incentives and pay scale. So here, we have no problem.

CASE 3

Mr. Devraj (Name changed) is married person who has ample experience in the field of HRM. At present he is working as GM (P&A) in a reputed private company. The company has 1200 employees in the muster roll. He is a MSW (Personnel Management) from the University of Kerala. Prior to this organization, he had 21 years of services in various public and private sector industries.

Challenges faced from union leadership

The union leadership used to take upper hand in situations like industrial unrest. For example, some workers got promotion and their position come in between management and workers. So, they demanded separate uniform. However, they are not executives. The company has different uniform pattern for workers and executives. They approached the management and the management couldn't accept it, as it was against the policy of the industry. Therefore, they stitched a uniform as they liked and come to the company by wearing that uniform. The management took disciplinary action. That issue leads to a gherao. It lasted for 10 hrs. The management had used many tactics, but all of them were in vain. As the intervention of police became inevitable, we called the police and disperse the mob. The very next day we suspended 7 workers involved in the agitation. The management was ready for lockout. When management took such a strong decision, the union leadership became ready for conciliation and finally settled the issue.

When the union took upper hand, they do not try to understand what exactly is the problem, where are they standing, and so on. Every problem has a solution. The union shows upper hand over management quite often without understanding the real situations.

He was asked to tell an experience in public sector. He said that whether private sector or public sector, the union has tried to have upper hand over management. In fact, I have a total of 27 years of experience in both the sectors; there is a sign for change on the part of unions; say the attitude of about 60% of them have changed. Still 40% are travelling in the old path. For 18 years I have been in this company (private sector). Let me tell an issue here.

It was an issue of suicide. The person who committed suicide had underwent a disciplinary action. Once a person is facing an enquiry, the HR manager has no direct involvement in his matter. Then enquiry officer will take over the problem. In this case the worker was undergoing enquiry before an enquiry officer. He committed suicide along with a child who was suffering from autism. I got that shocking communication. At about 11 a. m., a person opens my door and passed a sparking communication "You killed him, isn't it?" I tried to streamline the situation, offered him a chair and said "I heard the shocking news"; but he was not ready to listen me. He gathered people at once and brought the leaders in to the scene and started a gherao. Myself and my two colleagues were there; they not allowed us to go for lunch. We waited till the end of office hours. By the meantime, we had played different tactics, like conciliation, informing the grave situations to the workers, negotiations etc., and waited for exhausting office hours. After office hours, the matter was taken up by the higher authority; we informed the police that the law and order situation here was out of control.

The property of the company was extensively damaged by them. They disconnected electricity, A/C, and water connection. The gherao stretched upto 3 a. m. in the next day. It ended with a lathi-charge. We locked-out the company and went for discussion. The ultimate result was that the company suffered a huge loss. In fact the union leadership did not know the developments and thus they could not involve in the initial stage.

 But, the leadership was expected to take initiative on the very next day to solve the problem; but they didn't do so. Five days lock-out resulted 5 Crores loss to the company. The workers also suffered financial loss. Finally they agreed to solve the issue as they could understand the problem in a more realistic way.

After this incidence no single unrest was reported.

Mindset

When we talk about the mindset of the union-leadership, we must know that the union leadership always bother about the welfare of the workers. They have a set of objectives, an agenda to win. At the same time the management has also an agenda and a set of objectives. The union leadership won't try for win-win situations, instead they want win-lose situation. They have a

mindset that the managerial staff are agents of top management and the top management is making profit out of the workers. Such an attitude is a dangerous one.

We, of course, focus on business as we have to protect the interest of the investors. So 20 to 25% profit is the aim of the management.

Interference of union leadership affecting productivity

One instance was that after a long-term settlement, the company fixed 'service-pay proportions. On a single settlement, the workers could gain at least 15 to 18% hikes. They did not try to understand about the paying capacity of the company. Due to the interference of the unions, many a times we failed to tap the young-bloods manpower properly.

The returns receive from investment

Yes, we have clear vision about that. We want at least two-digit profit. In private sector we have certainly a clear plan. We have proper tracking to gain even in the initial stage. Tracking mechanism is superb here, but in public sector there is no such proper profit-making mechanism.

Modernization

No resistance from workers or unions against modernization so far. In private sector the modernization processes are very fast compared to public sector. In public sector, there are some problems. They are afraid of reduction of workers due to modernization.

The workers have an outlook of get their salary first and then modernization.

Challenges from unions while taking decisions according to company rules

Yes, certainly. I myself dismissed ten to twelve workers in public sector; in private sector it was about six to eight. I will tell you an example. One of the workers consumed alcohol and worked at the boiler of the plant. I caught him and sent him for a medical test. Upon the medical report I suspended him. The matter was referred to enquiry officer. After enquiry he was dismissed on

the charge against him. In this case union realised the facts of the situation and they did not make any problem.

Distrust the union leaderships

Yes, I have an experience of distrust when I negotiate with the management for the workers. I suggested a benevolent fund which meant to meet some needs other than those covered in the statutory welfare measures, like marriage, recognising topers among children of workers, death of family members etc. The contribution was fixed in a ratio of 2:1 from workers and management respectively. But the union did not support this suggestion and they wanted that the management should spend the entire amount or deposit Rs.75 lakhs; the interest of the money could be enough to meet the miscellaneous needs. This stance clearly shows that they distrust me even though I stand for their favour. So at the initial stage itself, I withdrew from the suggestion.

Negligence by the union leadership

I usually track the workers, when I smell the chance for an outburst/ unexpected strike. One day I felt some conspiracy among workers; so I ask them whether there is any problem. They said "nothing". But in contrast to this, the very next day itself they went on strike. It was because of external political intervention.

Union leaderships undervalued HR Manager's authority

Many such incidences are there. I am remembering my experience in the company, a sort of neglect from the union leadership, when the M.D. was out of station due to a foreign trip. The HR (operations) was also not available in the company. So I was in charge to take wise and direct decision in any matter regarding company's affairs. But my decisions were underestimated by the workers. Later they repent for their actions..

Liaison work with Trade Union leadership

Yes, I have an experience. In my company, there were seven unions. Once a dispute arose regarding settlement of bonus. The unions had different opinions, leading to a conflict among them. When the rivalry took place I picked up one key person from each union for negotiation

and at the same time sought positive interference from external union leadership; finally succeeded to settle the matter amicably.

Experiences of solving issues

A worker was insulted and disturbed by co-workers by pasting grease on his chair. Even though this is a minor thing for others, it even affected his productivity. The affected worker came to my chamber and lodged a complaint regarding the misbehaviour of his co worker. So I personally enquired the matter and intervened and make them aware about the consequences of their action if they continue with it. Such minor issues at work place must be solved through timely intervention, otherwise it will escalate to big challenges affecting the harmonious work environment and in turn the productivity

Working with employees while they put in extra-effort

When there was a need for extra effort form the part of workers, I received whole hearted support from them, both in public sector as well as private sectors. Majority of the workers were willing to contribute for the company, if the company faces situations which necessitate additional inputs.

Other experiences with the Workers

As a result of my experiences with the workers, I learnt that it is better to share them the strengths and weaknesses of the company than to hide from them. In my organization, the management is also thinking in the same line. Our management has a policy, "no business is better than bad business".

NETWORKING

Involvement of trade union leadership to improve the existing welfare measures

The response to our enquiry about experiences in involving trade union leadership to improve the existing welfare measures is : "there is one major initiative of joint effort by both management and unions. A gymnasium was set up with the total cost of Rupees ten lakhs. Other areas of full

participation of internal unions are various committees like canteen committee, safety committee, works committee, welfare committee etc.

Participation of workers in the implementation of welfare measures

In my company I am ensuring full participation of workers in implementing welfare measures. They were given enough freedom to implement welfare measures in consultation with internal trade unions. As far as I am concerned it is very effective as they were very creatively involved in implementing these measures since they are the end users of the welfare activities. So they ensure quality in everything delivered as part of these programmes.

Experiences with head-load workers

Now the attitude of head load workers has changed and I certainly give the five star rating for their work and support. The scenario of head load workers' problem has been undergoing transformation, from militancy to participation, from hindrance to facilitation. I do agree that fifteen years back the scenario was different. But now it is very pleasant that once we arrive at a settlement and a signed agreement, they demand no deviation from that. Their top leadership also has supportive attitude. If a load reaches our company late by a few hours, they could not unload it in the stipulated time. In such a situation, they are willing to work extra time without extra payment.

Issues faced from the top management

Experiences with top management in implementing welfare policies

The top management is always in favour of welfare measures to workers. If an employee has a creative idea, the management is ready to implement it.

Freedom from the top management

I have been enjoying a fare level of freedom from the top management to implement their policies and directives. Examples are: building up of a full-fledged fitness centre , skill development programmes and safety measures. The management provided sufficient fund and support.

Experiences with top management in providing safety measures

The safety measures are indeed a priority of the management, among other services to the workers.

 MENTAL STRESS AND STRAIN

Stressful experiences while facing accusations from workers

I was once accused by the workers without understanding the facts. At that time I was in a public sector company. The government had a plan to regularise about 40 to 50 temporary workers. So the government sought opinion of the company in writing. The file was put up and I wrote a note regarding the basic requirements while considering regularisation of those workers, especially qualification, age, experience and other skills. Thereafter, it had been forwarded to the government for decision. The government decided to absorb them. But the permanent workers accused me that I had accepted bribe for this. In consequence of that a vigilance enquiry was initiated and finally I was released from those accusations.

Respect from workers

I received respect from most of the workers and other staff

Work-culture

As far as the work culture is concerned, the work as per the agreed terms and conditions can be implemented successfully. But it is very difficult to get any work done out of the purview of the agreed terms and conditions.

Inadequate attention of family affairs

I have no problem at all to balance life and job. So I am not experiencing stress in family life due to my job

Job satisfaction

The place of work and other infrastructure facilities provided by the organization are good. I am highly satisfied with the pay and other perks I receive. I got timely promotion in the private

company. Once I resigned for want of better position in a public sector company, the present company called me back to join in a higher post. I am enjoying the highest position as far as a HR professional is concerned. I maintain good relationship with co workers.

Achieving 'organizational goals'

I introduced an innovative strategy, helping the company to earn an additional profit of 18 crores. The company recognised my work and gave me the best manager award.

CASE 4

Mr Jagadeesh (name changed) is a senior manager working as GM HR in a private company. He has rich experiences in almost all aspects of human resources management and willingly shared his views. He shows a positive outlook towards workers and trade unions.

Challenges faced by HRM executives from union leadership

I had many experiences in my career in which the union leadership had upper hand over me.

Militancy

The main reason for union's militancy was due to multiple unions, which causes inter-union rivalry. I had faced ten Gheraos, which illustrate the unions' upper hand over management.

I will tell you one among them that was held by unions in the year 1999. It was an unexpected one and in the odd time; Discussions were started for a Long Term Agreement (LTA). Usually we whiff such situations in advance and take precautions accordingly. As we failed to get prior knowledge about it, we didn't have the resources to face the 'Gherao' gracefully. The unions generally do Gherao in groups. At the time of action, we were only six in the management side. There were about 100 workers. The reason for the Gherao was that there was a rumour that the management had decided to stop the usual hike of DA during the ongoing LTA.

Mobile phone was not available at that time. Really we were in a trap and failed to make communication with outsiders. Simultaneously, a talk was going on outside. At about 9.30 p. m. the Police Force intervened and gave them warning that if they did not quit, they would release the management staff forcefully. Then they stopped Gherao.

I will tell you one more interesting Gherao. It was in 2014. At that time I had a cell phone with me. It was a democratic Gherao. Food and all were provided. My family got know the Gherao. Later on my family said "either you release him or you Gherao the whole family." It ended with positive notes.

Mind set

The mind set of unions was fruitfully explained with an illustration. "The 'iddali cooker' can be used to make 16 'iddalis' at a time; after negotiations, we demanded them to produce more and they agreed to produce only 10". This was the mindset. Now it has changed substantially. We must accept that the unions did many good things for the workers. All the benefits they enjoy now are the result of the work of strong union leaderships. It is a fact. The union should change the mindset and should think about ways to make 16 iddalis using the cooker, its maximum capacity. Now the mid set of the unions have changed so that they are ready to make 15 iddalis. The mindset of the unions was a problem in the past, which had, indeed, created many problems in the industrial-political scenario of Kerala. Now the situation has changed much in favour of the existence of the industry.

Productivity

The unions unnecessary interference affected the productivity in many ways, especially before 2000, and it was somewhat affected till 2005 periods. Now, the situation has changed; even the external union leaderships never agree to stances causing loss in productivity. They supported the existence of factory. Thus the last three LTS helped to increase the salary of workers due to optimal utilization of the company's productivity.

Returns

Growth is essential for the healthy existence of any company. Our company started functioning about 40 years back and it established its units not only in India, but abroad too. This is due to the managements 'passion', not greed. The unions should understand this fact. By and large, the external union leadership, with proper narration, understand this fact. They should convey this message to the internal leadership. The union leadership should distinguish between the real leader who promotes good business and the rest so that they can mould the workers to make returns to the company and inculcate the thought that profit is not a bad thing.

Modernization

In general, the people do not accept changes easily. In contrary, the new generation is accepting and promoting modernization. An old story in our company reveals this. A new machine was imported to install. It was kept in the truck for 6 months. The company, the manufacturer of the

machine, sent a person to repair the machine. He was received by the management at the guest house and asked him to visit the company to inspect the machine. The trade unions resisted this change and protested against the manufacturer's representative who was an American. Finally negotiations were done and reached a consensus to make the technician to visit the plant and see the machine. The interesting point is that the visitor's day for the company at that time was on Tuesdays and Fridays and the man came on Saturday. The Unions opposed this and said that they will allow him to visit the company only one Tuesday as a visitor. This is an old story. Now we have evolved a formula for modernization so that nobody opposes change and nobody came to know the release of a product with a different pattern.

Disciplinary action

Absenteeism, one of the major problems, requires proper disciplinary action. It is a menace to the entire industries. There is only one panacea to it. That is to suspend the culprit. Then only he/she comes regularly. Other areas, which required disciplinary actions, are alcoholism, violence and other petty reasons. The tactics the workers adopted to overcome it was that to approach family members, wife and other close kith and kin to intervene. In one such incident union leadership allowed to take disciplinary action, but the charged person's wife approached my wife and through her recommendation, he was reinstated. If union failed, they approach wife, then father, mother and so on for recommendations. For theft, the union did not interfere. But in issues like bonus agitation etc. they will fight against any disciplinary action.

We took disciplinary action only for the betterment of the company. If the management did not take proper action, it would affect the entire employees and their family. For instance, suppose one person slaps me, I must take proper action. Otherwise, the same thing with more intensity will be repeated in future. Thus the disciplinary action is to cure the disease rather than to punish.

Distrust faced from unions

I did not face distrust from union when I took pro-labour stand. I went through certain situations in which the union leadership misinterpreted my stand. For instance, in the recent LTA, we demanded certain level of productivity. Unless the company makes profit, the employees could not prosper. See, if you go to market and sell a product produced in Kerala; the buyer has to pay

more money to buy it just because it is produced in Kerala. Isn't it possible? So, the trusteeship is very important. The trusteeship labour welfare theory, we taught in our class room learning should apply here. The leadership must have trust upon its employees.

Building an industry is significant. Enterprise building is an art and science. Society should respect.

Union's neglect HRM.

I had many experiences that the union did not inform strikes. They might have informed a couple of week back.

Non-acceptance of authority

Yes, in the matter of taking disciplinary action, my authority was not accepted. In fact, the HRM is not an ultimate authority.

Conflicts among workers

This is the main function of the HRM. There are two types of rivalries. One is inter-union and the second one is intra-union. If such rivalries are not addressed in time, it would affect the entire functioning of the company as well as productivity. My sleep gets disturbed due to the issues created by such conflicts. Face to face negotiations and communication over phone were used to bring in compromise. So with hard effort, I succeed. You see, why all the LTA has been settled in late nights; it is because of conflicts among inter/intra union rivalry.

Workers' personal clashes

Yes, There is an HRM person in plant, who was responsible for settlement of clashes among workers due to personal issues. For an example, two workers fight at the work place. The management suspended both of them. Then, the union started strike to withdraw the suspension. Couple of days after that incident, a security guard slapped one worker, his two teeth fell down, and now the union wanted to take action. Alas! God was with us. We said them that you resort to strike to withdraw the suspension of workers who fought inside the company. So, we should not

interfere. 'Ohm Shanthi'. Later we took disciplinary action against the security staff and there was no complaint from trade unions.

Extra-work

Loyalty to the institution is a passion. HR has a crucial role in motivating workers to involve in activities related to events like ISO certification. The workers really supported.

Welfare measures

I have a passion to provide welfare measures to workers. We constituted a benevolent fund, 'employee's benevolent fund'. Employees and employer contributed equally. This fund can be utilized for any sort of welfare measure. For example, if one employee became sick, causing him to lie for months, he would receive Rupees 8,000 per month from this fund. So on the first day of every month, he will get an amount which will be a support for him in that condition. Many workers got benefits out of it. I have another dream to help our colleagues - 'Leave contribution'. If you have 30 leaves, you can surrender one leave. This leave comes into the common pool. The company also put its contribution. Suppose, 1500 leaves are contributed by the employees, the company also has to put in an equal number of leaves so that the total leaves would rise to 3000. If an employee is in need of leaves due to unavoidable circumstances, he can get it from the common pool. For example, if an employee met an accident and fractured his leg, he requires 120 days leave. The company can grant him leave from the pool. It was appreciated by the trade union leaders.

