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ANALYSIS ON MAJOR DIMENSIONS OF EMPLOYMENT EMPOWERMENT IN BHEL, TRICHY.

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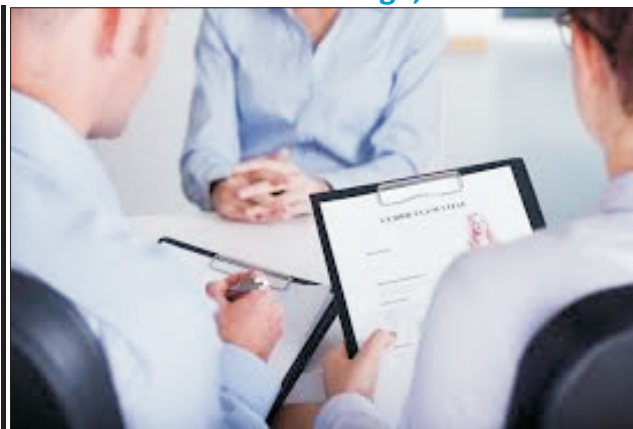
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ABSTRACT

The present study is entitled as "Analysis on Major dimensions of Employee Empowerment in BHEL, Trichy". The objectives of the present study are: to study employment empowerment in BHEL, Trichy; to study the worker commitment towards their workplace, to study the employee expectation from the organization, and to analyze satisfaction level of employees towards the organization. The primary data for the study has been collected with the help of questionnaire; the sample size taken for the study is 150. The sampling technique used is simple random sampling method. The tools used for data analysis are percentage analysis, weighted average method and chi-square test method.

KEYWORDS: Empowerment, Involvement, Morale and Satisfaction.



ent, Involvement, Morale and Satisfaction.

INTRODUCTION:

Organizations tackle the uncertainties of today's changing world by drawing out the creative potential of the people who are working with the organization. Empowerment means creating an environment where people are equipped and encouraged to make decisions in autonomous ways and to feel that they are in control of the outcomes for which they are responsible. It means opening the door for dissent, avoiding group

think and encouraging innovation.

STATEMENT OF THE PROBLEM

In an organization, the human resource department plays a vital role to take decision regarding the employees in order to know benefits and satisfaction of employees in the organization. Some of these factors include target achievement, communication, responsibility, cooperation, decision making, teamwork, brainstorming, learning and development, pay and

benefits, promotion, career opportunities, job security, working environment and job satisfaction. Organizations are focusing on employee empowerment as a promising strategy to increase retention and to improve the productivity. A study on the Employee empowerment measures extended and extents of awareness about such become imperative. This paper studies the employee empowerment in BHEL, Trichy.

OBJECTIVES OF THE STUDY

To study the employee empowerment in BHEL, Trichy.

To analyze the employee empowerment and its impact on working environment

To analyze the relationship between empowerment and the morale of the employees

To study the employee commitment in their

workplace.

To observe the factors that influence employee empowerment in the organization.

To suggest the employees and management to overcome the issues of employee empowerment.

SCOPE OF THE STUDY

The main purpose of this study is to analyze the employee empowerment in BHEL, Trichy. The research work entitled as “Analysis on Major dimensions of Employee Empowerment in BHEL, Trichy” covers the finding and suggestions that can be used by the HR department to enhance the level of the employee empowerment in BHEL, Trichy. The researcher has used various factors to study the job involvement level of the employees such as a target achievement, communication, responsibility, cooperation, decision making, teamwork, brainstorming, learning and development, pay and benefits, promotion, career opportunities, job security, working environment and job satisfaction.

LIMITATIONS OF THE STUDY

- o Due to the busy schedule of employees, employees are not able to give information in time.
- o The study undertaken may be applicable only to the employees of BHEL, Trichy.
- o They researcher has to complete the project within one month and hence suffered from time constraint.
- o The paper designed mainly on the belief that the employees answered genuinely.

