

A Study on Employee Perception towards the Hr Practices in Delphi TVS

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ABSTRACT

This project is entitled as “A study on employee perception towards the HR practices at DELPHI TVS”, it is the process in which to evaluate the employee perception towards the HR practices within the organization. This study helps the organization to understand the employee perception and also acts as a guide to the organization to understand the employee needs and desires. This study also helps the organization to understand the relationship of the employee with the employer. This study also identifies the various factors to employee satisfaction. The organization can also take effective measures to rebuild the employee satisfaction with the help of this study. The research type followed in this project is primary quantitative research and the research design is descriptive. Simple random sampling is the technique pursued for data collection for this project and primary data collection method is followed to collect the data. The format of the questionnaire is structured questionnaire. Statistical tools like chi-square, interval estimation, percentage analysis, and weighted average correlation are used. Various findings are drawn through the analysis of the collected information and corresponding suggestions are given to the management. Thus this study is very much helpful to the organization to understand the employee perception level and also take effective measures to retain the potential employees within the organization.

1. INTRODUCTION**HR PRACTICES**

Running a successful business involve more than just making currency; it also means being able to control the people that make it all possible – the employees. Having a well-defined set of human resources practices in place makes this an easier task to accomplish. Human resources practices that are legally and ethically sound will produce greater results in business than attempting to manage employees in a random approach. The best human resources practices create the most effective and efficient method of achieve any goal or mission for a business. When associated with the company mission statement and goals, human resources practices can address many of the personnel issues that can come up for a business. It is far better for a company to move forward towards meeting goals as one unit, jointly working towards a general goal and having a plan to get there. The most effective human resources practices include talented leadership in the form of a human resources manager or team with experience in employee matters, legal requirements and organizational development. A successful human resources manager will have both the on-the-job experience and education to effectively guide the personnel efforts of a company. In addition, it is essential that the company headship allow an equal place at the table for human resource operative to best fall in line with company goal. One general example of human resources practices is human resources planning, which entails paying awareness to performance levels by department and evaluating growth so that additional development or recruitment can take place. This aids a business in keeping up with new campaigns and expansion efforts. Failure to manner human resources planning can result in low performing departments, employee frustration and added strain

on existing resources. Another example of human resources practices are outsourcing efforts, especially when a company experiences financial challenge or employee shortage. In times of need, the company can work with the human resources management to make a plan for a portion of operations to be handled by an outside service such as a provisional employment firm or an overseas provider. Knowing how and when to suggest this is up to the human resources team that will be monitoring changes in the company and evaluate divisions that may need additional support. Some companies use the services of an external human resources consulting firm because it is more cost-effective than having an internal personnel department. Many of the functions and planning that go into the human resources practices can be managed by a human resources consult provider. This can also be a good way for a company to gain an edge in human capital management and legal fulfillment because the professional at the consult firm often have years of experience in helping companies through their development periods.

COMPANY PROFILE

Delphi-TVS is a joint venture between Delphi Corporation, USA and T.V. Sundaram Iyengar & Sons India, manufacturing Diesel Fuel Injection Equipment for Cars, Sports Utility and Multi Utility Vehicles. Light Commercial Vehicles. Tractors. Single & Two Cylinder engines. Delphi is the largest automotive supplier in the world and TVS is the largest automotive systems supplier in India. The company has a track record of sustained growth since it was set up. Delphi-TVS has obtained ISO/TS 16949 and ISO 14000 certifications. The company has been honoured by the ACMA Gold Award for Manufacturing Excellence, ACMA Technology Award, Manufacturing Excellence Gold Award from Frost & Sullivan and Delphi Asia Pacific Environmental Excellence Award. Delphi-TVS has also won the JIPM TPM Excellence Award (First Category). Delphi-TVS has invested extensively on facilities, which include engine test cells, emissions test equipment, endurance test rigs, pump calibrating rigs and CAD systems to develop products and applications to meet the ever increasing demands of customer requirement. A new Technical Centre has been set up with additional facilities like Chassis Dynamometer, Cold Room, CR Engine Test Cell and CR Test Rigs. The company has 1000 employees and its annual turnover for year 2010-2011 is of the order of Rs.737 Crores.