The functioning of such a welfare measure was challenged different stakeholders as it may be misused by employees for silly diseases. It is indeed a participatory welfare measure.

Head load workers

We have permanent workers for loading and unloading, belonging to different unions. They work according to a signed agreement and create no problem at all.

Top management

Luckily I am in a company which has no restriction to implement welfare or safety measures to employees, provided the productivity should not suffer. It is the company's philosophy.

Accusation

I faced a lot of accusations from the part of workers; they even print and publish notice against us.

Work culture

Our company is one of the well-standing companies in Kerala. Work culture prevailing in our company is overall good.

Family stress

"What company is it?", my children asked me as I could not give sufficient attention to their matters. My work affects the family life too. In some situations I really experienced family stress and strain. I was compelled to avoid many family affairs due to job stress. For instance, I got an opportunity to visit USA along with my family. At that time the company was in lockout; I requested the management to grand leave for the proposed visit. The company said, "You send your family to USA and you should stay here". Another incident is that I have to receive my girl-child from air-port. Due to an immediate assignment, I ought to stay in the company and sent another person in my place.

Job satisfaction

I enjoy very good facilities in my company; receive high salary and has very good opportunities for career growth. Company donated five lakh rupees for each of my children's marriage.

I did not generally face much bad experiences from my co-workers and satisfied with their cooperation; obviously I faced some problems.

Strikes and lockouts

To be frank, I took 'Ph. D.' in Lock-outs, so many of them had been taken place during my tenure. One day closure would cost the company at least Rupees 10 crores.

Bad experiences

So many bad experience from the top management also; in the event of signing of last LTA settlement, 2010, the understanding was to increase Rs. 8000/- . The MD said that he will not come at any cost in the event of such a settlement. I again called him and said I can only call you sir, not the MD of some other factory. At last settled that LTA.

Workers' participation

There are many committees with the involvement of workers. "All the committees are not good. Some are good."

Achievement of organizational goal

Towards organizational goal, I have strived to get productive-improvement in all the functions.

The problems faced by the HRM in Kerala

The major problems faced in Kerala are multiplicity of unions and lack of acceptance of entrepreneurship .

IT SECTOR

Four managers from IT companies in four different fields were selected for interview .They responded to the in-depth interview and thematic analysis of the cases is given below.

CASE 5

Ms.Sushama (Name changed) works in IT sector. She holds the position of General Manager (HR) in the organisation. Sushama did her MBA from University of Kerala in the year 2000. She joined the present company in 2001 and still remains loyal with the company. She considers the company as part and parcel of her life. In the initial 5 years of her career, she was looking into the talent acquisition office at UK. Now she is in the Trivandrum office heading the Learning and Development portfolio.

1. Liaison work with employees

"In the context of our company, the line managers are doing liaison work with employees. Since it is a service industry, most of the work is carried out through project teams. The line mangers in the team are empowered to deal with the problems of the employees who they interact with as a team. Every 3-4 years, the project teams will change and every employee has to work with different teams. The employees in the team always interact with their line manager. So the HR function here is to equip these line mangers with necessary people management skills. Every employee is given a first-hand 4-day managerial training once they become line manager.

Along with this the HR does the design function of providing different listening forums. This is a digital platform where employees can post their complaints if they feel harassed or sidelined by their managers.

The issues are varying mainly from cross-cultural problems, multi-generational issues to peer pressure. They are of the opinion that rewards and recognitions in a larger extend can empower the employees.

1.1 Solving issues created by employees while engaging in their work

Through several design forums, the issues have been addressed. The company has several workplace groups who will take care of such issues. We have the workplace parent groups, old parents with dementia group, single parent group etc. Such kind of forums helps the employees to get an insight in to how to tackle problems. Those experienced people can tell their experience about how they have gone through that trauma. Along with this, full time counsellors are also there in the company.

1.2 Working with employees while they put in extra-effort

The employees are willing to put in extra effort. An employee giving extra- effort will be duly acknowledged and the same will be considered for his/her career advancement. If a person is not doing an assigned additional task sincerely, that will be reflected in their future career prospects.

1.3 Other experiences with the employees

When I was a junior, I had many experiences with the employees as I directly deal with them. Now I am in a senior position and the line managers and middle level executives report me the ground level situation. Whereas the new generation employees, sometimes use different social networking sites to critically evaluate the steps taken by the managers. Even then the managers have to keep a cordial relationship with employees as there are ample opportunities for the talented people.

2. Networking

2.1 Experiences in involving employee-groups to improve the existing welfare measures

Since the company has a cross-functional work environment before implementing any welfare measures, they are included in the design phase itself. This will enable the company to get the voice of the ground.

2.2 Experiences of participation of employees in the implementation of welfare measures.

Since voice of the ground is being taken, there will be complete participation of employees in the implementation of welfare measures. As an experience she narrated that there is a health insurance policy which is provided to the trainees. Company provides premium for spouse and

two children. There is a provision to include dependants in the policy provided the trainee pays the premium in 4 equal instalments. This being the case, it was found that the employees are not including dependants in the policy. HR took the responses of the employees and found that the 4 instalments is a big sum to pay. Through the survey the HR also found that increasing the number of instalments will attract them to include their dependants. This actually worked and they ensured the participation of the employees.

The performance appraisal data is also taken for finding out needs of employees. And since a lot of money is invested for recruiting and training the employees we cannot afford to lose the employees as the skilled employees (knowledge worker) form our raw material.

2.3 Experiences with head-load workers

"We do not face such issues. Earlier it was there. Now it has been streamlined. Since Chief Minister himself is the IT Minister, lot of privileges are there. And also the G-Tech also helps them in dealing with any kind of issues", she said.

3. Issues faced from the top management

3.1 Experiences with top management in implementing welfare policies and other services

She says that personally she enjoys a lot of freedom. For implementing every policy they have a unique practice of bringing the employees in the planning stage itself. After hearing from employees only almost all the policies take final shape.

 In an IT organization, mostly HR professionals are looking in to manpower costing. Our organization has a Global HR-Head, Vice-President HR. In Kerala they have Regional HR heads. The core functions of HR are divided into different verticals and each HR person is responsible for the activities in that domain.

4. Mental stress and strain

4.1 Stressful experiences while facing accusations from Employees

As an HR manager, I have to make different types of communications. Since IT jobs are only there at Thiruvananthapuram and Cochin, most of the employees have to live away from their support system. That itself is stressful for the employees. Small companies cannot give work from home. In case of foreign clients, the employees need to be present during odd hours, since that is there working time. All these things also bring stress to HR. HR understands that we are the listening post.

4.2 Prevailing Work-culture in the organization

Merit is given more prominence in the company. Depending upon your performance track record lateral moving is possible in the company which will bring you better career prospects.

4.3 Stressful experiences due to inadequate attention of family affairs

Here both the company as well as the employee have to bear at some point of time.

5. .Job satisfaction

5.1 **Satisfaction about the place of work and other infrastructure facilities**

I am involved in the campus recruitment across India; I feel extremely satisfied when I address a new batch of trainees who are joining the company after mass recruitment. That is the value I deliver to the company. Automation brings in lots of opportunities and moreover it gives me a lot of data. I find more time to connect with employees. And because of it I can do what I am expected to do.

5.2 Satisfaction with the pay and other perks

Highly satisfied the pay and other perks

5.3 Experiences with co-workers

Of course there is good and bad experiences with co- workers; I consider these as part and parcel of any job; but what matters is how we view such experiences or how we adjust with people having different views.

6. Experiences with top management

Top management is always supportive and that is why I am continuing in this organisation for the past 17 years. This is my first company and I never think of leaving.

7. Experiences with regard to "Workers' participation in Management"

We include employees at the designing/planning phase of a project and also in discussions involving policy related matters. They have well established career growth opportunities with lateral advancement provisions. Thus employees can move into the managerial positions. We provide training for their career growth. Many of our senior managers are technical persons.

8. Role performed in achieving 'organizational goals'

All my activities are oriented towards organizational goals. Since we use skill of people as the input for making profit, the interventions / interactions with employees for facilitating better work environment, leads to better output and lesser attrition. We have persons continuing here for 25 to 30 years, showing a sort of attachment to the company.

9. Pleasant experiences as HR manager

As a manager I am satisfied with the salary, nature of work, work culture and attitude of the company towards its employees. So I will not leave this company for a better pay. The company provided me opportunities and exposures (foreign experience) and I feel a personal bond with my company.

10. Awful experiences as HR manager

I can't show a superior – subordinate relationship with the employees, because they are equally or at times more qualified persons. My class mates working in private sector industries enjoy a better status in this regard as they deal with workers, having lower educational status.

In Kerala the HR community is not connected successfully. IT potential is high in Kerala. More networking and visibility is needed for the HR fraternity.

CASE 6

Mrs. Ann (name changed) is working in an IT company. She is an MBA degree holder from Anna University. Working now as the head HR, she has experience in both manufacturing industry and IT industries. She worked in a private industry whose corporate office is in Kerala, but manufacturing units are in other states, for four years. Then she shifted to another private manufacturing industry. After that she joined the present IT Company and again moved to two other IT companies. Now she rejoined the first IT Company and is working as the head HR. She is married and is very passionate for her profession.

1. Liaison work with employees

We actually do not face, so far, any major issues or conflicts among employees. Trivial issues between teams or between inter departments or like the production team and delivery team are there. At times when we are not able to complete the delivery in time; the production team may be blamed by some other departments. It's that kind of a thing; each department has a hierarchy and many of the issues are solved there. Only if something is major, out of their control, then it comes to the HR team. It is a media industry and the situation is different from other industries. All the titles itself are different from that of other IT industries. It is like producers, directors, assistant directors, artists, music directors and so on. Handling media industry people is very difficult. I have 12 years experience in core /manufacturing industry. There I handled tough people, blue collar employees, white collar employees, trade union leaders and labourers. But the artists are very emotional people. They don't know what professionalism and formalities are and they even do not know how to submit a proper resignation letter. One day they may say, okay, I am putting my papers today; when can I be relieved? They may send the resignation through a 'whats app' message. Some people may say, I am leaving, and you can send my papers by courier. As a HR person, I can't tell them that this is nonsense, and you must put up formal resignation. If I ask them to do formally, it is certain that they will react in a different way. So we should know how to handle them. They are very very emotional.

Ego clash is definitely there among employees working here because of generation gap. For instance, we have employees around fifty years old and also 19 or 20 years old artists. The

former are very highly experienced persons, working in a traditional manner while the youngsters are into technology and their working style is different. So always there is an ego clash. These do not affect the productivity as we don't let it to go to that extent. I have a team of six people and another group of six people in administration; thus a total of twelve people are reporting to me. I am reporting to the CEO.

We have silly problems at work place like - people are saying this chair is mine and somebody pulled my chair etc. So we have a department-wise numbering system. But, even then we have problems; people may take chairs and using thinner and all rub the number and write their department name. We solve such issues to maintain a conducive work environment.

Whatever fight we have, whatever clash we have, employees have very good attitude; people cooperate when the organisation needs extra effort from their part. Here extra time is not a problem as many of the employees are artists and they may sit till 2' o clock or 3' o clock. We don't tell them. They want to complete their project movie and they come here, sit here and come on Saturdays and Sundays and sometimes they stay here. There are people like that, because that is their passion. We help the employees with flexible working arrangements, if the situation warrants that. For example, if a lady is carrying we give her one moth work at home facility.

2. Networking

This is a people centric company. Even when we frame a policy for our company, we have our best practice called policies on probation. That means, like we have our probation period in job, our policies also will be put on a one month probation period and circulated to all employees. People can come up with suggestions to improve the policy. So we get lots of both positive as well as negative feed backs. After that we will constitute a committee to discuss the things which employees feel not required and we will change the policy and then only we implement it.

We have a good number of welfare measures. Some are mandatory and the rest are need based. One like medical insurance is mandatory. Besides those mandatory provisions, we provide other welfare measures like mobilizing money to the needy etc. For instance, it is a heterogenic group,

from economically and socially high class people to below poverty line. Irrespective of status or income if an employee is having personal issues, and is in need of money, everybody will come together by ignoring all the prior conflicts and dislikes; they join together to participate in a meeting when HR called for one. Then the HR would brief-up the situation that so and so is in need of money or he lost his home or he wants to build a home or whatever it is; then people will come forward, showing willingness to deduct Rupees ten thousand or five thousand from their salary. Likewise we very often collect money and support people.

Other welfare measures include 'monthly medical checkups', accident insurance policy, departmental tours for one day or two days, team lunch every week sponsored by the company. We have lots of celebrations. We celebrate our anniversary day; we have a big event for three days called masters submit, in that all the masters of our industry and big directors are invited to a mega function with awards and all. We celebrate Onam, Diwali and Christmas. For all these we have one day full function. Employees have many suggestions for welfare measures, but all those things we cannot do. All mandatory / statutory things we do have. Apart from that we do not have many other welfare schemes.

She said, "I am not sitting in the cabin to carry out my work. I do go to the studio and I talk to them, spent time with them, and go out with them for a tea/ lunch. We have developed such a culture; no body tests that at all and we did not face any serious unrest or group movement

We do not have any big loading and unloading issue. The tables, chairs and all are facilitated by contractors and they deal with such things.

3. Issues faced from the top management

She said, "On mandatory welfare schemes, we have no problem to go ahead and implementing them as and when required. But, regarding other things, implementation is strictly based on the funds allotted. If we implement anything new we have to carry it on without break. The top

management accepts if I suggest additional welfare measures. But the only thing is numbers are involved in it; commercials are involved in everything".

"I enjoy freedom from top management. For example, every employer wants employees to come on time and to leave only late. They don't have any problem if people are leaving late in the evening. That is the policy every employer has. We planned to change the policy; don't bother the time they come in, but we want to ensure the productivity; they have to complete their work and ensure that there is no time shortage at the end of the week; they have to work 48 hours in a week, for that we have tracking system and all. The policy says that they should punch in by 8.30 and leave by 5.30. The HR said that even if they are not punching at 8.30 is not a problem. Even if they are 1 or 2 hours late, let them come and complete their work".

She explained, "In order to protect the eyes of the employees, as they are exposed to the computer system throughout their work, we have provided screen shields to prevent extra light. People often complaint that they have headaches and eye related problems due to such exposure. In addition to that, people have full freedom to walk around while doing work, go down to the food court to have tea/coffee or snacks and chat with friends. What is strict here is to complete their target, nothing else. You can see the people walking around all the time here. We are not strict in all those things."

"We have provided so many health camps at the Techno Park as they are conducting free medical checkups. What we do is that we have invited interested people to participate by circulating mails among employees. Tomorrow itself we have such a medical checkup in one of the buildings, 'Nila' building. The checkup isn't free; it is a paid service, but less expensive one.

4. Status

"Human Resource Management remains the same whatever industry we go. Our work is the same. May be the way we handle people only differs. Operational works like recruitment, pay

roll administration, and other statutory things, are all remain the same. The rules and regulations in a factory are different; in manufacturing industry, the Factory Act is applicable and have to follow the corporate act and other labour laws. Inspection by the factory inspector is mandatory. He used to come for inspections and insists so many things to do in a factory. But in the IT industry we do not have any such issues.

In IT industries some employees get more salary than HR; but, to me there is no status issue due to the difference in salary, because the salary does not do anything with the leadership quality we have. I like them to consider me as a good leader than a boss. It is not with the salary that we define HR.

5. Challenges

Challenges are more in manufacturing industries. The atmosphere/culture of core industry and IT industry are different. Here, in IT industry, we could see more professionals. It is little bit easy to handle, but at the same time, there are over qualified people, we have to be careful while communicating with them. In factories we have blue collar employees; they are very rough and tough; we can't talk to them about professionalism and all; they will not understand. The Union leaders are very tough, especially when we sit for a negotiation, politicians also come in.

5.1 Challenges in IT industry

IT industry is famous for poaching people from one company to another. Poaching is part of fight between competing companies. So it is a big challenge faced by this company. Getting artists for our industry is another challenge.

We also face the problem of attrition. Our attrition rate for the last six months is less than six percentages. But sometimes that may go even up to 15 percentage in a month; It depends; it may increase when a competitor comes and conducts an interview for their projects. For each project they may require 20-30 people; so they may poach 30 people and go. We pay them Rs. 20000 as salary; they will give 40000 and poach them; but after the project is done, they throw them out. But these guys will not understand that; finally they come back to us after one or two years.

6. Insecurity

In all private companies, the jobs are not permanent. Today we sit in this seat tomorrow we do not know what will happen. IT industry the culture of firing people is a little more compared to core industry.

Company may downsize their employees' strength as they do not plan properly. This is because the company has been functioning based on projects. Hiring too many people for a project leads to this problem. When the project is over they don't know what to be done with these people. So they cut down the number of employees.

After a private company I joined here and then went to three other companies and returned back to this company six months back. This is the fourth company I am working. I left all those companies by my own decision. My company wanted me back and that is why I am here. Till a company is there HR should also be there. HR will be the last person to be kicked out. They need HR support even to do the settlements. For everything HR is required. So first hit will not be on HR; We do everything for them and finally they will kick us out.

7. Mental stress and strain

As far as the mental stress from employees is concerned, it is not respecting or disrespecting by them; of course, some employees have a big attitude; otherwise, everybody gives respect to all; it is a give and take policy; attitude issue is there.