RESEARCH METHODOLOGY

RESEARCH DESIGN

Descriptive research has been used in this study. A detailed discussion was done with the respondents and analysis was made on the responses given by them.

SOURCES OF DATA – Primary and Secondary data sources.

Primary Data are collected afresh and for the first time by using questionnaire.

Secondary Data - Researcher has used secondary data from Textbooks, Journals and Websites

SAMPLING METHOD

The researcher has adopted convenience sampling method for selecting respondents. When population elements are selected for inclusion in the sample based on the ease of access, it is called convenience sampling. The sample size for this study is 150 employees.

TOOLS USED FOR ANALYSIS - Percentage Analysis, Chi Square Test & Weighted Average Method.

DATA ANALYSIS AND INTERPRETATIONS

AGE WISE CLASSIFICATION OF THE RESPONDENTS

| Sl. No. | AGE | No. OF RESPONDENTS | PERCENTAGE |
|---------|---------------|--------------------|------------|
| 1 | 19-25 year | 15 | 10 |
| 2 | 26-35 year | 21 | 14 |
| 3 | 36-40 year | 46 | 30 |
| 4 | Above 40 year | 70 | 46 |
| | TOTAL | 150 | 100 |

Source: Primary data

INFERENCE

From the above table, it is inferred that 46 per cent of the respondents belong to the age group of above 46 years and 30 per cent of the respondents belong to the age group of 36-40 years and 14 per cent of the

respondents belong to the age group of 19-25 years and 10 per cent of the respondents belong to the age group of 26-35 years in BHEL, Trichy.

EDUCATIONAL QUALIFICATION OF THE RESPONDENTS

| Sl.No. | QUALIFICATION | No. OF RESPONDENTS | PERCENTAGE |
|--------|---------------|--------------------|------------|
| 1 | SSLC | 0 | 0 |
| 2 | HSC | 10 | 7 |
| 3 | DIPLOMA | 25 | 16 |
| 4 | UG | 35 | 23 |
| 5 | PG | 60 | 40 |
| 6 | OTHER | 20 | 14 |
| | TOTAL | 150 | 100 |

Source: Primary data

INFERENCE

From the above table, it is inferred that 40 per cent of the respondents are PG and 23 per cent of the respondents are UG and 16 per cent of the respondents are DIPLOMA and 14 per cent of the respondents belong to other category and 7 per cent of the respondents have completed HSC.

EXPERIENCE OF THE RESPONDENTS

| Sl. No. | EXPERIENCE | No. OF RESPONDENTS | PERCENTAGE |
|---------|---------------|--------------------|------------|
| 1 | Below 1 year | 36 | 24 |
| 2 | 1-2 years | 24 | 16 |
| 3 | 2-4 years | 15 | 10 |
| 4 | 4-6 years | 32 | 21 |
| 5 | Above 6 years | 43 | 29 |
| | TOTAL | 150 | 100 |

Source: Primary data

INFERENCE

From the above table, it is inferred that 29 per cent of the respondents have experiences of above 6 years and 24 per cent of the respondents have experience of below 1 year and 21 per cent of the respondents have experiences of 4-6 years and 16 per cent of the respondent have experiences of 1-2 years and 10 per cent of the respondents have experience of 2-4 years.

RANKING THE FACTORS OF EMPLOYEE COMMITMENT

| Opinion | SA | A | N | D | SD | Total | Weighted average | Rank |
|-----------------------------|-------------|-------------|------------|------------|----------|-------|------------------|------|
| Shared vision | 53 (265) | 45 (180) | 26 (78) | 22 (44) | 4 (4) | 571 | 3.80 | V |
| Organization target | 61 (305) | 59 (236) | 15 (45) | 10 (20) | 5 (5) | 611 | 4.07 | II |
| Contribution to the targets | 68 (340) | 52 (208) | 20 (60) | 7 (14) | 5 (5) | 625 | 4.17 | I |