PRODUCTS & SERVICES:

- Twin CYL UPCR
- Light Duty common Rail
- Diesel common Rail
- Single CYL UPC
- Medium Duty common Rail

NEED OF THE STUDY

- The study is conducted to access the employee perception and satisfaction level of HR practices at DELPHI TVS, the relationship between employees and the factor which contribute to the employee satisfaction under various measures which could help in improving the existing HR practices in the organization.
- The study helps to know about various requirement and expectation of the employees regarding their HR practices in the organization.
- With reference to the topic “HR practices” it is been analyzed by study of the mindset of the employees of their attitude towards HR practices. The organization should see to that it performs its duty in a systematic manner.

- The organization should also take necessary step to satisfy the employees in all means of aspects and the employees should be treated with dignity, their feelings should be respected.

2. OBJECTIVES OF THE STUDY

- To study the employee perception towards HR practices in Delphi TVS.
- To study the employee opinion towards the recruitment process and its effectiveness in Delphi TVS.
- To know the perception of the employee regarding the adequacy and impacts of the training programmed conducted in Delphi TVS.
- To find out the employee's opinion towards the existing performance appraisal system.
- To identify the impact of compensation programmed on employee satisfaction.

3. SCOPE OF THE STUDY

- The scope of the employee perception level about HR practices help in interpreting the various dimensions in best practices performed by the organization. This study helps in measuring the practices in which area it has to be improved.
- The study suggest measures to improve the existing practices and it create a platform for future researchers to carry on research work based on this study and could make improvement based on various tools techniques prevailing that time.
- With the help of the findings & suggestion the organization could match the expectation of the employees with their HR practices and concentrate to make improvements in the existing is given less important.

LIMITATIONS OF THE STUDY

- The duration of time for the study was limited and hence elaborate and comprehensive project survey was not undertaken.
- Only certain factors are considered in this study to measure the effort of HR practices measure on employee morale.
- There are possibilities of ambiguous replies, omission of replies to certain questions.
- Sample size 120
- Time duration was a major constraint.

STATISTICAL TOOL

WEIGHTED AVERAGE METHOD

In case of data involving rating scale and ranking the weighted average making used. In this method, the net scores for each attribute are calculated and analysis can be done as the basic of the net score in % obtained the formula is given.

$$\text{Weighted average} = \frac{\sum(\text{Weighted for column} * \text{Number of respondents})}{\text{Total weight}}$$

CHI-SQUARE TEST ANALYSIS

The square of a standard normal variable is known as chi-square variety with 1 degree of freedom. The chi-square tests a fairly simply and definitely the most popular of all the other tool, the chi-square test is most widely used non-parametric tests in statistics. It makes no assumption about being sampled. The quality chi-square describes the magnitude of discrepancy between theory and observation.

$$\chi^2 = \sum \frac{(O_{ij} - E_{ij})^2}{E_{ij}}$$

Where,

O_i= Observed frequency E_i= Expected frequency

CORRELATION

Correlation is a degree of relationship between two variables or correlation analysis is used as a statistical tool to ascertain the association between two variables.

$$r = \frac{n\sum xy - \sum x \sum y}{\sqrt{n\sum x^2 - (\sum x)^2} \sqrt{n\sum y^2 - (\sum y)^2}}$$

CORRELATION

Correlation analysis deals with the association between experience and performance appraisal increase employee motivation.

X	Y	X ²	Y ²	XY
37	19	1369	361	703
71	45	5041	2025	3195
11	36	121	1296	396
01	13	1	169	13
00	07	0	49	0
=120	=120	=6532	=3900	=4307

TABLE NO 1

$$r = \frac{n\sum xy - \sum x \sum y}{\sqrt{n\sum x^2 - (\sum x)^2} \sqrt{n\sum y^2 - (\sum y)^2}}$$

$$r = \frac{5(4307) - (120)(120)}{\sqrt{5(6532) - (120)^2} \sqrt{5(3900) - (120)^2}} = \frac{7185}{135.12 \times 71.4} = \frac{7185}{9648} = 0.7395$$

FINDINGS

Hence the association between experience and performance appraisal increases employee motivation are strongly agree that they are positively correlated.