In this organization the work culture is really good; everybody enjoys freedom to some extent.

I always balance my work and life. I have so many family problems but related to the work I do not have any. It is like how we manage it. I don't spend too much time in office and I don't take too many things for granted for my personal affairs.

8. Job satisfaction

I worked in top good companies; so I enjoyed good infrastructural facilities. I feel equally satisfied with my job in manufacturing industry as well as IT industry. The production people will have problems with the infrastructural facilities. The production head who is sitting in this company is having a very god cabin and all; but the production head of a factory has to sit inside the factory; they have to sit there and monitor people every time. But as HR I have not faced any

such problem. I enjoyed the culture at core industry as well as IT industry. I love my profession and this is my passion to become an HR and so I enjoy both the industry.

8.1 Experiences in relation with promotion

We do have promotion prospects for employees as well as HR manager. Every year we have appraisals and so the desired people will get promotions. But for me it is too early to get a promotion now, as I have rejoined only six months back.

8.2 Experiences with co-workers/employees

There are some bad experiences from co-workers; but it is like how they accept us.

8.3 Experiences from top management

Whenever I have to fire an employee or terminate an employee, as a person I feel sad. We talk to them and send them; but personally I feel really sad.

Every day it is a challenge for an HR. We are in between the employees and the employer. So we get hit both the side. So HR profession is like a shuttle cock. I have both bitter experiences and good experiences. Top management understands us, our CEO listens to us whatever we want to tell.

Experiences as a HR manager

Being an HR manager, if there are 2000 people in a company, 2000 people know me. If you are in production, the production people will only be knowing you. But being a HR, the company's entire people know us. That is one benefit. There are companies where people do not accept HR at all; they hate the HR. Personally, for me, I had no such experiences. I have resigned from a private industry. Even now the people in that company wanted me; even now I get call from the factory workers and staffs; whenever they have an issue, they call me; they talk to me; they tell this happened, what to do? How to do? So even now they respect me.

10. Contribution to Organizational goals

HR has nothing to do with profit of this organization. But when it comes to recruitment, at the right time if we don't give the right person everything will be stuck there. For example, if two or three employees resign from a project, and the delivery date is coming down, the HR has to take initiatives to fill that portion immediately. If we don't do that, it will affect the productivity, delivery, profit, and all those things.

Every year it is a challenge to give salary hike to employees; the expectations of the employees will always be high. The employees expect a hike of Rs. 10000, but the management would be giving a hike of Rs. 2000 only. The employees when tell this to their production heads, they direct the employees to the HR.; but HR is not the person who decided the increment. Increment is decided by the top management based on the productivity and performance of employee. But finally when the letter is out, those who got higher increase will be happy. But others will be dissatisfied and it is a big challenge for the HR.   The company I worked is based in Kerala. But it doesn't have a manufacturing unit here because of the trade unionism and business climate. The Company has manufacturing units in Tamil Nadu, Pondicherry, Utharakhand. Kashipur etc. So I went to all those places.

11. Challenges faced by HR managers in Kerala

The Kerala people, their mindset and their attitude everything is totally different. They don't understand and take things in the right sense. So working in Kerala is a challenge. For each and every thing, there are Unions. Thank god in IT industries it is not there. So I will not again choose the manufacturing industries.

12. Issues successfully tackled

I will share one case; it was a statutory issue when I was with the core industry. In our department there was one guy who had been specifically handling PF matters. He was planning to resign; but we didn't know. This guy made lots of problems. He uploaded one employees PF contribution in some other's account. That means the PF contributions were not reaching the respective employees. In the EXCEL sheet, all the PF numbers are changed. Even he did not know that the PF numbers have been shuffled. He kept uploading the contributions wrongly. After one year, he left and we appointed a new person and asked him to add a new employee in

to PF and upload his contributions. The new staff also uploaded contributions with the earlier list. Finally when one employee, a junior employee resigned and while closing his PF account, there was nearly Rs. 10 lakhs in his account. So we were surprised. Only then we came to know that some manager's PF contribution was going to the junior's account. Then we checked other accounts and find that the mistake happened to all the accounts. Correcting it was not an easy task; that too with central Government people; this had to be corrected from the provident fund office. The challenge there was that this month one person is in charge; we go and submit all papers and give a request and then they will tell that we cannot do it now, you come next month. Next month we go there someone will be sitting there. We were behind the people for nearly one year and we could not solve it. Finally we, HR team, went and took appointment and sat with them and cleared all those accounts.

Another experience was related to claim forms. Employees submit the PF claim form after sixty days of resignation; that is the PF rule. After sixty days only we can claim the PF amount. After sixty days when the employee sends the PF forms, the employer has to verify, seal, sign and send it to PF office. The guy who resigned and went didn't send the PF forms for last six to seven months. Just put everything in his drawer and while going he tied everything and kept in a carton box and kept in the stock room. So people were calling us as they didn't get PF; then we enquired this guy; he replied it had gone to PF office. When we went to PF office, there was no form. In our records and all (courier) we couldn't see. Finally we found all the PF forms dumped in the stock room because he was in a hurry to go. Then it reached to a MLA level in Kerala that the company had not settled PF for so many employees. That was a big challenge and solved in a month time.

CASE 7

Mr.Govind is an HR manager in a well established IT firm which has a manufacturing wing also. He is 38 years old, working as Global Competency Head of the company. He is a qualified manager with Masters in Business Administration. He joined the present organisation on 13/5/2013. He had worked in three companies prior to joining the present organization and had two years experience. He is proud of the present organization and like to continue in it; his wife is also an employee of the same organization.

1. Liaison work with employees

I agreed that there are inter-group conflicts among people here. We have different groups with different attitude and which would have ultimately affected the overall function of the industry. In general, we handled such conflicts with division of labour. In work situation, we also have faced conflict situations. For instance, when we launch a new work, usually two types of conflicts come up. One is that both wanted to do that work or both did not want to do that work. In this type of situations, the HR Managers and delivery Managers will together decide to dispose of that work with more feasible group (skills, availability, and other matching components). While solving we would apply some logic. Why A was chosen over B. We would make it clear to the teams. In that sense the HRM has a big role in IT sector.

2. Extra Input by the Staff to the Organizational Goal

It is a blessing to the IT sector. People are luckily at more matured level of understanding to different situations and they would come forward and offer their manpower to any additional demand the industry asked them to do. We had a higher level of transparency inside the work place. We had not experienced any problem to meet the reluctances from employees to do extra work. In that sense everyone would be the Managers for themselves. Seldom had we to meet such situations.

3. Disciplinary Action

We would first collect why it so happen, what's wrong with you etc. before go to take any action against an employee. We must respect the individual. We never tried to let them down. Such a situation we had in our industry and the HRM is so concern about it.

The industry is not particular to take one out from the company. It is very difficult to take disciplinary action and let one out. There are very series of procedure in different level. In and out are equally difficult. It means, the HRM should convince all the top management for such disciplinary action against a person. We have to make the approval at least from four to five levels. Then only we would have to take a disciplinary action against an employee.

Industry like us doesn't want to push a candidate out. He might have problem in future too What we do,, we have to give them appropriate skills, counselling and training to make the person more aware such situation. What ultimately we do, we let him to move one project to another project. By the way we keep the manpower with us and that is why retrenchments and other type of turnover have seen here.

4. Attrition

Absolutely here is a very low attrition. I said why it is here. We wanted such an employee to grow with us. We have different types of work. The individual should know the entire engineering work, a holistic knowledge about all the engineering areas (17.40). We make them so.
Prior to join here, I put my man power with another IT industry, which was a smaller one. I opt here because it is a very big and reputed organization. I am proud to be here.

5. Salary
Compensation is depending on multiple factors. Experience is a major factor. The peculiarities of the job one do in this organization, his talent, knowledge about the work and many more will determine the package. The HR people also get salary based on their various factors, which contribute the growth of the industry.

Can you compare the salary of a HR Manager who put 10 years of service with an IT professional here in the same length of service? He said that at the entry level not much difference. But, it depends on the institution in which who studied, trained etc. Pay parity is not a simple equation; it is a very complex equation. There are differences.

6. Line Function

Here we have access top management and lower classes alike. I can easily access MD in need and so intervene down people without through middle level. Such accessibility is available here.

7. HR Power

Primarily this sector is a flat organization and the HR also part of it. By virtue of the data the HR Managers have, they have power and status here when compare with other departments. For example - Disciplinary action. HR is here more powerful as any issues comes to a department, the concerned authority direct the people to meet HR. If HR is ok, then we are ok. Such type of acceptance is here.

8. Job Security

Technology is changing very fast. The worker should move accordingly, otherwise the job is in peril. The employee should update skills, acquire proper knowledge, required language, JAVA, AUTOSTAR, ANTROID and so on.

Recession – certainly affect as it is a global organization

9. Pleasant Experience

I have pleasant experiences. We train people to keep away from biased attitude. Once an employee behaved indifferently, I called him and asked why it is so and what happened. He said that his attention was required to his family (delivery of wife). At that time a time-bound work was going on. I conveyed this to his boss. He said, don't bother about the work. Let him go and take care of his family. I would manage his work.

10. Welfare Measures

Our welfare policy is better than the available mandatory welfare measures. We have a lot of flexible measures. The culture in terms of welfare measures is certainly different. Participatory approach is here in all areas, for instance, Food committee. Every measure is accountable. This approach ensures participation at different levels. It is a continuous process.

Collective movement from employees

Yes. We have handled such situations. In situations where a group of people need some change or have new ideas, certainly we welcome those things and put it in practice. For example, when we introduce a new system people were puzzled, and have questions like what it is, why are it here etc. We communicate from top to lower level. We keep connection. We do not disconnect people from any new venture in the company.

11. Head Load Workers

We had a fixed rate. Whenever there is no fixed rate, we usually not take care of it. The supplier/seller would take care of it. We make the service of the TECHNOPARK for it.

12. Introduction of New Welfare Measures

For regional requirements, for instance Onam festival, we asked the top to provide such situations. Management encourages overall requirements. We have certain funds. We make use of the fund for such requirements or asked sanction from top management.

13. Work Affecting Family Affairs

Sometimes affect family affairs, especially in-laws situation. It is manageable. People are self-centric. Actually we need external helps. We must build relationship with neighbours. It is an

investment. Mutual eco-system would create, and then the stress will reduce. If a sedate life is keeping, their social life will end. We worked for the flood situation

14. Job Satisfaction

Very high in terms of perks

CASE 8

Mr.Sajid (Name changed) works in an IT company at Technopark. He is an MBA, MA PM degree holder. He has 9 years experience in manufacturing sector and 12 years in IT sector. At present he holds the position of Director HR in the company. He had worked in two organizations prior to joining the present job.

Conflict between employees.

Group dynamics is there in the organisation. The intensity will be only less than 5%; and in that hardly 1% has an effect in the work environment. We are taking informal actions with this respect. Usually the starting point of any dynamics will be gossips. One incident that was happened recently was an issue was there in the organisation and based on the issue two groups was formed. A male employee in the office was involved in the issue. And this has taken to the level of sexual harassment. The issue is with regard to a break in relationship. The problem has transformed in to a situation where the newly joined employees also got affected with it. Mostly all these issues will be dealt by the line mangers. As a last step only it will reach the HR manager. We took up the matter and understood that the female employee got a new placement in Germany and she is about to leave the office within a week. HR instructed the line manager to keep silent on the issue. Later she resigned the office. After some years she again applied for a job in the company. But we declined. Manager is of the opinion that politicising the issue is everywhere but we should manage politics to achieve the goals.

Sharing of infrastructural facilities by the employees

Employee cabs are arranged by the Administration department. Some group of employees refused to go a place where an employee whom they don't like is there. The group of employees were not at all happy. Since it became an issue it came to HR and the officer directly spoke to them and got it resolved. Along with counselling the employees, orientation was also given to the team lead to instil a right kind of attitude among the team members. That is the only issue that I had managed so far regarding this. Everything in the team is managed through team lead. Be it a salary hike, promotion any reward for employees it is done through the team lead.

Extra effort from employees

They are ready to put extra effort. All they want in return is a compensatory off. They like to sit extra hours. Training is for empowerment. They are ready to come on Saturday or Sunday provided they get a comp off. There is a different work management style that is practised in our organisation. Work from home is one such facility. Mothers are there in our office. We extend the work from home facility to them also. Most of our SAS programmers are using this flexi time facility. The SAS programmers are always putting extra effort. They work to their maximum.

Area of operation

When a pharma company develops a medicine, before it go to the general public, it has to undergo 4 phases of study(trials). After the development of the chemical as a medicine it needs to be tested in human beings. The trials are usually done in Europe and US. In India trials are not done. The data of the trials come to our company and the data management team needs to edit, validate and check the data. And this part is done by statisticians. SAS programmers will check it. The company have permanent statisticians. The most demanding job now. The qualification is MSc Statistics, B.Tech/ people with MSc. Who have done a course in SAS programming. For most of the human trials SAS programming is used worldwide. Pharmaco vigilance is another important department. The department is responsible to be vigilant if some adverse situation arises during the period of study. Another category of employees are the medical writers. They are responsible for making the instructions leaflet which is kept in the medicine packet. They have to look into the publishing of that content. The other categories of employees are medical intelligence, software management and software development.

Total 1500 employees are there across the globe. Here in this office there is only 80 employees.

HR roles in manufacturing and IT

The respondent said he has 9 years experience in manufacturing sector. The industry gives us enormous confidence and we will be ready to face any problem. In the respondents opinion in the manufacturing sector the HR managers are not able to do their core HR function. In manufacturing industries we need to sit with small problems. If we want to install a new machine we need to talk to and to get consensus of 100people like unions, supervisors, Labour officers

etc. Here in it industry am able to do my core HR job. I get enough time. I don't want to sit with small problems. In the manufacturing sector we are always eager to terminate an employee rather in IT we are trying to findout ways and means to retain an employee. In IT industry also we have lot of problems like late hours working and also other associated problems, even then we are able to invest more time for the employees meaningfully. In the IT industry the employees are more qualified. The respondent says that all the employees could understand the importance of HR in an organisation. And he says that they are equally respected and no ego issues exist.

Staff turnover IT sector

Staff turnover is relatively high in IT sector. But absenteeism is very low. In manufacturing sector the grave problem is employee absenteeism. Attrition is about 15% and the absenteeism rate is less than 1%. HR managers are given regular targets to pull down employee attrition. The respondent says that every month they are working on it and now this year successfully they are able to pull it down by 10%.

HR manager's status

It is a difficult question to answer. The whole employees can be divided into billable and non-billable. The billable category are those who bring revenue to the organisation. The category of employees coming under this include: data management team, statisticians, medical writers, pharmaco vigilance and a small portion of finance people who are doing some foreign assignments of the company.. The non-billable employees include it support, HR, Finance, software developers. The important thing is we cannot ignore this category. For instance if an employee joins the organisation on the first day itself they should be given lap top , seating and all other facility. This is given by the system support. In that way non-billable also becomes important. The salary of billable category is very high compared to non-billable. Salary is unequal. It is kept very confidential. Since the billable category are doing specialist job they need to be compensated specially. So there is an inequity in the salary disbursed to the employees. Hence salary of each and every employee is kept confidential. The entry level specialist staff earns more salary than the senior directors of the company

Involvement of employees in welfare measures

There is no employee participation in the welfare. The salary increase, medical benefits, HRA all are at par with best practices in the industry. Surveys are conducted to find out the external competitiveness in salary. Need based welfare interventions are done after talking with the team lead. A crèche facility has been arranged for a female employee, arrangements have been made for compressed work week. The other days the employee can work from home. In every three months there will be a compulsory one-on-one meeting with every team member by the team lead. In the meeting the problems that surface will be addressed on a priority basis. The line managers are empowered to give leave to the team members. Compensatory off is a major concern here. The other welfare measures include enhancement of maternity leave. That gesture from the part of the company has been very effective. Attrition is higher in the entry level. Core team always remain the same. Ignoring the problem can also can end up in big problem. A small problem was there with the issue of coffee making machine. The employees had a problem with the taste of mixing milk and tea. The problem is taken up and resolved. Now the problem is they are only drinking milk.

Unrest among employees

If at all a problem is there among the employees the team lead will easily identify it. One of the major thing with the company is that the employees hardly find time to think about that. Hence employee unrest is very few. The main problems are centred on some of the facilities in the company. One is pantry. Always complaints are received from employees regarding the scarcity of space in the pantry. That the company also feel as an essential requirement. The HR in the company holds the view that small problems if left unattended can lead to a big problem. Earlier some salary issues were there but now all of the issues are resolved. The owner of the company is US based. They own more than 32 companies across the globe.

Attitude of Head Load Workers

Whenever I have associated with head load workers it has ended up in a trouble. The park centre has given certain rates for loading and unloading the goods. But in practice this is not at all

happening. They always try to show their muscle power. For instance as per the rates given Rs.10/- has to be given to a head load worker for unloading a chair from the vehicle and loading it to the office. But in the real case what they do is Rs.10/- is only for unloading it from the vehicle and if they want to carry it to the office they need another 10 rupee. The attitude of the head load workers needs to be changed. There are ways we can adopt to control them like we can remit the amount directly to the head load workers office. But these kind of behaviour from our side make them more angry and there are chances that they will damage the loading or unloading goods purposefully. We are not against head load workers, but their way of communication is what which irritate us.