| | | | | | | | | |
|--|-------------|-------------|-------------|------------|------------|-----|------|------|
| Clear Information | 54 (270) | 51 (204) | 27 (81) | 9 (18) | 9 (9) | 582 | 3.88 | IV |
| Organization Goals | 63 (315) | 45 (180) | 12 (36) | 20 (40) | 10 (10) | 596 | 3.97 | III |
| Innovative | 22 (110) | 28 (112) | 36 (108) | 30 (60) | 34 (34) | 571 | 3.80 | IX |
| Suggestions during decision making process | 48 (240) | 34 (136) | 17 (51) | 38 (76) | 13 (13) | 516 | 3.44 | VIII |
| Goal Management Capabilities | 47 (235) | 50 (200) | 25 (75) | 21 (42) | 7 (7) | 559 | 3.72 | VI |
| Results and outcomes rather than a technique | 47 (235) | 34 (136) | 38 (114) | 13 (26) | 18 (18) | 529 | 3.52 | VII |

Source: Primary data

INFERENCE

Above table shows that ranking of various factors responsible for employee commitment in BHEL, Trichy. according to the responses, "contribution to the targets" is ranked first, followed by organization target, "organization goals", "clear information", "shared vision", "goal management capabilities", Results outcomes rather than a techniques", "suggestions during decision making process", "innovation" in that order.

RATING FACTORS OF JOB SATISFACTION

| Opinion | SA | A | N | D | SD | Total | Weighted average | Rank |
|--|-------------|-------------|-------------|------------|------------|-------|------------------|------|
| Benefits provided by the organization | 52 (260) | 38 (152) | 36 (108) | 20 (40) | 4 (4) | 564 | 3.76 | III |
| Suggests to improve that Quality of Work | 35 (175) | 32 (128) | 45 (135) | 24 (48) | 14 (14) | 500 | 3.33 | VII |
| Skill and job knowledge | 44 (220) | 32 (128) | 30 (90) | 26 (52) | 18 (18) | 508 | 3.38 | VI |
| Motivation to Complete my target | 45 (225) | 34 (136) | 33 (99) | 25 (50) | 13 (13) | 523 | 3.48 | IV |
| Salary & Bonus | 52 (260) | 67 (268) | 12 (36) | 13 (26) | 6 (6) | 596 | 3.97 | II |
| Employees treated equally | 34 (170) | 45 (180) | 24 (72) | 42 (84) | 5 (5) | 571 | 3.80 | V |
| Facilities Satisfaction | 55 (275) | 69 (276) | 11 (33) | 9 (18) | 6 (6) | 608 | 4.05 | I |

Source: Primary data

INFERENCE

Above table shows that ranking of various factors responsible for job satisfaction. According to the responses, "Facilities satisfaction" is ranked first, followed by "salary & bonus", "Benefits provided by the

organization”, “motivation to complete my target”, “employees treated equally”, “skill and job knowledge”, “suggests to improve the quality of work” in that order.

RANKING THE FACTORS OF TRAINING AND DEVELOPMENT

| Factor | SA | A | N | D | S D | Total | Weighted average | Rank |
|---|-------------|-------------|-------------|------------|------------|-------|------------------|------|
| Induction programme | 56 (280) | 38 (152) | 25 (75) | 19 (38) | 12 (12) | 557 | 3.71 | III |
| Training techniques | 53 (265) | 44 (176) | 37 (111) | 6 (12) | 10 (10) | 574 | 3.82 | II |
| Opportunities for growth and improvement | 53 (265) | 60 (240) | 23 (69) | 10 (20) | 4 (4) | 598 | 3.98 | I |
| Supervisor support to improve the performance | 45 (225) | 34 (136) | 27 (81) | 29 (58) | 15 (15) | 515 | 3.43 | IV |

Source: Primary data

INFERENCE

Above table shows the ranking of various factors responsible for training and development. According to the responses, “opportunities for growth and development” is ranked first, followed by “training techniques”, “induction programme”, “supervisor support to improve the performance” in that order.