CALCULATION OF CHI SQUARE TEST

Ho: There is no significance difference in the opinion of respondents with regard the training programme has been conducted in the organization.

H1: There is a significance difference in the opinion of respondents with regard the training programme has been conducted in the organization.

OIJ	EIJ	$(oij - eij)^2$	$\sum \frac{(oij - eij)^2}{eij}$
32	24	64	2.67
59	24	1225	51.04
18	24	36	1.5
6	24	324	13.5
5	24	361	15.04
			=83.75

TABLE NO 2

$\chi^2 = \sum \frac{(oij - eij)^2}{eij} = 83.75$ Calculated value = 83.75, Table value @ 5%, d.f= (n-1) = 5-1 = 4, Table value= 9.488, Calculated value>table value, 83.75>9.488, Reject Ho

INFERENCE

There is a significance difference in the opinion of respondents with regard the training programme has been conducted in the organization.

APPLYING WEIGHTED AVERAGE METHOD

Assume x1 as 5, x2 as 4, x3 as 3, x4 as 2, x5 as 1

Weighted Average Method = $\frac{\text{weightage total}}{\text{total weighted}}$

Weighted total = [(R1×X1) + (R2×X2) + (R3×X3) + (R4×X4) + (R5×X5)]

CALCULATION OF WEIGHTED AVERAGE

FACTORS	X1	X2	X3	X4	X5	WT	WAM	RANK
Trainer- trainee relationship	240	48	72	30	21	411	82.2	2
Course material	120	128	111	38	8	405	81	3
Partial application	115	60	153	24	19	371	74.2	4
Time schedule	195	184	30	20	15	444	88.8	1
Place of training	65	116	75	42	32	330	66	5

TABLE NO 3

FINDINGS

From the above table it is found that the Trainer- trainee relationship is ranked as number 2, course material is ranked as number 3, partial application is ranked number 4, time schedule ranked as number 1, place of training as ranked number 5.

INFERENCE

Majority of the respondents says that time schedule factor contribute to the effective training programme.

FINDINGS

- Majority of the respondents are Male i.e.,78%.
- Most of the respondents i.e., 49% are from age group between 20-29 years.
- Majority of the respondents i.e., 59% have work experience of about 6-10 years.
- Majority of the respondents agree that HR practices adopted in Delphi TVS are satisfactory.
- Majority of the respondents i.e., 66% agree that the organization is flexible and responsive in the process of recruitment
- Most of the respondents i.e., 42% agree that the recruitment process is systematic and legal.
- There is a significant relationship between training and productivity of employee
- Half of the respondents i.e., 49% agree that the ability to implement the learned skills in day-to-day job after coming back from the training programme has improved
- Majority of the respondents i.e., 37% agree that the performance appraisal increases the employee motivation
- Majority of the respondents i.e., 47% agree that the employees recognized and rewarded for their good work.
- Most of the respondents are satisfied with the existing performance appraisal system i.e.,57%.
- Most of the respondents are satisfied with their compensation programme i.e., 73%.
- majority of the respondents are says the training programme has been conducted in the organization is good i.e., 49%

SUGGESTIONS

- Through this study we found that the HR PRACTICES adopted in Delphi TVS is good and most of the employees are satisfied with the current HR practices in the organization.
- The organization can maintain the same level of satisfaction among the employees which is on the higher side.
- Employees feel that the organization can be little more flexible in the process of recruitment.
- HR practices can be framed in such a way that they continuously improve the status of employees in the organization.
- Employees need more training programs to reduce job stress and the training and development programs can be conducted frequently to match with the changing job requirements.

4. CONCLUSION

The study on employee perception towards the HR practices helps the organization to know the perception of employees about the HR practices provided by the company. From the collected data, it is seen that the employees have good opinion towards the HR practices provided to them. But the organization can make attempts to remove certain areas of dissatisfaction. Such things will lead the organization for better performance in all aspects.