Attitude of top management

The top management attitude is very positive. Their general thinking is the programme should go on so for that all employees should be retained. They analyse the productivity chart. We earn and we spend. Each organisation is a profit centre. Every month salary will be credited to the account of each employee on the last day of the month morning 6'0 clock. Top management allows maximum flexibility. If HR makes a recommendation normally it is not rejected. If an employee is about to leave the organisation claiming a high salary in that case the HR will judiciously intervene and enter into a negotiation and still the employee bargains for exorbitant rates then the employee is allowed to leave.

Challenge due to shortage in projects

Yes, once the company have gone through that turmoil during the time 2008-09. At that time we have terminated some employees. Some of the employees resigned from the company during that time. The employees who leave the company are our ambassadors. The employees who left the company during that time are given all the service benefits as per law. Now the current status of the company is good. Projects are there. Now the current trend is the new generation is very vibrant and they leave any company if jobs are not there.

Safety measures

Our organisation provides several safety measures to employees. Ergonomics is one aspect which is taken care of in the workplace. The seating arrangement, table, sufficient lighting,

antiglare glass in the monitor all are taken care of. The company have a Health and Safety Team formed from among the employees. The understanding is that periodic safety audit will be done by the team and they will give recommendations for improvement. The company is using LED lights replacing CFL. Recently in the new conference hall instead of projector we have used the LED TV which is very cost effective. This was based on a suggestion given by the Health and safety team. Periodic fire drill and fire safety training are given to the employees. The efficiency of health and safety team depends on the leader. Now they are planning to start yoga classes for the employees. Earlier team had a programme walk to health. Every week one hour all the employees will be taken out the office for a walk. The team has installed a BMI and weighing machine. Any time they can check their BMI and body weight. Moreover awareness classes are given to the employees on dieting, healthy life style and all.

Respect from co-workers

In our office everyone is called by name. We maintain an open-door policy. No cabin is provided for Directors. All are treated equal. Anytime anyone can plug in at any seat and start their work. Concept of permanent seat is not there. The new generation employees need to treat very tactfully. If we try to make them learn the values they slowly ignore us. And if that happens we will lose the informal leadership bond with them. If this reaches the top management they also sideline us and ultimately they will also ignore us.

Job insecurity

I have more than 9 years experience in manufacturing sector and 12 years in IT sector. During my earlier years in this company I felt of leaving the company because of lack of projects. Now the company has no problems and I have no plans to leave the job. They have given me everything, promotions, flexible time, salary and all. For the last 5 years I have not updated my CV in LinkedIn or Naukiri.

Work culture

Bonding of the employees towards the organisation is very poor. From the organisation side no such efforts to create bond. May be in the next level we have to think about that. In the top level

so much attrition is taking place frequently. An in depth revamping of the culture is essential. Now the organisation as part of inculcating new values has changed the logo.

Work-life balance

I manage and enjoy everything I do. Flexi-time facility helps me a lot. All the employees are given laptop so that they can finish their work at home. During the flood time also we asked our employees to stay at home and make use of the stay home concept to finish the work. There are several jobs where full focus is needed like the statisticians role. They are the people who feel the real stress. Carrying office works to the home also contributes to work-life balance. There are several jobs where work life balance is not there. Company is trying to find out the problem and give relief to the employees.

Politics among employees

HR have a definite role to play in avoiding grouping among employees. Line manager and team lead has a definite role in this. They have great power. If they recommend any action against an employee the HR have to do that.

Employees' participation in decision making

We have definite forums for employee participation. One is employee club where all the cultural initiatives of the employees are taken care of. The representatives of the club take care of onam, Christmas, vishu, new year etc. As part of the functioning of internal complaints committee we have a women's forum named 'Shelter'. The forum provides awareness classes on the act, other education classes, health classes for women. The team also addresses the special problems of women. The other forum is Health and safety team.

Steps taken for achieving organizational goal

Revamped the recruitment and payroll process. These activities were earlier outsourced to some agency. A performance based payment and increment scheme has been framed.

Pleasant experience as HR

Once I was travelling in a bus. Suddenly a person came and hugged me. I was totally embarrassed. Later he said he was working as a canteen employee in my earlier organistion. During that time I have passed a loan for him. I was totally moved by that incident and remember it as a pleasant experience.

HR in Kerala

Union has a definite role in Kerala HR scenario. In IT sector due to its characteristics, stress is there for the employees. HR should always try to inculcate the 3 H Health, happiness and Harmony.

PUBLIC SECTOR

Three case studies were conducted from the public sector and the thematic analysis of the cases is done below. As the study follows sequential explanatory design, verbatim from these cases are discussed at appropriate places in the quantitative analysis, mainly as a source of explanation.

CASE - 9

Mrs. Devi Rani (false name) is working in the public sector as HRM executive (Associate Vice-resident). She hails from the Social Work background (MSW, M Phil) and pursues her career as HR Executive in one of the public sector Enterprises in Kerala. At the time of interviewing, she has got 30 years of experience in the field of Human Resources Management (HRM) including the present industry. Prior to joining here, she had worked in other two reputed industries in Kerala. Her expertise would be certainly valuable in this study. She is married and is leading a happy and contented family life.

During the interview, she was sought to respond to questions on various core areas in human resources management with respect to public sector industries in Kerala, including the challenges she faced while discharging her duty as HR executive.

Challenges faced by HRM executives from union leadership

The interview with her started from the outset to share the challenges she had faced from the union leadership. She explained, "Now, the union leadership are well informed, they are well educated. The situation in 1980 and 90's were bit hard. Those days the internal leaderships were influenced by external political leaderships. On those days I too had faced various challenges as HR executive and also as a woman. I will tell you one incident, which haunted me a lot. At that time I was working in the Enterprises as junior HR executive. Literarily, I was treated badly by the union leadership. This is the one I could not forget so simply. The fact of the situation was that the top management had decided to release the 'Industries' Golden Jubilee Magazine (From Kerala to Jammu & Kashmir we have branches) and I was the in-house editor, representing the industry that I had been working during that period. So I was in-charge of releasing the magazine. The date of release of magazine was also fixed, coinciding with the independence day celebrations of our country, 15th of August. As it was 'Onam' season, I have to work towards both the preparation of magazine as well as the disbursal of festival allowances and bonus. While

the discussion on bonus was going on, I was bit busy with that and the release of magazine was delayed. The head of the institution officially informed that he will not permit any further delay. But we could not release the magazine quickly as there were about 16 000 to 17 000 copies of magazine. The whole bundles were kept in my chamber as I was the editor. Then the drama started. Really I was prepared to distribute the magazine on the next day. As things go, the unions called on us to convene a meeting immediately to discuss the bonus issue. They gathered in front of the HR department. One of the leaders suddenly entered my room and enquired: "Are you going to distribute the magazine or to hold the meeting? I said, "Why not"; see the copies are kept here for distribution and I ought to distribute without delay. Please say, what's wrong with it". There was a heated argument then. "Oh, will you distribute". "I said, I will. He said, "Don't you know the Bonus discussion is on". I said, "yes, I know. There is no connection between the bonus talk and distribution of the Magazine". He said, "We will show you what the connection is ". Then three to four of them came to my room and started to tear the bundles and spread all the copies on the floor, not even a little space to put a leg. I did not mind. After a few minutes, they left. The fact is that we need to arrange people to distribute the magazine; but finally those who want the magazine picked-up from the floor and the remaining was left in the room for the next three days without cleaning the floor. Even the leaders find it difficult to get into.

Mindset

When her opinion about the mindset of the unions was elicited, she narrated, "The union leadership has a mindset to make the management bend as much as it can.(valayumenkil valanjotte). She further said that the union leadership was keeping a different view on woman HR manager and tried to take upper hand upon her. For instance, she said, "A matter on promotion for a supervisory category was pending with me. I considered the matter only on merit. A director level recommendation was placed to promote out of the way. I stood stern that I would promote only a deserved candidate. I overcame external pressure and union leadership's involvement in this regard to put me down, with firm decision". The second incident was in connection with passing of a TA bill without proper supporting documents. One leader rushed to me and asked whether I was bigger than him. I said, "yes, I am. Certainly I am bigger than you;

that is why I sit here and you are standing there." He shut his mouth and went away. All these happen due to their views about women as having less power and thus can take upper hand over her.

Interference of Union Leadership

"I have a sad experience of interference of union leadership. I will tell you. The HR Department got information that we should organise a speech by 'Bhrahma Kumari' on the subject of 'Inter-personal relationship in Industries' in all the industries located in our place. She, an enlightened spiritual leader, had proposed to visit our company to deliver the talk. As I am in charge of arranging such a programme, I met the Head of my industry, who was a Brigadier and in-charge of the industry. He nodded and said that it was a very relevant topic to motivate our workers and to improve productivity. With the consent of the head, we decided to invite her to deliver the talk to the workers. It is pathetic to say that the union leadership had misled the workers by telling them that it was a religious talk.

She continued, "We put the matter on the notice board and invited all the staff and union leaders. Once the matter came to the knowledge of the union, they made a propaganda that the HR Department has no sense and it was something religious and not going to do any good to them. They put their views on the notice board along with our notice. Really it was a fantastic talk and of course a mind-opener for the entire staff. The Brigadier and two to three Union leaders were also present.

My immediate boss had a habit that at times of controversies, he will call the concerned staff and in front of the complainant, he will court-martial the officer concerned. He acts so because he fears the union leadership. The same thing happened in the matter of Bhrahma kumaris' talk. I was called on by him to his chamber. During that time a union leader had came there and said the programme was good. I said, that was why we conducted such a programme here. Then I asked why you all created a bad image by putting notice against her talk yesterday; He immediately reacted and said "who are you to ask us", ("Nee aranadi athu chothickan" njangal palathum cheyyum). It shocked me; I feel ashamed and departed myself from the room as the head kept

shut his mouth. I was so irritated and decided to put up the matter to the higher level. I went back my room and wrote A to Z of the incidence and reported to top management. I made it clear that it should not repeat and I could not tolerate.

The Brigadier fired the head and the union leader left and right. Really, they have no business to interfere in our activities. But, it is part of the showing-off.

Modernization

She said that the present union leadership has changed a lot on the matter of modernization. They are supporting modernization fully. They are also certain that without it, the industry cannot be survived.

Disciplinary Action

"Upon disciplinary action, I will tell you an event, which was recently taken place here. A candidate who was undergoing disciplinary action was referred to promote by a referendum, where five unions were present.

Leader of one of the unions, joined the company sheer out of way, was just elected by a majority of a single vote. You please not that we have different sort of recruitment such as out of way recruitment and different promotion policies. Here we have about 14 promotion policies. Nothing was in black and white. The union leader approached me to do promotion from a non-executive category to an executive category. After thorough examination of it, I said: " no, no way I can recommend." If this is considered, we have to consider many such cases. The union interfered. It was really a challenge.

Another situation when I was compelled to take a disciplinary action was that a leader throws a comment upon me that "tholi veluppum, MSW yum undenkil enthum cheyyamo? I took a firm stand against him.

Undervalue HR manager's Authority

In many situations like organizing programmes, policy implementation and wage fixation, the unions undervalued my contribution. The Bhrahma kumari's talk was one among them.

Liaison work with workers

She has many experiences, especially in the manufacturing units at both her previous industries and the present industry. However, there was no situation in which she experienced conflicts among different groups. Regarding the safety measures, lot of liaison work had been done with workers.

She narrated one such situation. "I received number of training during my career as HRM Executive. While implementing the ideas from the training, we had faced lots of difficulties. I got tremendous support from the workers. It was a big achievement. Every hurdle was cleared out with the support of workers. Really I am proud of the workers for the full support.

She did not face much problem to get done extra-work from the workers. In fact, for the ISO certification, she could receive a mammoth support from the workers. Her organization was the one among the top ranked industries in Kerala.

Networking

We have been organizing 'Vijay Divas' - welfare programme for a week. It was an innovative project implemented with the help of Trade unions. The idea was that if a worker did innovative thing, he/she would be honoured with a cup. The new idea, contributed by a worker would be shared with all others and implement with the co-operation of workers and unions". She said I have not faced any adverse issue with head load workers. They were very co-operative.

Issues faced from the Top Management

The major problem here I am facing is that the top management has been intervening in anything and everything. The HR has only moulding job. They seldom discuss policy matters with HR department, which we ought to know.

Mental Stress and Strain

I have only experienced normal stress and strain. The peculiar situation of public sector industry is known; so we must have to adjust with it. A certain extent of mental stress and strain is experiencing from the part of management and trade unions. As far as the family is concerned, I am coping well

Job Satisfaction

I am satisfied with the infra structural facilities I enjoyed so far. I am getting fair wages and good promotion. Sometimes face problems with co-workers and top management, but I learnt how to cope up with. I am satisfied with my job, which fetch me all the facilities I enjoy today in my life.

CASE 10

Mr. Aravind (Name changed) is fifty two years old, working as General Manager(HR) in one of the oldest public sector industries in Kerala. He posses qualifications like LLB, MSW and MBA. He was able to share his rich experiences in all aspects of HRM, such as personnel management, Industrial relations and labour welfare as he has been working in the same industry for the past 30 years.

The Officer shows kind disposition to conduct the interview and fully cooperate with me. It was a very fruitful discussion. The interviewer could be able to explore his experiences with workers, Trade unions, external as well as internal, top management, head load workers, technical staffs and politicization of work environment of the company.

Challenges faced by HRM executives from union leadership

Upon the challenges faced by HRM executives from union leadership, the interviewee explains, "Let me tell you an incident in which the Trade Unions have upper hand over me. I was in charge of legal matters in addition to the HRM. There was an urgent need to file a petition at the Hon'ble High Court immediately. The matter was communicated by the superior officer on a Saturday despite the fact that every Saturdays, the office shall remain close after 2 O'clock. It was a very important matter, which would affect the company directly. At any cost, I have to prepare it. So I desperately needed the service of a ministerial staff and hence I deputed a staff (gave order in writing) to assist me to finish the work. The order was issued and the concerned person had received it. Instead of reporting me, he approached a union leader. The union leader had entered my cabin, along with that staff, breaking all the formalities a prudent man ought to do. He shouted at me, used abusive words and said the assignee, "You go wherever you want. Nobody is daring, either to stop you or to keep you here to do work. If anyone does so, I will teach him a lesson." The person who supposes to obey my order walked in front of me with a smile, which conveys his victory over my decision. The union leadership gave full protection to the assignee. It was a grave offence. See how a small event turned to a big issue. In fact, at one point, the union leader tried to manhandle me. It is a penal offence from the part of leader and the act of the worker literarily hurt me in deep."

Work Culture

He continued and tells the work culture prevailing there, "The union leader acted as a regional bully, instead of discussing the reasons why such an order was issued. They bullied me. They interrupted my official duty. So, I decided to take up the matter at a higher level. I lodged a complaint with the top management. Thereafter, they started pressure upon me to withdraw my complaint against them (Pressure tactics). Pressure comes from other corners too. Political leaders and other higher authorities were involved to conciliate the matter amicably. See, it is not a simple issue. It is a manifestation of the work culture prevailing here. The true meaning of officer-sub-ordinate relationships will be questioned if I ignore it and withdraw from my complaint. So I was determined to move forward. I want to take-up the matter to be enquired by the appropriate machinery and to impose deterrent punishment to the defaulty. But, till date the issue has not been resolved and the union leadership has even not allowed the external enquiry officer to enter into the company to conduct enquiry. The union leadership would have interfered and threaten the enquiry commissioner. You know the said worker has good hold up to the ministry level. Due to the pressure of the union leadership, the authority was forced to adjourn the proposed enquiry indefinitely. The Managing Director, who is supposed to bring into industrial peace, had discouraged me to continue the case". Till date no decision has been taken to dispose of the case.

During my career as HRM Executive in this industry, I had faced a number of issues due to the overpowering attitude of trade unions. In fact, I should say, during the twenty years of my experience as HR Manager I failed to exercise my power due to the upper hand of trade unions over management.

Mindset

Mindset is very important for healthy relationships and proper ambience of the company, leading to a harmonious work environment.: "I would like to consider it in two dimensions. One is the mindset of the workers and the other is the mind set of trade unions. As far as my experience is concerned, the workers can be classified as experienced and highly skilled workers, new comers and technical staff. There is a generation gap among these categories. The old generation could

adjust the work with limited facilities and do their job sincerely. However, despite of all the facilities and modernization, the younger generation had shown dissatisfaction with the work environment they are enjoying now. They are lazy and have been showing disinterest in work. This is the mindset of workers. On the other hand, the mindset of the union leadership is reflected in encouraging the practice of bringing in casual labourers; the union leadership can control the casual labourers easily and entrust regular labourer's work to them. This attitude of the leadership has resulted in inculcating a lazy work culture and discrimination among workers".

This reveals that the trade unions are bothered only about increasing their membership, rather than the fate of the industry. In this scenario, the unions are sacrificing the minimum required discipline of the industry. The needs of the industry, the change warranted by the current socio-political and economic situations, expansion and function of the industry, and collective responsibility of management, workers and trade unions are not in their priority. I should say, the mindset of the unions is to keep the members under their umbrella at any cost, even by giving up the interests of the industry.

Interference of Union Leadership

"I am indeed interested to give my opinion about the interference of union leadership, affecting even productivity, which is very relevant, especially in a manufacturing industry like my company. Let me share my experience. In a particular department we need only four persons to do a task. But, due to the interference of union leadership, on demand by a group of workers, the management was forced to tack on one more extra worker. As a result instead of four persons, the management was compelled to provide five persons. So the company failed optimum utilisation of manpower which affected the productivity. In fact, the union leaderships have been interfering in all key areas of productivity and hence the company is struggling. In other words, the union leadership make the workers lazy and irresponsible.