RANKING THE FACTORS OF WORKING ENVIRONMENT

| Opinion | SA | A | N | D | S D | Total | Weighted average | Rank |
|--------------------------------------|-------------|-------------|-------------|------------|------------|-------|------------------|------|
| Motivation to improve my performance | 35 (175) | 26 (104) | 41 (123) | 32 (64) | 16 (16) | 482 | 64.27 | IV |
| Job security | 74 (370) | 35 (140) | 20 (60) | 16 (32) | 5 (5) | 607 | 80.94 | I |
| Working environment | 28 (140) | 23 (92) | 34 (102) | 45 (90) | 20 (20) | 444 | 59.2 | V |
| Proper grievance handling procedure | 45 (225) | 57 (228) | 30 (90) | 14 (28) | 4 (4) | 575 | 76.67 | II |
| My suggestion is valued | 41 (205) | 60 (240) | 25 (75) | 20 (40) | 4 (4) | 564 | 75.2 | III |

Source: Primary data

INFERENCE

Above table shows that ranking of various factors responsible for working environment. According to the responses, “Job security” is ranked first, followed by “proper grievance handling procedure”, “my suggestion is valued”, “motivation to improve my performance”, “working environment” in that order.

RANKING THE FACTORS OF INTERPERSONAL RELATIONSHIP

| Opinion | SA | A | N | D | S D | Total | Weighted average | Rank |
|----------------------------------|-------------|-------------|-------------|------------|------------|-------|------------------|------|
| Commitment | 54 (280) | 43 (172) | 30 (90) | 15 (30) | 6 (6) | 578 | 3.85 | III |
| Relationship with top management | 53 (265) | 34 (136) | 37 (111) | 16 (32) | 10 (10) | 554 | 3.69 | II |
| Relation between co-workers | 56 (280) | 32 (128) | 24 (72) | 25 (50) | 13 (13) | 543 | 3.62 | I |

Source: Primary data

INFERENCE

Above table shows that ranking of various factors responsible for interpersonal relationship. According to the responses, "relation between co-workers" is ranked first, followed by "relationship with top management", "commitment" in that order.

PARTICIPATION IN DECISION MAKING PROCESS

| Sl. No. | OPINION | No. OF RESPONDENTS | PERCENTAGE |
|---------|------------------------------------|--------------------|------------|
| 1 | Highly satisfied | 30 | 20 |
| 2 | Satisfied | 41 | 28 |
| 3 | Neither satisfied nor Dissatisfied | 39 | 26 |
| 4 | Dissatisfied | 22 | 14 |
| 5 | Highly dissatisfied | 18 | 12 |
| | TOTAL | 150 | 100 |

Source: Primary data

INFERENCE

From the above table, it is inferred that 28 per cent of the respondents are satisfied and 26 per cent of the respondents are neither satisfied or dissatisfied and 20 per cent of the respondents are highly satisfied and 14 per cent of the respondents are dissatisfied and 12 per cent of the respondents are highly dissatisfied that employee have participation in decision making process.

CAREER GROWTH& DEVELOPMENT

| Sl. No. | OPINION | No. OF RESPONDENTS | PERCENTAGE |
|---------|------------------------------------|--------------------|------------|
| 1 | Highly satisfied | 42 | 28 |
| 2 | Satisfied | 51 | 34 |
| 3 | Neither satisfied nor Dissatisfied | 20 | 13 |
| 4 | Dissatisfied | 27 | 18 |
| 5 | Highly Dissatisfied | 10 | 7 |
| | TOTAL | 150 | 100 |

Source: Primary data

INFERENCE

From the above table, it is inferred that 34 per cent of the respondents are satisfied and 28 per cent of the respondents are highly satisfied and 18 percent of the respondents are dissatisfied and 13 per cent of the respondents are neither satisfied or dissatisfied and 7 per cent of the respondents are strongly dissatisfied that employee have career growth development.