Another significant matter in this regard is that the highly skilful workers with high potential were replaced by temporary, less skilled workers to do their work and they are going for trade

union activities. As a result, proper work from the labourers is absent in many manufacturing areas, which is ultimately affecting the productivity.

Returns from investment

'In the early days, this industry had flourished and had rapidly grown. The staff enjoyed high social status. In fact, we could remit the government about thirty percent of the profits as dividend. Presently, with multiple factors (fluctuations in the cost of raw materials, importing products from other countries like china at less price, even though the quality is not at par with us). The monopoly of the company gets substantially reduced. This is due to the relaxation of import duty and lack of proper implementation of anti dumping policy. The project for installing effluent treatment plant is not yet fully materialised due to many reasons and the money spent became a dead investment. The returns from the investment have been diminishing. Loss or profit cannot be predicted, they are fluctuating nowadays and I should say the returns for the money the government invested is very poor."

Modernization

He said, "As far as the company is concerned the first holistic modernisation and expansion took place about four decades back. At that time there was resistance from the part of trade unions as well as the neighbouring community. The resistance from neighbours are mainly out of the fear of discharge of effluent from this chemical industry. As a result, there after no significant modernisation has taken place. Another problem is that the company lacks corporate funds. The company had resources in its yester years when it flourished and yielded profit. Instead of constituting corporate fund, the company utilized those surpluses as dividend to government and additional perks to workers and other staff. Please note that beyond the required productivity, in terms of tons, the factory made additional production. And the benefits out of it were distributed among workers and other staff members only. The surplus amount was not saved for future use at times of crisis, for modernisation, capacity enhancement and product diversification.

Now the union leadership does not resist modernisation, but the company has shortage of found for expansion and modernization. The company has a plan to divert its business with value added products. For example, road-marking paints."

Challenges from unions while taking decisions according to company rules

"As you know every company has its own standing orders i.e., employee standing orders. The standing order clearly provides punishment for misconduct. For example, absenteeism, late coming, early going, taking unnecessary rest etc., by the workers. When such issues are reported, the HR department is responsible to take disciplinary action against the defaulter. This is the company rule. In spite of the mandatory provisions, at the first instances I applied admonition only. But if the offences/ misconducts are persistently and consistently be continued, the management is compelled to impose punishments, in order to prevent such misconducts. The punishments include increment bar, departmental transfer, change of work place and so on. Here, we cannot do any such things due to the over powering by politically empowered trade unions. In the case of even a single punishment upon a worker for misconduct, the union would take-up the matter politically and ruins the industrial peace.

Let me tell you one of my experiences. A worker was absent continuously for a moth time; all the measures such as admonition, imposing increment bar etc., were in vein. So I decided to issue a charge sheet. It is sad to say that the order was over ruled by the unnecessary intervention of trade unions and even I faced threatening remarks from the union."

Distrust faced from the union leadership

In fact, I had come across distrust from union leadership in many situations. I had been associating with many negotiations, since I joined the company, for overall development and welfare of workers, with good intentions. All the efforts I put in were in vain as the union leadership mislead the workers and top management alike (even the MD). They make use of my sincere efforts and as soon as their needs were satisfied, they threw me away like a 'curry leaf', despite all the goods I did for them.

Negligence by the union leadership

Fourteen days notice is a mandatory requirement for strike. Though it is mandatory, in some situations, the unions did not follow it strictly and go for strikes. So far no single union consulted me before strike or before issuing of notice to strike.

Union leaderships undervalue HR manager's authority

In a number of circumstances the union leaderships had turned deaf ear to follow my suggestions. For example, once the Company needs extra-work to achieve its target; accordingly I   deployed efficient and skilled workers to do so. But the union leadership had resisted forthwith. Thus the workers have developed a habit to approach the union leadership to keep away my directions and authority. This would affect productivity and returns.

Other problems faced from the union leadership

I also faced problems such as intra-union rivalry, unions resisting me while taking disciplinary action; union leadership has been interfering with my authority and decisions for every single significant matter in connection with HRM

Liaison work with workers

While sharing his experiences of liaison work with Trade Union leadership, addressing conflict among different groups, he said "Intra-union conflicts are there; I seldom interfere". For solving issues created by workers while engaging in their work, he said: "I give advice to only those who have valued my suggestions. For the past 25 years of my service as HRM Executive, I understood that legal measures would be suggestible for solving issues created by workers while engaging in their work. This is because of the union leadership's upper hand over management in case of even disciplinary actions".

While sharing his experiences while demanding extra-effort on the part of workers during events like ISO certification, customer visits etc., he said, "I do agree that a substantial number of skilled workers are cooperating with the management for the extra works when the situation demands. One incident I remember was that the workers fully participated in a pending work related to PF of employees. It was a time consuming one. The management demanded to dispose of it in a time bound manner. The workers cooperated and thus the work was disposed of accordingly. They also did extra work for ISO certification too; but a substantial number of

workers seldom cooperate even though the work is beneficial to them. But some skilled and experienced workers do cooperate with us and that is why the company is functioning smoothly.

Networking

His suggestion on the involvement of trade union leadership to improve the existing welfare measures is that with the participation of trade unions, the management could improve certain welfare measures in the company. The significant one was that the workers have been getting quality products like soaps, towels, food articles, dresses, shoes, rest room facilities, crèche etc. He further shared the participation of workers in the implementation of statutory welfare measures. He said that they were included in committees such as canteen committee, recreation committee, workers' committee etc. The labour welfare officer is looking after such matters.

Head-load workers

He shared his experiences with the head-load workers. He said, "To understand the issues of head-load workers of this company we have to go through its history. When the company started, nearby local people were entrusted to do loading and unloading work. Fortunately or unfortunately all those workers were the members of a few families only. If one of the members die, the close relative will come to the place. That might be justifiable. But some of them sell their right to replace the departed labour. If a worker gets another job, they depute their close relative to the place.

So the head load workers here are from a few families only and it is difficult to enter a new blood to it. As a result each time they are altering loading and unloading charges and are least bothered about government directions about it. The result is that the HR department has to meet the labour commissioner to reduce the rate. Till date no significant change has been taken place regarding the head load workers' matter here.

Issues faced from the top management

"As I am responsible for the wage administration, leave, absenteeism, welfare etc., I need to have close relationship with top management. The top management has been cooperating with me in implementing welfare polices and other services to employees as and when needed. I have

enjoyed full freedom from the top management. One of the joy full experiences I would like to share is that the CEO prefers to entrust me to draft letters, for correspondence (both intra and inter communications). Moreover, he appreciates me for the skill I acquired to draft letters.

Regarding the safety measures, I am fully satisfied with the top management as it entrusts me to implement safety measures in accordance with the mandatory provisions.

Mental Stress and strain

I have found little time to meet the needs of my family due to extra works and various other work related issues. This inadequate attention to my family affairs leads to stress and strain.

Job satisfaction

Satisfaction with the place of work and other infrastructure facilities

I am satisfied with the place of work and other infrastructural facilities to a great extent it is very convenient for me to commute from home to office. I am fully satisfied with the pay and other perks. Promotion is also good. In rare circumstances I had heated exchanges with my co-workers. But it would fade away within a short time and we become friends again so that I can keep a loyal relationship with my co-workers. When it comes to the top management, I have bitter experiences as they curtailed my powers as HR manager by directing me to do other works. This is due to the pressure from the trade union.

Other experiences

Besides as a HR head, I have to look into certain legal issues in the company. I am very happy to share with you that in a couple of occasions the company had won disputes which were pending in the Hon'ble High Court. The company had gained crores of rupees as the court's decision came in its favour.

CASE 11

Mr. Ganesh (Name changed) is a young manger, 39 years old, working as Head - HRD&Administration in a public sector company having more than six hundred employees. He is a postgraduate in Sociology and Personnel Management. He has been working in this organization for eight years and had worked in four private companies before joining this company.

Challenges faced from union leadership

Union leadership showing upper hand over HR.

"I have not many events, where union leadership showed upper hand over me; still a few incidents are there to share", he said.

While a Union leader was transferred, there was a strong pressure from one of the ruling political parties to which the union is affiliated, to withdraw the transfer order; the trade unions were involved in a lightning strike to support their leader. The issue became grave, and at one level it has become a prestige issue to management & Union. Finally it was settled by transferring back the leader to his location after 3 months.

Interference of union leadership, affecting productivity

When employees really come forward to support the management on implementing creative ideas and to improve production methods, some vested interested groups will use the trade union mechanism as a tool to subdue the activities. At the time of productivity norms fixation, some trade union leaders will give a message to the concerned union representatives that, during the time of work study, workers should not showcase the actual productivity so that, they may have to do more work in the given time and in due course the management will add more work load. Because of this the employee who is having real interest in productivity improvement will also become passive.

Internal union leadership's attitude towards modernization.

Normally there is a trend of viewing things in a suspicious way, as and when company is taking steps towards modernisation, due to reluctance to change and also due to an apprehension that, modernisation will lead to manpower reduction. It is also due to reluctance in coming out of comfort zones. Normally internal union leadership are not always positive in manpower reduction in certain areas where the workload has been reduced due to the modernisation.

Challenges from unions while taking decisions according to company rules

It is not a challenge; it is a part of the job; even though an employee committed a mistake, it is obvious that trade unions are supposed to support the delinquent worker. While dealing with seasoned trade union leaders, we have to keep all the procedures for ensuring natural justice on conducting a domestic enquiry before taking disciplinary actions. I can quote an incident, which happened in my career, "once an employee was served with charge sheet by a unit and given 7 days time to give his reply on the notice. But the employee sent a blank letter addressed to the unit head by registered post with acknowledgement, and claimed that he has given his detailed reply by post and management is denying the same".

Later I was informed by the trade union leader (I was having good rapport with him) that, he only suggested the employee to send the blank paper in post cover as reply.

Distrust faced from the union leaderships

I haven't faced much distrust by the workers. But, it will depend on the management stand; in a company, a private limited company, which I worked earlier, the Management keeps on changing their stand in various issues and very reluctant in taking decisions; they used to abdicate the responsibility of taking policy decisions to P & A department and naturally P&A department will be forced to take a decision on labour matters on behalf of Management and the same will be informed to the Management before implementing the decisions. But when management suddenly withdraw from their agreed norms (on the basis of it HR dept might have done negotiations with Unions), the HR department's trustworthiness/Credibility will be on stake. So if the Management is not strong enough in taking decisions/not sticking on to their agreed norms, then the Unions will develop distrust on HR Head.

Negligence by the union leadership

Trade Union, without consulting HR department, has demanded a pension scheme for them. They requested to transfer their PF management contribution to 'form - New pension scheme' and resorted to one day strike demanding the new pension scheme. At the final stage of implementation only, the top management understood the flaws of the schemes and then came up to HRD for consultation. Then we suggested EPF Higher option pension scheme to the employees. Thereby they will be getting more amount as Pension than statutory pension.

Liaison work with Workers

Addressing conflict among different groups

"I will just quote an incident from that you will get an idea regarding the importance of liaison work with trade union", he said.

"In an Industry where multiple trade unions are there and an issue raised by a trade union for example, consider Bonus Settlement, if management offered Rs.23000/- as bonus then trade unions would demand 35000/- as bonus. After a series of negotiations, at a certain point, HRD and trade union Leaderships would be arriving at an agreeable amount. But here comes another issue, whatever amount unions agreed which will be below their first demand, they will get the displeasure from the union members, so when the management offers the final mutually & informally agreed amount of bonus in a union meeting, trade unions will be reluctant to accept the offer at first, because if one union accepted the offer then the other unions in the organisation will blame that we haven't accepted the offer but when other unions accepted it then no way we too forced to accept".

He continued, here comes the role of HR, where we have to do a lot of ground work such as giving some feelers to the opinion making groups and informal talks. And finally in certain cases it will be like an orchestrated plan (that means HR will offer an amount then unions will protest then finally HR will offer informally mutually agreed amount after a certain discussion the offer will be accepted)

"I just quoted an incident, for such things HR always should have a liaison with the unions and more than that if external leaders are there (they may be hard core member of political parties to which the trade unions is affiliated) the liaison with them will be more useful when HR is finding

difficulty in solving certain issues and unions will be abide to the orders of their external leaders".

Working with employees while they put in extra-effort

While implementing a "5S- seiri seiton seiso seiketsu and shitsuke", it was a Japanese quality management system; it was introduced in a company in which I served as Personnel Officer. For that, first we called for a meeting with trade unions and Top Management and informed about the importance of implementing the Quality Management System.   So once the trade unions and its active decision making members are convinced about the importance of such initiatives, they will be supportive. But in the case of any labour unrest or displeasure of unions towards management nothing of those sorts will work out.

Issues faced from the top management

Implementing welfare policies and other services to employees

Started Scholarship schemes for the employees children, Medi-claim facility for employees, Blood Donors forum; employees will be given special leave for donating blood. Weekly doctor services to all employees were implemented. Nursing room, 24 x 7 services with qualified nurses were also started. Ambulance for the company and security guards with heavy driving license are to be utilised in case of emergency. The service of family counsellor was initiated for employee counselling.

Enjoyment of freedom from the top management

 I was given full freedom in creating standard operating procedures for all HR functions; it was a huge task by recording all the activities of HR department, form recruitment to retrenchment.

Providing safety measures to employees

We have implemented fire hydrant system in the new plant, giving all employees safety training irrespective of cadre and position. All employees were equipped to use fire extinguishers and

made a standard operating procedures in ensuring safety in workplace. Employees with helmet will only be permitted to park their two wheelers in parking area

Mental stress and strain

Facing accusations from Workers

During the initial period of our career it will affect us to a certain level because many employees will be mostly dissatisfied with the work due to monotony; so whatever we do for the benefit of employees won't be taken in the right spirit. On the contrary employees will be blaming the Personnel Department.

Inadequate attention of family affairs

Lots of events can be shared; being an HR Head of organisation where the HR department is relatively smaller one, then all the responsibilities will be on the shoulders of the department head in the sense we can assign the duty but responsibility will be held by the department head. So if there is no immediate junior executive level person who doesn't have the power to take decision then certainly the HR head will be fully engaged in the day today functions of the department and it ultimately affects the family and social life. We can't plan a vacation with family especially in an organisation where IR issues are relatively more. In such a set up industrial unrest may happen at any point of time and management will expect the presence of HRM. In rest of the departments, the head will be enjoying quality time with family since their work is mostly related to Machines or accounts, planning , purchase etc. But being HR we have to deal with the most complex unpredictable group, humans; so we have to have interactions with them, many times confrontations and ultimately some hard exchange of words will be there; it will obviously be carried on to our house and we will be reacting involuntary to the family members and then it will affect the congenial atmosphere in the family too.

Usually we will not be able to attend the school functions of the children; they will expect our presence. But over a period of time we have to make them understand about the importance and responsibility of our job and thereby creating a better understanding in the family life. If there is an issue or trouble in family life then it will directly affect our work; but if there is an issue in office which may not always affect our family life. Over a period of time, after working in two or

more companies we will understand that these issues and troubles in a present office is just " passing clouds"; so we won't take it to mind and there by suffer our family life.

Job satisfaction

Satisfaction with the place of work and other infrastructure facilities

I feel that from the cabin to the cab which is provided by the company will certainly influence you in creating a self-respect and morale. Because being an HR person, we are supposed to be keeping up the morale in the highest level. For that the environment and atmosphere plays vital roles. If you are provided company owned quarters and get the freedom to use company vehicle dedicated for the department head means the company is considering the person as important one. At the same time if sufficient infrastructures are not there to perform the duties will certainly affect the creative and productive functions of HR; also in my previous organizations, financial freedom will be there in certain cases were the HR manager don't need to take top management's accord in sanctioning certain benefits to employees and this will be a moral booster to the HR personnel and will create an impression among the workforce about the prominence of the HR department and this will be helpful in maintaining the industrial discipline.

Satisfaction with the pay

As far as my present organisation is concerned, I am happy with the present state of affairs. It is one of the best pay masters among the cooperative/board/corporations. I got due recognition in the present and previous organisations and being an HR head we will always be an invitee of all the decision making forums and also an advisory role is also given in the matters which is having legal implications (since I acquired LLB during my previous stint with an MNC).

But, if we were recruited as HR in an organisation, with large HR Setting where you will be a manager of some specified areas such as Manager-payroll. Or Manager – Training & Development or Manager –IR and so on means your calibre or ability will be explored in the specified area, but won't get an overall idea and experience in various facets of HRM.

Dissatisfying factors: Regarding Holidays and others, here it is comparatively less to that of other cooperative/board/corporations. Medi-claim facility is limited to 2 lakhs etc. LTC is not there, we can add a lot. But what makes me happier is that whatever I learned in my post graduate days as Personnel Management student, now I am experiencing in real life situation, while conducting domestic enquiry, appearing in labour court, Industrial tribunal, to performance management, training and development, recruitment to retrenchment, Implementing HR Policies and so on.

Satisfaction with promotion

In my previous company I had to share a typical experience. In that the company, they were following 360 degree appraisal system for performance appraisal which includes the rating of the stake holders too. So for HR department's appraisal, the ratings from Marketing department and production department will also be taken. The question which is asked to Marketing or production people is that, whether sufficient manpower is supplied by HR department for the smooth function of their concerned department? For that, the rating of the department which is on the receiving end will be taken into consideration. So the opinion of other department will also be evaluated before giving promotion to the HR. In my case during my 4 plus years of tenure in the MNC, which I worked just before the present organisation, I came across 6 GMs in HR department (nobody completed at least 1 year term as HR head); so at the time of my or my colleagues appraisal the person who will be rating us will be new one during the appraisal time and the boss for the period considered for appraisal might have went off leaving the job so our actual performance may not be highlighted in proper way. This happens in every appraisal so in the third time I directly shared my concern with the executive director who was one of the major share holders of the company and he realised the seriousness of the issue and the problem, which was partially sorted out.

In the present organisation we follow the common system of CR (Confidential Report), normally followed in government sectors. Even though you outperform, you won't get promoted to the next level, for that there would be a vent position and you should have acquired certain years of experience in the present position. Here the promotion policy is based on qualification and

experience and other related matters which are well defined and got government approval. On the basis of promotion policy norms for promotions are given.

'Organizational goals'

There shall be an organisational goal, and the management will set goals to each department head and these will be synchronised together in achieving the overall organisational goal. There will be KRA-Key Result Area that would be fixed to each supporting staff for achieving the department's goal.

Pleasant experiences as HR manager

Normally Memos were issued to habitual absentees and followed by disciplinary actions. But on the contrary, we have been identifying habitual absentees and imparting counselling individually. While doing counselling, we make an inquiry about the reason behind their irregular attendance on duty. Someone told that they were punished due to their misconduct; so increment was barred and with the present income they were not able to meet their needs. Another group of persons were absent due to alcoholism; some due to family issues etc. We have created a feeling in them that company is not only taking disciplinary actions but concerned about their personal and family life as well. So we have inducted a counselling centre in the factory in a separate cabin where they can get advice on the general matters relating to them. Initially the people were reluctant to visit the counselling centre because there was an impression among workers that those who visit there are having some mental issues. In order to avoid that feeling, we have instructed every department head that needs to visit the counselling centre once in a month and to instruct their staffs to visit the centre. So the impression gradually changed and people started taking appointment and started visiting the counselling centre. The habitual absentee's attendance performance improved considerably. Then the family members of the delinquent employee paid visit to HR department to extend their gratitude. This incident gave a feeling of happiness to me and my team in HRD.

OTHER STAKE HOLDERS

CASE12

Mr. Adarsh (Name changed) is a young administrator, 38 years old, working as Head – HRD & Administration in IT sector. He is a postgraduate in Personnel Management. He has been working in this organization for eight years and had worked in four private companies before joining this organisation.

The IT scenario in Kerala

IT industry is not like a factory. It is assorted with characteristics of both private and public industries. The operation and the methodology of IT industry are more or less similar to a private industry. We can refer it as a Govt. controlled private firm. The privilege that the IT companies in Techno Park have enjoyed is that they have no labour issues that would directly affect them. All the labour issues are represented first in the Park centre and many cases are more or less settled due to their first interference itself. Even though the Park centre is not empowered to do, still every affected person approaches Park centre for relief from all kind of issues. The Park centre acts as a buffer for all the trade union issues – 'Being a landlord it must know what is happening with the tenant'. He continued to substantiate his opinion by illustrating an example. "A case referred before us is– a leading company functioning here did not disburse the Bonus to the employees. Without paying the benefit, the company is taking up construction process of a new building in the campus. Therefore, the employees had decided to protest against the construction. The matter was taken up by the Park centre and the issue was taken up for conciliation. In order to avoid the protest from the part of employees, the employer disbursed the bonus due to them immediately. The matter was settled as the employer agreed to release the bonus". Likewise, the Park centre acts as a buffer for a first level negotiation in case any disputes arising between the employer and employees or any matter connected therewith.

Conciliation

The Techno Park had formed a HR Grievance Committee, where all kinds of conflicts are resolved through conciliation. The nature of disputes may be interpersonal conflicts, between employer and employee or between employer and employer or between employee and employee.

Once we receive the complaint, we ask the aggrieved party to come in person for the trial. More problems are with regard to workplace bullying. Recently the committee received a complaint that two persons entered in to a conflict in the lift. The reason mentioned as grievance was one person tried to bully the other in the lift. The issue was taken up by the committee and they were called for conciliation. CEO from one company and HR head from the other company came for the meeting. In most of the cases the issue will be settled through conciliation. First level interference from the part of the Park centre helps to sort the issues in a big way".

Challenges in IT sector

The main advantage that the Techno Park enjoys is that the most prominent person in the ministry will be the IT minister. Mostly Chief Minister will be the IT minister and they will have a direct control in the activities. The trade unions are trying to penetrate in Techno Park. Since, being a technical area there is lack of an internal political leader in companies. If the employer feels that there is a chance of employees forming or joining a trade union, they can easily stop it by giving an off-shore assignment. In IT industry there is nothing like permanency. Technology is continuously evolving. Block chain, space science, embedded technology, data analytics, artificial intelligence, 3D printing, augmented virtual reality are some of the current technological updates. Everyone has to evolve and change. This is one important reason that why trade unions are not coming in techno park. Recently some head load workers came for a discussion with the respondent and they had a dialogue with him on their existence. The respondent opined that the trade unions need to change with the technology. The respondent asked them why they don't update themselves by driving JCB or crane.

Now most of Govt. jobs have become redundant. A lift operator is not at all necessary now since everything is automatic. In the corporate culture also so many positions has been trimmed. Now the newly stared R& D centre of Nissan is working on driverless cars. Probably we need workforce to manage the robots. HR is dying in IT industry. Now due to technological advancement since everything is automated we don't need people to control it. The main problem that is going to face is there will be lack of human touch in the companies. Out sourcing is one major challenge faced by employees. Based on the activity the work will be outsourced.

The new concept of fixed term contract is also a threat to the work sector. Through this we can manage our work through employees for a short period of time.

Poaching is one important issue faced by companies. Small companies recruit employees and they have been poached by big companies. Most recruiting talks takes place in the cafeteria. we are not able to control the situation and no company is ready to come with a solution because everyone is looking for good employees. Once they join they update their LinkedIn and start looking for new jobs. It is a real challenge for the employers. One reason why the Trade union is not coming up is no big career path. Here the fast performers can only stick on. One more challenge is sometimes the employee who is very keen may sometime start a startup with the client. The IT industry includes an elite class. So if they lose money also they don't mind. Now people from the middle to lower income strata are coming up in the cross-section.

The person who has passion can only work in IT sector. Time is not a limitation for them. To reiterate the importance of passion in work he narrated a real incident of an officer's son who is holding a very important position in the society. "The son was a B.Tech student who had finished the course with 24 back papers. The father approached the respondent with the request that his son may be given placement in any of the companies in Techno Park. The interviewer had a personal conversation with the son and found that he is least interested in his studies and wants to purse a degree in English. The respondent advised the son to complete the back log of B.Tech in the next three years. The son agreed and after 4 months the father again came with the request for a job. The son was recruited in a company as a trainee without stipend. Every day the father drops the son in his office. After a month when the respondent enquired about the son with the employer and found that he was not coming to the company for the last few weeks. In between the father called and told the respondent to request the employer to give some stipend to his son, at that time only the father realized that his son was not coming to the office for the last few weeks. He said this is not right every day I drop him in the office. On enquiry it was found that everyday father drops his son in the office and once father leaves, the son also leaves the office. This story was told by the respondent because anyone with a passion in IT can only survive, others will always find one or other reason to leave the organisation". "He recalled the matter and told that now the officer's son has started a company".

Passion in IT

In IT sector we cannot make people work by compulsion. For those who have passion, time is not a constraint. Since IT is project based, the project lead has to focus more on his/her team. Most of the seating arrangements in work stations are very small. Sitting there for hours together will be a different experience for many. Earlier it has been found that in IT industry people are more exhausted because of work pressure. Now the respondent opines that the stress is less and they are more or less comfortable in the profession. Now it is not an individual work, a team is there for a project, where they sort out all the queries in a planned and meaningful way. Because of this kind of work culture the stress experienced by the employees is very less. The respondent is of the opinion that experience of stress varies from person to person. It depends upon the stress tolerance of the individual. IT doesn't promote job security. Culture of the organization plays a significant role in determining how long a person stay back with the company. Some employees will stay long with the company and some others stay with the company for a short span. In Govt sector everyone feels secure in their jobs even if they are not satisfied they stick back.

HR professionals in IT sector

'*Mergers and acquisitions*' is a common feature of this industry. In a transition time opportunities will be seen as threat. After transition so many people leave the company. Now in techno park one major acquisition happened early 2017. The people who were in the earlier company were complaining that the new management is giving lot of work pressure. In techno park only the security staff are the unionized category. The security staff knows that even if they show any misconduct his/her job will not be affected. The union will be there for protecting them. This is the one advantage they are getting by joining unions.

The interviewer asked about the tenure of the people staying with IT companies. The respondent replied that how long people will stay back with the organization is a big question. Techno Park was started in the year 1992. Looking back we could see that the average age of employees working here is 30. People are not staying with the organization. Some of the people come and start some entrepreneurship and if they incur any loss they leave the place. The general

observation of the respondent is that the people from well off families joined techno park in the earlier days, so they don't bother about the losses.

HR Manager's are highly threatened about their existence in IT industry. In manufacturing sector, the HR managers have a leading role to play, but in IT, HR managers are not empowered like manufacturing. To reiterate the point, the respondent gave the example of a HR Manager who is having no role in controlling the behavior of an employee in his office. The aggrieved employee had an issue in the parking ground and the employee wrote a direct mail to the CEO of park centre. The CEO was annoyed with the incident and reverted the mail to chief security officer with a cc to the respondent. The issue was taken up and when the company's HR was asked about the incident he replied that he can't control the behavior of the employee as he is reporting to a person in their Bangalore office. Even the Bangalore people say that we don't interfere in Kerala's issues. The HR Manager said to the respondent that, kindly ignore the person and complaint. In IT, the HR person is not having a generalist profile. Everyone is taking care of different verticals. The main verticals include recruitment, training and development, employee connect, employee travel etc. Challenges are very low since unions are not there. What they face is individual issues. They don't face any external challenges from political leaders. The nature of issue the respondent experienced was with regard to compensation once he was working as HR Manger in a leading IT company. Mostly compensation is given to the employees as Cost to Company (CTC). Most of the employees are not aware of the concept of CTC. Once they receive the salary, the employees ask clarifications from the HR manager and in some cases they even shout at us. The respondent had experienced such issues several times and the respondent decided to give clarity to the employees regarding CTC once they join the company. The management is against this and the respondent was asked not to give information like that but the interviewee respondent never agreed to it saying that it is good to explain the pay details once they join rather than making them angry once they receive the pay.

The leading software company, where the respondent worked earlier, the salary is given differently to employees and it was the top management who will be deciding on it. Career advancement opportunities are less and the career in IT depends on new updations, i.e., the specialties that one could learn. The problem is that the motivation of each employee ends when

they know that the other persons in the same grade gets more salary than them. Because of this so many problems popped up in the company. This has severely affected the motivation of the employees and they started complaining the policies of HR department. The condition in the office among the employees was told to the Managing Director and he took it up and he told in a meeting that nobody should know others salary. If any one understands your salary then your salary will be taken back by the company. The scenario in the company changed. Even though everyone knows others salary, no one spoke about it. HR manager was saved.

Other problems that the HR is facing are any junior employee can be superseded and become our boss at any point of time. There is a lateral entry channel in the companies were juniors are recruited. Workplace bullying are very common as any other setting. The participation of HR in welfare measures depends upon the policy of the management. Several big companies give a corpus fund for different verticals in HR to function. In several small companies CEO looks after the HR functions. In a company where HR managers are changed and when new HR manager joins the person really faces a threat. In manufacturing industries the HR gets more career growth. But the threat is if the organization goes for any dissolution or if it faces any closure then the HR manager will find it very difficult to survive. In IT sector those who are able to update can survive. With the advent of new companies in Techno Park more people will get job opportunities. A problem that has been handled and resolved was a sexual harassment case against the CEO of the company. The case was a malicious complaint. She was relieved from the organization after her contract and she claimed that she is eligible to get permanent employment. On verification it was found that the job contract given to her had serious problems. In some places in the contract it was mentioned that she is eligible for permanent employment and in several other places it was mentioned she is not eligible for permanent employment. After several rounds of discussion the issue was settled". These are the some instances that he could share from his general perspective.

One unique experience the respondent wants to share was about a company where he worked as HR Manager for 8 months. This was a fishing net making company. The employees are 15-17 years of women who are very aggressive. Tamil was the language to communicate, but

unfortunately the HR Manager (respondent) doesn't know the language. This was deliberately done by the MD because there will not be much conversation between HR and employees. In the company, the employees' basic needs were not met. The company won't provide proper toilet facilities, ESI, PF to them. The employees have to do 12 hours of hard labour. Many permanent partial accidents took place but the employees are not compensated for that. In a month the salary was only Rs.1200. Greater exploitation was happening there. Hostel facility is provided inside the company. The work starts from Morning 6'0 clock to evening 6'0 clock. The employees work for hardly 3 years and they leave when they get married. During the time of marriage MD gives a good sum to the family for the expenses.

One new type of recruitment that the respondent could learn which are not there in any of the books is from this company. For recruiting employees they go to the interiors of Tamil Nadu in a truck and from there the people were recruited. The people living there know the process and they will keep their wards ready for recruitment. So many people have been recruited like this. They are allowed to go home once in a month. The company takes them in the truck to go their homes. The main reason why the parents are sending their wards to this company is that the children will be remain safe there rather than in their homes. If they remain in the village, they are more prone to the risk of being an unwed mother. The main attraction for the job to their wards is that they will be safe till marriage; they will get a good sum for their marriage. Canteen facility is there. Sumptuous food is given three times a day. The usual practice was the HR mangers because of the difficulty in speaking in Tamil won't interact with the employees. But the respondent was not all happy with the truth that basic facilities of the employees are not met.

The manager decided to convene a meeting with all the employees. In the beginning they were reluctant to come for the meeting, after some time one by one stepped in. The respondent said, "We are thinking for a toilet facility, but the employees in that forum discussed several other genuine things. One is that, the lady who is bringing food to the canteen, instead of using spoon, she uses her hand to mix the curry and serve the food. That was the serious problem before them at that point of time. The issue was taken up seriously and it was settled. The respondent convinced the MD and implemented a package in the company. i.e. "best performing 15 employees" will get a chance to visit Thiruvananthapuram and after that will travel to Kochi in

flight. Those who come under the package would be taken to Thiruvananthapuram. There they have visited zoo and from there, in flight, they were taken to Kochi for a two-day trip. Through several need based and employee friendly programmes the employees accepted the HR manager gradually.

Employee volunteerism

Among the IT employees, volunteerism initiatives are significantly improving. Self motivation is a kind of gesture the employees are showing. Generally IT people are having a life style of going to pub and enjoying life. The situation is quiet different in Kerala. The employees are not at all involved in politics. There is an employee volunteerism group named '*Prathidwani*', they are getting into many kinds of socially relevant initiatives. These employee groups don't take up any union activities. There is a lack of internal political leaders. But among lower level employees, who are working in Housekeeping and Maintenance, once they were threatened, they gave notice for a strike. But it doesn't happen.

The respondent is of the opinion that if job security is there, the IT industry would not flourish like this. We are flourishing because the sector is regularly updated. Permanent job concept will be a total disaster in IT sector. If I have a permanent job, I will not have any kind of development. If union activities pop up in Techno Park, the industry will definitely perish. One leading women activist has protested that the children of mothers in Techno Park are deprived of mother's milk. She insisted that there must be crèche facility. The employers were ready to give, but the problem is the cost towards maintaining a crèche in the company. Who will meet the expense is a problem. The employees want to get the facility free. Some of the employers are complaining that the Maternity leave which has been enhanced to 6 months is too long. In line with this some of the employees who join the company after maternity leave are placed in night shift. This has resulted in women employees leaving the company. And this has resulted in complaints from the employee. In big companies, a fund is allotted for HR activities. Career advancement scope is less for HR professionals in IT sector.

CASE 13: CONCILIATION OFFICER

Mr. Anirudhan (Name changed) is an experienced conciliation officer having more than 30 years experience in the field. He is heading a very prominent position in the organisation. He is a postgraduate in Social Work. He has been working in this organization for the last two decades in this organisation.

Challenges from union leadership

The primary source of information for the conciliation officer regarding what is happening in the individual organisations is the HR Manager. It is through the HR managers we get sufficient information.

Several incidents were shared by the HR managers where the unions have shown their muscle power. In all the cases, the HR managers have to stand in the fore-front in order to solve problems. They are really scapegoats. In certain issues the worst thing that would happen is, the managers fail to get support from the top management in the negotiation table. Or in several other cases they may not be able to convince the top management. The unions have booked the HR managers for any shortcomings. HR mangers in every organisation tries to work in accordance with the rules and regulations of the organisation and also tries to uphold the matters mentioned in the Long Term Settlement, Awards and also the bi-lateral agreements. They don't work according to the whims and fancies. All of them are duty-bound and they know what they are expected to do. I can explain two or three cases shared by some HR managers.

The company is a leading Public sector company in Kerala. The General Manager of the company was not allowed to sell the scarps by the unions. In fact, by selling the scraps, the company intends to disburse some benefits to the employees. But the unions resisted this and they didn't allow any vehicle to enter the company for taking the scrap. This is a kind of muscle power the unions showed. In this case also the HR manager was assaulted since she was in the forefront.