ACHIEVEMENT RECOGNITION

| Sl. No. | OPINION | No. OF RESPONDENTS | PERCENTAGE |
|---------|------------------------------------|--------------------|------------|
| 1 | Highly satisfied | 33 | 22 |
| 2 | Satisfied | 43 | 29 |
| 3 | Neither satisfied nor dissatisfied | 45 | 30 |
| 4 | Dissatisfied | 20 | 13 |
| 5 | Highly dissatisfied | 9 | 6 |
| | TOTAL | 150 | 100 |

Source: Primary data

INFERENCE

From the above table, it is inferred that 30 per cent of the respondents are neither satisfied or dissatisfied and 29 per cent of the respondents are satisfied and 22 per cent of the respondents are highly satisfied and 13 per cent of the respondents are dissatisfied and 6 per cent of the respondents are highly dissatisfied that employee have achievement recognition.

PROMOTION

| Sl. No. | OPINION | No. OF RESPONDENTS | PERCENTAGE |
|---------|------------------------------------|--------------------|------------|
| 1 | Highly satisfied | 61 | 41 |
| 2 | Satisfied | 32 | 21 |
| 3 | Neither satisfied nor dissatisfied | 33 | 22 |
| 4 | Dissatisfied | 18 | 12 |
| 5 | Highly dissatisfied | 6 | 4 |
| | TOTAL | 150 | 100 |

Source: Primary data

INFERENCE

From the above table, it is inferred that 41 per cent of the respondents are highly satisfied and 22 per cent of the respondents are neither satisfied nor dissatisfied and 21 percent of the respondents are satisfied and 12 per cent of the respondents are dissatisfied and 4 per cent of the respondents are highly dissatisfied that employee have promotion.

RANKING THE FACTORS OF EMPLOYEE INVOLVEMENT

| Factor | Rank | Mean scores | Rank |
|-------------------------------|------|-------------|------|
| Job security | 7 | 4.6 | IX |
| Working environment | 19 | 12.6 | III |
| Work load | 11 | 7.34 | VII |
| Shift allotment | 9 | 6 | VIII |
| Grievance handling | 5 | 3 | X |
| Mutual Relationship | 17 | 11.34 | IV |
| Job satisfaction | 13 | 8.67 | VI |
| Training and development | 15 | 10 | V |
| Career growth and development | 26 | 17.34 | II |
| Performance appraisal | 28 | 18.67 | I |

Source: Primary data

INFERENCE

Above table shows employee involvement in BHEL, Trichy. According to the responses, “performance appraisal” is ranked first, followed by “career growth and development”, “working environment”, “mutual relationship”, “training and development”, “job satisfaction”, “work load”, “shift allotment”, “job security”, “grievance handling” in that order.

RELATIONSHIP BETWEEN EXPERIENCE AND MORALE OF THE EMPLOYEE**AIM**

To find the relationship between experience and morale of the employee.

To test the relationship, the hypotheses framed are;

Null Hypotheses H₀: there is no significant relationship between experience and morale of the employee.

Alternative Hypotheses H₁: there is significance relationship between experience and morale of the employee.

RELATIONSHIP BETWEEN EXPERIENCE AND MORALE OF THE EMPLOYEE

| Experience | Morale is high across the department | | | | Total |
|--------------------|--------------------------------------|-----------|-----------|-----------|------------|
| | SA | A | N | HDA | |
| Below 1 year | 10 | 10 | 6 | 10 | 36 |
| 1-2 years | 5 | 9 | 5 | 5 | 24 |
| 2-4 years | 5 | 9 | 6 | 5 | 25 |
| 4-6, above 6 years | 37 | 17 | 6 | 5 | 65 |
| Total | 57 | 45 | 23 | 25 | 150 |

Source: Primary data

RESULT OF CHI SQUARE TEST

| Table | Level of significance | Degrees of freedom | Table value | Calculated value |
|------------|-----------------------|--------------------|-------------|------------------|
| Chi-square | 5% | 3 | 7.82 | 14.89 |

INFERENCE

Since the calculated value is more than the tabulated value [14.89 > 7.82], the null hypothesis is accepted

and concluded that there is significant relationship between experience and morale of the employees.