The other incident happened in the Plantation sector. The two tea estates of HML went on strike because of the trade unions' muscle power. In this sector, as part of modernisation, the hand plucking of leaves was mechanized and resulted high productivity. Since they have two estates

there may be instances where there is shortage of manpower. In such situations arise; the management will try to make internal re-arrangement of workers. The workers re-arranged were given all the facilities which they had been enjoying in their original workplace. The unpleasant thing happened was that the union leadership resisted these work re-arrangements. In this case, the employees were ready to go to the other estate but the unions blocked the employees from doing so. But, the muscle power of the militant trade unions dragged the issue to a strike. This incident happened because of the mindset of the unions. Further, the issue has put pressure to the HR Manager and to the employees as well. The case was taken up for conciliation and settled with 2-3 sittings.

Trade Unionism and Productivity

One of the latest issues which came for conciliation is the case of a leading private limited company in Kerala. The strategic attempt that was taken up by the HR Manager during the days of turmoil revived the company. The company was in a worse condition that total restructuring is needed to revamp it. The management took union into confidence and has decided to restructure it with the understanding that otherwise the plant has to shut down. In the new Long Term Settlement it has been decided to restructure it based on suggestions given by productivity council after conducting a work study in the plant. Now all the activities that are carried out by employees in the organisation is linked to productivity. In the new scenario people know, by closing an organisation will not fetch them any good. So, all of them wanted their company to flourish. They are all ready to accept the concept of productivity. He quoted the example of a public sector company where the unions never allowed the full capacity utilization of the plant. Now the unions also know that if they resist change, definitely the result is not going to be beneficial for them. It may definitely take the form of a shutdown or closure of the plant. Hence everyone is convinced about the importance of productivity. The officer was of the opinion that in the trade union sector, there is an emergence of a creative leadership movement where there is a group of internal political leaders who are keen on ensuring that there are fewer frictions in the organisation and they also want to make sure that the management is ready to continue their business operations. This is the context in private manufacturing units.

To reiterate the point that there is a change in the attitude and ideology of the trade unions one more case was explained. The case is a leading health product manufacturer in private sector. The company approached the labour department for a one month layoff. The reason of layoff they have submitted is that the market is very dull and most of their products are shelved. They could not continue like this and they wanted a layoff till the market conditions become stable. Alongside the labour department got a request from the trade unions of the same company that they were against the proposed layoff. The labour department was in a big dilemma that weather to give consent to the company or to stand with the trade unions. The labour department themselves was not able to ascertain the gravity of the issue that the management had expressed. Along with that the management was not able to convince the 1200 employees working in the company. At last taking into consideration the emotions of the unions and also the management, the labour department came with an amicable settlement. The decision was to shut down the plant for 2-3 days under the head, annual maintenance. Thus the issue was settled. The officer is trying to highlight that these kind of creative interventions from the part of the trade unions are the recent developments. Now the emerging union leaderships are very creative and they are ready to stand with the management for the growth of the company.

Trade unions and returns

The attitudes of the trade unions are changing. Early in 1980's multiplicity of trade unions was the major issue faced by organisations. Later it changed to the phase of a comfort zone. Now they want to remain in that change. One kind of egoistic thought they have is that they think, if they compromise anything that is something shameful. What was following over a period of time as a customary right they want to continue.

Unions demand for a margin of the productivity

An incident was narrated, which happened in a major textile mill in private sector. Most of the textile industries are in the verge of closure due to various reasons. One important reason was absenteeism among employees. This particular textile mill is having two profit making units one at Palakkad and the other on at Alwaye. The mill also has a yarn spinning subsidiary. The industrial relations were very good there and the work had been smoothly going on. One serious

problem faced by the unit was absenteeism. In order to have a check on this absenteeism, the management decided to deploy few migrant labourers and also to install new machines to improve productivity. The unions in the company protested this move by the management and resisted the entrance of migrant labourers in to the company. Along with this protest they also claimed that they need to get more compensation because by installing the machines the company has earned more profit. Due to this industrial unrest the plant was shut down. After that the discussions started for the compensation of the employees. This incident clearly states how the trade unions can put a flourishing industry down. The thing that has to be highlighted here is the unions are not ready for any kind of change from their comfort zone. They also think that if they change that will affect their existence. The case narrated was clearly against modernisation and the wrong interpretation of the scenario by the trade unions.

In Kerala, one of the traditional industries that are facing the threat of closure is cashew industry. The major process in the factory is shelling, peeling, ornamenting etc. It is found that the mechanisation is brining lot of problems to the product. Looking at the quality of the finished products, hand finishing gives good quality goods. Handpicked shelling takes lot of time and also serves as an occupational hazard. The cashew industry is in loss. In order to understand the current situation existing in similar cashew industries a committee was formulated which included representatives from Government, employer and the trade union. The committee submitted its report. The main highlight of the report was industry has to increase its productivity otherwise it will be in the verge of extinction. In order to achieve increased productivity, cashew factories need to be mechanised. Earlier all the unions were against mechanisation. But now unions are ready to mechanise by tune of 50% of the manufacturing process.

The attitude of the unions changed drastically. Now the employees are against strike and the external political leaders only have a minimal role to play in the decisions of the company. Now good internal leadership has emerged. This is very good movement and creative youth are there in leadership. In the earlier industrial scenario of Kerala external leaders takes decisions. But now the internal leaders are powerful and they take decisions. Now if we look into the industrial scenario no persistent strike is there. New line of thought becomes very prominent among the internal leaders. This doesn't mean that there is no external leadership. There is strong external

leadership but their role in taking decisions inside the organisation is minimal. Now the internal leadership is having a big say in the company.

The conciliation officer answered the reason for a strike recently happened in Kerala. That was in a private limited Company. There was an issue between the top management and the union with regard to the referendum. Some employees were transferred as part of work arrangement. The transferees were having membership in a prominent trade union. Since referendum is going to take place the employees protested the transfer and asked to revoke the transfer. The top management also took the stand that they won't revoke the transfer. Later the company was shut down for several days. And with the intervention of conciliation officer the case was settled with the condition that the employees will be sending under the head deputation and will be given voting powers for the referendum. Thus the issue was settled.

In the case of public sector enterprises the unions are playing muscle power. Most of the public sector companies are examples of Union – Management unfair play. They both will be in different perspectives. They will come into consensus at some point of time. But will disagree in a very small issue. These kinds of attitudes will be taken by unions they want to show the employees that they are more concerned about them.

But now the instances of strike are very few. Earlier canteens are the breeding places for strike. May be a strike can pop-up for silly reasons like less sugar in tea or more chilly in curry and all. But now the scenario has changed drastically and there are only few events of strike.

Employees distrust the HR manager

The events of distrusting the HR are not there. The employees have more praise for the HR manager. If any HR is distrusted, it is his/her fate and it is very unfortunate. In some plantations in Kerala the HR managers face this issue of distrust. The employees feel that the HR is playing some game with the top management.

Now in most of the organizations, there is change in the view of the top management. In the context of globalization, every management thinks in a global context. Definitely the

organization is profit oriented but parallely the organization cherishes a strong welfare orientation towards the employees. This is a major policy shift which helps HR managers in a big way to maintain good and cordial relations with the employees.

The welfare orientation of management has been explained with a case of a leading private cement manufacturing company. The organisation has companies across the globe. For the cement factory, the main raw material is fly ash. These days the company finds it difficult to get fly ash. They get this by product from Hindustan News Print. The company is not making any profit now days. The company still survives because of the grace of the top management who are based at England. The LTS discussion of the organisation took one and a half years to complete. For the final round of discussion the representatives from the top management were reluctant to come. On repeated request by conciliation officer the representative of top management came from England. The unions were very resistant during the discussion on silly matters. The conciliation officer tried to convince the unions that the management did not want to close down the company, that itself is a big favour extended by the management to the employees. If you bargain on trivial issues, the management might sometimes take a decision to shut down the company. The conciliation officer also added that before asking for any compensation think weather the company would be capable of paying the amount. In most of the companies the workers indulge in other employments like financing money for interest, will hire auto and go for that work and all. Because of all these reasons absenteeism in industries are increasing.

Textile industry is one of the sick industries - Low production, low productivity, industrial absenteeism; it is the main characteristics of textile industry. The National Textile Corporation, handloom industry, co-operative societies are all under the threat of extinction. The main reason for that is the textile units are not mechanized and are not in the pace with recent advancements in the field. Since so many competitors are there in the field, survival becomes very tough nowadays.

Strike without giving notice

A case of a profit making tailoring unit was narrated for this. Due to shortage of orders the company asked its employees to work three days a week. The unions resisted the orders of the

management and said that they need to work on all days. And raising this issue they went for a strike without giving any notice. There was no involvement of the external political leaders in this case. It reached conciliation officer and at the outset this has been identified as an illegal strike. By this time a situation has reached that both of them need a settlement.

Top management value the HR manager

Nowadays the HR managers are having prominent role in the organisation. The HR has a linking pin role between management and employees. The employees don't have any direct contact with the top management. It is through the HR, they are communicating. Now due to the advent of the social media all the communication between the employer and the employee are transparent. The decisions of the top management can be easily known to the employees. Now all the top management is welfare oriented. This policy shift of the management helps HR to maintain cordial relations with employees. But the scenario is entirely different in public sector because the union is of the mindset that the management representative is also appointed by the Govt. So both of us are Govt nominees and we both have same rights. They operate with so many prejudices. That is main setback with public sector companies.

Role of HR During industrial unrest

The HR mangers have a good role to play in maintaining the industrial relations of a company. To quote a case one of the Manager working in kerala Textile Corporation had maintained good inter-personal relationship by communicating the union the position of KTC. He convincingly tells employees, what can be done with the problem, what kind of compensation can be expected. This kind of relation with employees helped him to strive as a good HR manger in the company. Now he is a HR in a Private hospital. There also he has taken this strategy. So personality of the HR Manager also has a role in the cordial relations.

Issues by Head load workers

The cases described are two breweries which are not working because of the pressure given by Head load workers. In that one of the companies is shut down and the other company is not doing any production, but they are giving salary to the employees. They are maintaining the organisation because the land has been taken from Govt for lease and they have the licence. So

any time they can start the business. Both the factories have reached to this situation because of head load workers. In the brewery the head load workers are not allowing to keep a new boiler. The case was taken to conciliation officer. The officer explained the unions that they have no right to interfere in the statutory matters of the company. The unions demanded that the person in-charge of boiler needs to be taken as a contract employee. The officer opposed it and said that these are all statutory matters. Now the company is ready to start its operations provided there should not be any threat from head load workers. They trusted the conciliation officer and are now ready to start its operations.

A conciliation officer is playing a leading role in settlements. It is he who has to build the trust among both the parties and build confidence. The conciliation officer is the only person who will be able to travel to the contours of the mind of a HR Manager. The under currents experienced by the HR Manager all can be felt only by the conciliation officer.

DISCUSSION

The verbatim corresponding to the themes presented in the quantitative part is included in appropriate places for explaining and substantiating the findings. There are some areas in the narratives of the respondents which do not form part of the quantitative analysis. These are included in this section to throw light on the realities in the field of human resource management in Kerala.

Change in attitude of workers and trade unions

(case 2) Now the workers have realized that if the unions go for strike and other restrictions, factories would be closed by management. It would affect the workers themselves. Many incidents of closing down of industries by management pulled back the trade unions from militant activities. They are well aware that the workers are the ultimate victims.

(Case 13) Thus the attitudes of the trade unions are changing. In early 1980's multiplicity of trade unions and their negative attitude were the major issues faced by organisations. Later it changed to the phase of a comfort zone. Now they want to remain in that comfort zone. The employees are against strike and the external political leaders only have a minimal role to play in the decisions of the company. Now good internal leadership has emerged. This is a very good movement and creative youth are there in leadership. In the earlier industrial scenario of Kerala external leaders takes decisions. But now the internal leaders are powerful and they take decisions. Now if we look into the industrial scenario no persistent strike is there. New line of thought becomes very prominent among the internal leaders. This doesn't mean that there is no external leadership. There is strong external leadership but their role in taking decisions inside the organisation is minimal. Now the internal leadership is having a big say in the company.

(Case 1)The present day trade-unions in public and private sectors, give importance to the existence of the industry and at the same time they try to get the maximum from the management. This is a paradigm shift due to which they are ready more to promote industrial-peace than to annihilate the situation. They resort to strike, 'Gherao' and other offensive measures, but, the unions go for strike with at most care and control. The workers are also not favouring strikes because they value their job and the well being of the industry.

Mindset of trade unions in public sector

(Case 13) In the case of public sector enterprises the unions are playing muscle power. The union is of the mindset that the management representative is also appointed by the Govt. So both of us are Govt nominees and we both have same rights. They operate with so many prejudices. That is main setback with public sector companies. Most of the public sector companies are examples of Union – Management unfair play. They both will be in different perspectives. They will come into consensus at some point of time. But will disagree in a very small issue. These kinds of attitudes will be taken up by unions to show the employees that they are more concerned about them.

(Case 3) The internal union leaders in the public sector have a mindset that the managerial staff are agents of top management and the top management is making profit out of the workers. Such an attitude is a dangerous one.

(Case 10) Managers fails to exercise their power due to the upper hand of trade unions over management in public sector. They don't consult with HRM executive ,they directly speak to the MD. The mindset of the unions is to keep the members under their umbrella at any cost, even by giving up the interests of the industry. The mindset of the union leadership is reflected in encouraging the practice of bringing in casual labourers; the union leadership can control the casual labourers easily and entrust regular labourer's work to them. This attitude of the leadership has resulted in inculcating a lazy work culture and discrimination among workers".

(Case 10) Optimum utilisation of manpower is not at all possible in public sector which affected the productivity. In fact, the union leaderships have been interfering in all key areas of productivity and hence the company is struggling. In other words, the union leadership make the workers lazy and irresponsible. Another significant matter in this regard is that the highly skilful workers with high potential were replaced by temporary, less skilled workers to do their work and they are going for trade union activities. As a result, proper work from the labourers is absent in many manufacturing areas, which is ultimately affecting the productivity. The Right to

manage has been controlled by union leadership due to collective power and political support. The unions show muscle power and power of numbers. Installed capacity utilisation is not at all happening in public sector. The real scenario is unions determine the capacity. This is a sort of invisible power shown by unions. In public sector these kinds of things are happening because it is Government's money. No body to take care of its affairs.

In public sector the HR manager is not even able to take any disciplinary action against employee. In the case of even a single punishment upon a worker for misconduct, the union would take-up the matter politically and ruins the industrial peace.

All the efforts the HRM executive put in will not be effective as the union leadership mislead the workers and top management alike (even the MD).

Trade union activities in private sector

(Case 3) In private sector they have a clear plan for profit. Being an entrepreneurial initiative they know how to get returns from the investment. They are entrepreneurs. They don't want to lose. The private sector enterprises have proper tracking of profit even in the initial stage. But in public sector there is no such proper profit-making mechanism. As far as the work culture is concerned, the work as per the agreed terms and conditions can be implemented successfully. But it is very difficult to get any work done out of the purview of the agreed terms and conditions. When there was a need for extra effort form the part of workers, the company received whole hearted support from workers, both in public sector as well as private sectors. Majority of the workers were willing to contribute for the company, if the company faces situations which necessitate additional inputs.

Head load workers

(Case 3) The scenario of head load workers' problem has been undergoing transformation, from militancy to participation, from hindrance to facilitation.

There is a difference of opinion from one manager.(Case 8) The way of communication of head load workers, irritates the management. Most of the mangers said they are happy with head load

workers. Once a contract is signed with them, and they are ready to work following the agreed norms.

HR Manager in IT sector

(Case 5) The HR function in IT industries centre around equipping line mangers with necessary people management skills. Every employee is given a first-hand managerial training once they become line manager. HR does the design function of providing different listening forums. This is a digital platform where employees can post their complaints if they feel harassed or sidelined by their managers. Automation brings in lots of opportunities and moreover it gives HRM executives lots of data. HRM executives find more time to connect with employees. And because of it he/she can do what is expected from them. (Case 6) The new generation employees, sometimes use different social networking sites to critically evaluate the steps taken by the managers. In it industry HRM executives have to interact with knowledge workers. IT industry is famous for poaching people from one company to another. Poaching is part of fight between competing companies. So it is a big challenge faced by this sector. IT industry the culture of firing people is a little more compared to core industry.

(Case 6) HR has nothing to do with profit of an IT organization directly. He/she is a non billing staff. But when it comes to recruitment, at the right time if he/she don't give the right person everything will be stuck there. The HRM executive has to take initiatives to fill vacancies immediately, otherwise it will affect the productivity, delivery, and profit.

(Case 8) Staff turnover is relatively high in IT sector. But absenteeism is very low. In manufacturing sector the grave problem is employee absenteeism. Attrition is about 5 to15% and the absenteeism rate is less than 1%. HR managers are given regular targets to pull down employee attrition.

(Case 8) The whole employees in IT industry can be divided into billable and non-billable. The billable category are those who bring revenue to the organisation. The category of employees coming under this include: data management team, Programmers, system administrators statisticians, medical writers, pharmaco vigilance and a small portion of finance people who are

doing some foreign assignments of the company.. The non-billable employees include it support, **HR**, Finance, software developers.

 The salary of billable category is very high compared to non-billable. Salary is unequal. It is kept very confidential. Since the billable category are doing specialist job they need to be compensated specially. So there is an inequity in the salary disbursed to the employees. Hence salary of each and every employee is kept confidential. The entry level specialist staff earns more salary than the senior directors of the company. So the HRM executive is receiving less earnings compared to billing staff and he/she has a role of a facilitator.

(Case 12) HR Manager's are highly threatened about their existence in IT industry due to the advent of technology. In manufacturing sector, the HR managers have a leading role to play, but in IT, HR managers are not empowered like manufacturing. Their functions are divided into different verticals viz. recruitment, training and development, employee connect, employee travel etc. Challenges are very low since unions are not there. What they face are individual issues. They don't face any external challenges from political leaders.

(Case 12) The stress experienced by HRM executives is less and they are more or less comfortable in the profession. Now it is not an individual work, a team is there for a project, where they sort out all the queries in a planned and meaningful way.

(Case 12) Another problem faced by the HR is that any junior employee can supersede and become his/her boss at any point of time. There is a lateral entry channel in the companies were juniors are recruited.

(Case 12) Among the IT employees, volunteerism and initiatives are significantly improving. Self motivation is a kind of gesture that the employees are showing. These employee groups don't take up any union activities. There is a lack of internal political leaders.

OTHE CHALLENGES FOR HR IN PUBLIC SECTOR

(Case 11) When employees really come forward to support the management on implementing creative ideas and to improve production methods, some vested interested groups will use the trade union mechanism as a tool to subdue the activities.

(Case 11) Sometimes the management suddenly withdraw from their agreed norms (on the basis of it HR dept might have done negotiations with Unions), the HR department's trustworthiness/Credibility will be on stake. So if the Management is not strong enough in taking decisions/not sticking on to their agreed norms, then the Unions will develop distrust on HR Head.

(Case 11) Normally there is a trend of viewing things in a suspicious way, as and when company is taking steps towards modernisation, due to reluctance to change and also due to an apprehension that, modernisation will lead to manpower reduction. It is also due to reluctance in coming out of comfort zones. Normally internal union leadership are not always positive in manpower reduction in certain areas where the workload has been reduced due to the modernisation.

(Case 11) If there is no immediate junior executive level person who doesn't have the power to take decision then certainly the HR head will be fully engaged in the day today functions of the department and it ultimately affects the family and social life. He/she can't plan a vacation with family especially in an organisation where IR issues are relatively more.

(Case 11) Being HR they have to deal with the most complex unpredictable group, humans; so they have to have interactions with workers, many times confrontations and ultimately some hard exchange of words will be there; it will obviously be carried on to their house and they will be reacting involuntary to the family members and then it will affect the congenial atmosphere in the family too.

But over a period of time, after working in two or more companies they will understand that these issues and troubles in a present office is just " passing clouds"; so they won't take it to mind and there by suffer their family life.

 (Case 11) HR always should have a liaison with the unions and more than that if external leaders are there (they may be hard core member of political parties to which the trade unions are affiliated) the liaison with them will be more useful when HR is finding difficulty in solving certain issues and unions will abide to the orders of their external leaders.

APPENDICES

APPENDIX - I

QUESTIONNAIRE

1   Demographic Profile

1.1 Ownership of the company (Please Tick): Public Sector/Private Sector / IT Sector

1.2 Age: .... years

1.3 Gender (Please Tick): Male / Female

1.4 Marital Status (Please Tick): Married / Single/Widow/Widower/Separated/divorced

1.5 Educational Qualifications (Please tick all those applicable): BA / BSc / BTech /BSW /BBA /LLB/ MA/ MSc/ MSW/MBA/MHRM/MAPM/LLM/ MTech/MPhil/PhD/ Any other (Please specify)

1.6 Designation:

1.7 Date of joining the present organisation:

1.8 Previous work experience if any:.............. years as
(designations)...

1.9 No. of organisations worked prior to the present organisation (Please Tick): 2/3/4/5

2. Challenges faced by HRM executives from union leadership

		Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
2.1	Trade union leadership undervalue the services provided by me					
2.2	Resistance by unions against modernization is a challenge for me					
2.3	Problems created by some unions due to decrease in incentives (linked with productivity) causes stress					
2.4	Unions threaten me while taking decisions according to company rules against workers(eg. disciplinary action)					
2.5	Trade unions distrust me even though I negotiate for them with management to improve working conditions					
2.6	Difficulty in providing sufficient welfare					

	measures causes problems by trade unions					
2.7	Deduction from salary of workers leads to arguments between me and the trade union leadership (eg. refund of loan, liability of worker as guarantor of loan, salary cut)					
2.8	Due to lack of cooperation from union leadership I sometimes think of leaving the organization					
2.9	I do not get acceptance from the unions during their negotiations with management					
2.10	Unions do not consult me on the needs of workers while representing them at the meeting for bilateral or tripartite agreements					
2.11	The union let me down in crises situations at the workplace					
2.12	Unions blame me for the decisions of top management against them.					
2.13	I do not get invitation to general discussions between management and the union					
2.14	The unions do not keep cordial relationship with me					
2.15	I experience pressure from the union during different phases of strike or lock out					
2.16	The union blames me for their sufferings during lay off					
2.17	Trade unions threaten me					
2.18	Trade unions disturb my peace of mind					
2.19	Issues related to bonus is a recurring problem for me					
2.20	Dominance of trade unions makes me submissive					

3. Liaison work with workers

		Yes	No	NA
3.1	Do you have liaison work with workers while addressing conflict among different union groups?			
3.2	Do you take initiatives to solve issues created by workers during work?			
3.3	Do you try to integrate the heterogeneous group of workers to create a harmonious work environment?			

| 3.5 | Do you engage in liaison with workers for extra-work during events like ISO certification? | | | |

4. Networking with trade unions

		Yes	No	NA
4.1	Do you discuss with the trade union for improving existing welfare measures provided by your organisation?			
4.2	Do you ensure participation of trade unions in the implementation of welfare measures?			
4.3	Do you negotiate with trade union leadership to avert strike on receiving notice for strike?			
4.4	Do you make use of networking with internal trade union leadership to solve unrest among labourers?			
4.5	Do you network with external trade union leadership to solve problems created by head load workers?			
4.6	Do you use the influence of external trade union leadership to oblige the internal trade union leaders			

5. Issues faced from the top management

		Yes	No	NA
5.1	Do you find any difficulty in implementing welfare policies by the intervention of top management?			
5.2	Do you experience problems from top management while taking steps for providing amenities other than mandatory welfare measures for workers?			
5.3	Do you enjoy freedom from the top management while implementing their policies and directives to solve workers' difficulties?			

5.4	Do you feel helpless to correct if there is any anti - labour instructions from top management?			
5.5	Whether the top management is supportive, when you spot out any urgent need of workers?			
5.6	Do you face difficulty in providing safety measures to workers due to management's disinterest to spend money?			

6. Mental stress and strain

		Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
6.1	My organisation does not give importance to inter- personal relationships					
6.2	Workers accuse me that I am inclined towards the top management and act against their interest					
6.3	The top management blames me that I am favouring labourers and do not act fully according to their views					
6.5	Work-culture prevailing in my organisation put me in trouble and leads to stress and strain					
6.6	Disrespect and lack of acceptance from workers causes stress					
6.7	Difficulties, I face, from top management regarding career advancement causes stress					
6.8	I do not receive sufficient income to keep my status in society					
6.9	Due to over burden of work, I find it difficult to attend to my family affairs					
6.10	Job stress leads to behavioural changes and					

	causes troubles in my family				
6.11	My job does not provide sufficient resources to meet the needs of my family				
6.12	Fear of loss of job affects my family life				
6.13	Threatening behaviour by trade unions disrupt my peace of mind				

7. Job satisfaction

		Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
	7.1.Workplace Satisfaction(physical environment)					
7.1.1	Place of work ensures high safety					
7.1.2	I am satisfied with the space provided for me (eg. cabin, visitors launch, toilet and dining space)					
7.1.4	Good hygiene is maintained in my work place					
7.1.5	I feel satisfaction as my company is located at a convenient place					
7.1.7	I am satisfied with the transportation amenities to reach my workplace					
7.1.8	I am satisfied with the Information Communication Technology (ICT) infrastructure at my work place					
	7.2. Satisfaction with Pay					
7.2.1	I have been paying adequately with the responsibilities I have.					
7.2.2	My fringe benefits(health insurance, group-term life insurance coverage, educational assistance, childcare and assistance reimbursement, cafeteria plans, employee discounts, employee stock options, personal use of a company-owned vehicle and others)					

	are generous					
7.2. 3	I am getting payment in time					
7.2. 4	My salary is hiked periodically					
7.2.5	I receive 'paid -time off' (sick days, vacation days, and personal days sick days, vacation days, and personal days) salary					
7.2. 6	I receive medical benefits					
7.2. 7	I receive child- education allowance					
7.2. 8	I receive LTC					
7.2. 9.	Other incentives (Please specify)					
	7.3 Satisfaction with Promotions					
7.3.1	I am satisfied with the parameters on which my organization promotes me.					
7.3.2	I receive adequate promotions					
7.3.3	I am satisfied with the performance appraisal system of the organization for promotion					
	7.4 Satisfaction with Nature of job itself					
7.4.1	The job assures high dignity in the society					
7.4.2	The job provides autonomy in work					
7.4.3	I can satisfactorily balance my work and life					
7.4.4	The nature of work is stressful when compared to other departments (R)					
7.4.5	The work schedule is reasonable					
7.4.6	My job is rated high among the departments					
7.4.7	Corporate culture of the organization provides me satisfaction with my job					
7.4.8	I receives job-specific training					
7.4.9	My work has contributed significantly to the business goal of the organization					
7.4.10	The designated job helps professional development					
7.4.11	Diverse nature of job gives me passion for work					
	7.5 Satisfaction with Co-Workers					
7.5.1	People I work with, do not give me enough support. R					
7.5.2	When I ask people to do some job, it gets done.					
7.5.3.	I really enjoy working with my co-workers					
7.5.4	Attitude of my co-workers disappoints me on many occasions. R					
7.5.5	Effective communication with co-workers is					

	difficult here R					
7.5.6	I work with responsible people.					
7.5.7	I am satisfied with the team work prevailing in my organization					
	7.6 Satisfaction with Employer/Top management					
7.6.1	Cordial relationship with top management helps me to concentrate on my work					
7.6.2	Top management gives due respect to my ideas					
7.6.3	Feedback of the top management regarding my job performance, makes me feel recognized					
7.6.4	I receive rewards from top management for my performance					
7.6.5	Top management provides us recreational facilities (Tours, Films, musical concerts, club activities etc.)					

8. Please describe your pleasant experiences as HR manager

9. Please narrate your awful experiences as HR manager

10. What, according to you, are the challenges faced by HR managers in Kerala?

11. Whether the union leadership interferes with selection of workers & office staff/ placement/ transfer/promotion.

12. . Any other relevant facts and figures?

APPENDIX II

INTERVIEW SCHEDULE – HRM EXECUTIVES IN PUBLIC AND PRIVATE SECTORS

1   Demographic Profile

1.1 Ownership of the company (Please Tick): Public Sector/Private Sector / IT Sector

1.1.1 No. of Employees in the muster roll:

1.2 Age of the respondent: .... years

1.3 Gender (Please Tick): Male / Female

1.4 Marital Status (Please Tick): Married / Single/Widow/Widower/Separated/divorced

1.5 Educational Qualifications (Please tick all those applicable): BA / BSc / B Tech /BSW /BBA /LLB/ MA/ MSc/ MSW/MBA/MHRM/MAPM/LLM/ M Tech/MPhil/PhD/ Any other (Please specify)

Work Profile

1.6 Designation:

1.7 Date of joining the present organisation:

1.8 Previous work experience if any: .... years as (designations)...

1.9 No. of organisations worked prior to the present organisation (Please Tick): 1 / 2 / 3 / 4 / 5

1.10 Is your organization profit making?   Yes/No

2. Challenges faced by HRM executives from union leadership

2.1 Please share some incidents in which the union leadership had upper hand over you

2.2 Please share the problems you experienced due to the mindset of the union leadership

2.3 Please give an account of the interference of union leadership, affecting productivity

2.4 Please share your views on the returns the organization receive from their investment

2.5 Express your opinion about the internal union leadership's attitude towards modernization

2.6 Do you face challenges from unions while taking decisions according to company rules against workers (e.g. disciplinary action)? – please explain your experiences

2.7 Experiences of distrust you faced from the union leaderships, even when you negotiate for them with management

2.8 Please furnish your experiences of negligence by the union leadership as they refuse to consult you before going for strike or other significant issues

2.9 Share your experiences from the union leaderships by which they undervalued your authority (role) to take vital decisions

2.11 Any other problems faced by you from the union leadership:

3. Liaison work with Workers

3.1 Your experiences of liaison work with Trade Union leadership while addressing conflict among different groups

3.2 Your experiences of solving issues created by workers while engaging in their work

3.3 Your experiences of working with employees while they put in extra-effort during events like ISO certification, customer visit etc.

1. Please share other experiences you have with the employees/Workers?

4. Networking

3.4 Please share your experiences in involving Trade union leadership to improve the existing welfare measures provided by your organization

3.5 Please explain your experiences to ensure participation of workers in the implementation of welfare measures.

3.6 Your experiences in networking with workers group to solve unrest among labourers, please share

3.7 Please narrate your experiences with head-load workers creating problems during loading and unloading

3.8 Pleas explain the strategies you adopted to solve such problems

4. Issues faced from the top management

4.1 Please share your experiences with top management in implementing welfare policies and other services to employees

4.2 Please highlight your enjoyment of freedom from the top management while implementing their policies and directives

4.3 Please narrate your experiences with top management in providing safety measures to employees

5. Mental stress and strain

5.1 Write your stressful experiences while facing accusations from Workers

5.2 Share your experiences of respect/disrespect if any, from workers

2. Please share the prevailing Work-culture in your organisation

5.3 Please express your stressful experiences due to inadequate attention of family affairs

5.4 Please share your experiences from the 'Militant employee-groups'

6. Job satisfaction

6.1 Please share your opinion (satisfaction/dissatisfaction) about the place of work and other infrastructure facilities provided by your organization

6.2 Please narrate your feelings of satisfaction/dissatisfaction with the pay and other perks you receive

6.3 Please share your experiences in relation with your promotion

6.4 Please share your experiences (bad or good) with co-workers

6.5 Please share your experiences (pleasant or awful) with top management

MISCELLANEOUS

7. Please share your experiences (positive as well as negative) with regard to "Workers' participation in Management"

8. Narrate your opinion about the role you perform in achieving 'organizational goals'

9. Please describe your other pleasant experiences if any, as HR manager

10. Please narrate your other awful experiences if any, as HR manager

11. What, according to you, are the challenges faced by HR managers in Kerala?

12. Please list out and narrate the issues successfully tackled by you

13. What are the issues you could not tackle successfully? Please share your experiences.

14. Any other relevant facts and figures, like "ease of doing businesses" in Kerala

APPENDIX - III

INTERVIEW SCHEDULE FOR HRM EXECUTIVES IN IT SECTOR

1 Demographic Profile

1.1 Ownership of the company (Please Tick): Public Sector/Private Sector / IT Sector

1.1.1 No. of Employees in the muster roll:

1.2 Age of the respondent: .... years

1.3 Gender (Please Tick): Male / Female

1.4 Marital Status (Please Tick): Married / Single/Widow/Widower/Separated/divorced

1.5 Educational Qualifications (Please tick all those applicable): BA / BSc / B Tech /BSW /BBA /LLB/ MA/ MSc/ MSW/MBA/MHRM/MAPM/LLM/ M Tech/MPhil/PhD/ Any other (Please specify)

Work Profile

1.6 Designation:

1.7 Date of joining the present organisation:

1.8 Previous work experience if any: .... years as (designations)..

1.9 No. of organisations worked prior to the present organisation (Please Tick): 1/ 2/ 3/ 4 / 5

1.0 Is your organization profit making?   Yes/No

2. Liaison work with employees

2.1 Your experiences of liaison work with employees while addressing conflict among different groups

2.2 Your experiences of solving issues created by employees while engaging in their work

2.3 Your experiences of working with employees while they put in extra-effort during events like ISO certification, customer visit etc.

2.4 Please share other experiences you have with the employees?

3. Networking

3.1 Please share your experiences in involving employee-groups to improve the existing welfare measures provided by your organization

3.2 Please explain your experiences to ensure participation of employees in the implementation of welfare measures.

3.3 Your experiences in networking with employees group to solve unrest among labourers, please share

3.4 Please narrate your experiences with head-load workers creating problems during loading and unloading

3.5 Please explain the strategies you adopted to solve such problems

4. Issues faced from the top management

4.1 Please share your experiences with top management in implementing welfare policies and other services to employees

4.2 Please highlight your enjoyment of freedom from the top management while implementing their policies and directives

4.3 Please narrate your experiences with top management in providing safety measures to employees

5. Mental stress and strain

5.1 Write your stressful experiences while facing accusations from Employees

5.2 Share your experiences of respect/disrespect if any, from employees

3. Please share the prevailing Work-culture in your organisation

5.3 Please express your stressful experiences due to inadequate attention of family affairs

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12. Please list out and narrate the issues successfully tackled by you

13. What are the issues you could not tackle successfully? Please share your experiences.

14. Any other relevant facts and figures, like "ease of doing businesses" in Kerala