RELATIONSHIP BETWEEN EXPERIENCE AND IMPROVEMENT IN SKILL OF THE EMPLOYEES

AIM

To find the relationship between experience and improvement in skills of the employees.

To test the relationship, the hypotheses framed are;

Null Hypotheses H0: there is no significant relationship between experience and improvement in skill of the employees.

Alternative Hypotheses H1: there is significance relationship between experience and improvement in skill of the employees.

RELATIONSHIP BETWEEN EXPERIENCE AND IMPROVEMENT IN SKILLS OF THE EMPLOYEES

| Experience | Improvement in skill of the employees | | | | Total |
|--------------------|---------------------------------------|-----------|-----------|-----------|------------|
| | SA | A | N | HDA | |
| Below 1 year | 10 | 6 | 7 | 13 | 36 |
| 1-2 years | 5 | 5 | 5 | 9 | 24 |
| 2-4 years | 10 | 5 | 5 | 5 | 25 |
| 4-6, above 6 years | 19 | 16 | 13 | 17 | 65 |
| Total | 44 | 32 | 30 | 44 | 150 |

Source :Primary data

TABLE 4.25
RESULT OF CHI SQUARE TEST

| Table | Level of significance | Degrees of freedom | Table value | Calculated value |
|------------|-----------------------|--------------------|-------------|------------------|
| Chi-square | 5% | 3 | 7.82 | 10.72 |

INFERENCE

Since the calculated value is more than the tabulated value [$10.72 > 7.82$], the null hypothesis is accepted and concluded that there is significant relationship between experience and improvement in the skills of the employees.

SUMMARY OF FINDINGS

- 40 percent of the respondents belong to the Human resource department.
- 64 percent of the respondents are males.
- 46 percent of the respondents are above 40 years.
- 62 percent of the respondents are married.
- 40 percent of the respondents are Post Graduates.
- 29 percent of the respondents have above 6 years of work experience.
- "Targets of the organization are understood clearly" is ranked first among the factors related to employee commitment using weighted average method.
- Using weighted average method it is found that "facilities provided by the organization" is ranked first among the various factors related to job satisfaction.
- Using weighted average method it is found that "opportunities among the factors related to growth and development" are ranked first among the various factors related to training and development.
- Using weighted average method it is found that "proper recognition for my achievement" is ranked first among the factors related to career and growth development.
- Using weighted average method it is found that "job security" is ranked first among the factors related to

working environment.

- Using weighted average method it is found that “relation between co-workers” is ranked first among the factors related to interpersonal relationship.
- Using weighted average method it is found that “canteen facility” is ranked first among the factors related to facilities provided by the organization.
- 28 percent of the respondents are satisfied with the participation in decision making process.
- 31 percent of the respondents are highly satisfied with the team commitment.
- 34 percent of the respondents are satisfied with the career growth development.
- 30 percent of the respondents are neither satisfied nor dissatisfied with the achievement recognition.
- 41 percent of the respondents are highly satisfied with the promotion.
- Using chi-square test it is found that there is significant relationship between experience and morale of the employee.
- Using chi-square test it is found that there is significant relationship between experience and improvement in skill of the employees.

SUGGESTIONS

- Proper recognition can be given to the employees to motivate them. So the management can identify the deserving employees based on performance and experience to give more increment.
- The organization can conduct more programmes to employees in a regular basis, which will help the organization to motivate the employees so that they will actively engage in the work related activities. It will also help for the team work coordination.
- The company can take steps to improve the relationship between the Top management and employees. Job rotation is suggested so that the employees job will not be bored instead of that they will work effectively.
- Improving the appraisal and reward system on the basis of key Performance Objectives.
- Organization can consider the suggestions of the employees during the decision making process. So that the level of commitment and involvement among the employees will be more. This will lead to improve the quality of work life.

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