



HUMAN RESOURCE MANAGEMENT PRACTICES IN PUBLIC SECTOR UNDERTAKING- A STUDY

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Abstract

Human resources are an organization's greatest assets. In order to maximize organizational effectiveness, human potentials, individuals' capabilities, time, and talents must be managed and developed. India has the second largest textile industry in the world after China. It plays a very prominent role in the development of Indian economy. The most outstanding feature of the industry is its vital link between the textile industry and farm sector. The present study examines the role of human resource and its contribution to the development of Sri Rangavilas spinning, ginning and weaving mill and highlights the impact of human resource policies and practices. The majority of the employees irrespective of their cadre expressed satisfaction over the HR practices. However, a section of the employees who are dissatisfied justified by their views with reasons. Therefore the mill administration has to take necessary step to solve the problems of the employees so as to enable them to work with satisfaction. The suggestion made in this study would help the management in taking appropriate decision.

Key Words: *Human Resources, Textile Industry, Employees, Workers.*

Introduction

Competitive advantage of a company can be generated from human resources (HR) and company performance is influenced by a set of effective HRM practices. (Subhash C. Kundu Divya Malhan (2009). Human resources are an organization's greatest assets because without them, everyday business functions such as managing cash flow, making business transactions, communicating through all forms of media, and dealing with customers could not be completed. Human resources and the potential they possess are key drivers for an organization's success. With globalization and technological advances, today's organizations are continuously changing. Thus, organizational change impacts not only the business but also its employees. In order to maximize organizational effectiveness, human potentials, individuals' capabilities, time, and talents must be managed and developed (Haslida A, 2009). Human resource management is best understood as the "process of managing human talents to achieve organization's objective". The process of managing human talents is said to include the process of recruitment and selection, compensation and benefits, labor and industrial relations and also the management of employees' safety and health in organizations.

Overview of National Textile Corporation Limited

The National Textile Corporation Limited (NTC) is a Central Public Sector Enterprise under the Ministry of Textiles which was incorporated in April 1968 for managing the affairs of sick textile undertakings, in the private sector, taken over by the Government. Starting with 16 mills in 1968, this number gradually rose to 103 by 1972-73. In the year 1974 all these units were nationalized under the Sick Textile Undertakings (Nationalization) Act 1974. The number of units has increased to 120 and were controlled by NTC(HC) Ltd with the help of 9 subsidiary Corporations, with an authorized capital of Rs 10 crore which was raised from time to time and which is now Rs. 5000 crore and the paid up share capital of the corporation is Rs.3062.16 crore as on 31.03.2011.

Products of the Mills

Popular products of Finlay brand like 'Shahzada' 'Mahamantri' have been revived in a new look. NTC was awarded license for sale of CWG merchandise for home ware category. NTC was a proud supplier of entire range of bed linen and bath linen for common wealth villages which is staying place for players of various countries.



In addition to it NTC has recently launched a new range of bed linen and bath linen to cater to premium segment under the brand name ‘Raasa’ with back end support from Roseby Interior India Ltd. The Profitability position of the NTC in India for the last 5 years is as under

Profits Position of NTC (Rs. in Crore)

Years	Profit	Growth
2007-08*	92.15	-
2008- 09*	246.51	154.36
2009- 10	103.13	-143.38
2010-11	130.14	126.19
2011-12	36.20**	-

Source: ntcltd.co.in, 2015.

* After Write Off of Government Loan up to 31.03.2006 and waiver of interest thereon.

** Unaudited figure

Sri Rangavilas Spinning Mills, Coimbatore is one of the oldest spinning mills in our country. The mill was taken over by the National Textile Corporation in 1973. The mill currently produces yarn of various counts and both cotton yarn and polyester yarn. The sales of the mill were about 24 Crore during 2005-06. The mill has been identified as one of the viable mills by the NTC and has been chosen for modernization.

Sri Rangavilas Spinning Mills has cotton and polyester fibers as raw materials and nearly 1180 items as stores materials. The total investment in these items as stores materials. The investment in these items by ending on March 2006 was 1.3 Crore. The interest rate at working capital acquires is around 16.3% Hence there is a need to reduce the capital locked in inventory.

Earlier the mill was started by PSG group in 1922. The mill was taken over by Government in 1970 under Industrial Development and Regulation Act.1951, and was subsequently nationalized from 1974. Sri Rangavilas Mills was established in 1941. This is the one of the oldest mills started by the local people for manufacturing medium counts of yarn. Sri Ranga Vilas, spinning and weaving mills is a public sector company registered under factories Act. 1948 and is located at Avinashi road, Peelamedu, Coimbatore. The Mills was under closure from 16.3.1967 to 15.1.1970. Under the industries development and regulations Act 1951 and was subsequently nationalized with effect from 1.4.1974 under Textile Undertaking Nationalization Act 1974. Now the mill is one of the units of NTC Ltd Subsidiary Corporation holding parent company of New Delhi.

Review of Literature

The researcher has studied a numbers of previous research studies conducted by research on HRM practices in different organizations; some to the studies are briefed here under for more understanding and find the research gab in order to take a new dimension in textile industry for efficiency performance of the organization.

Soumi Rai, (2012), The review highlighted that there still remains a lack of empirical research from Indian authors relate to understanding issues like work culture across Indian manufacturing organizations pertaining to interplay of Indian values, its effect on employee relations, leadership and team work. **Krishnaveni, R, and Deepa, R**, (2012), they found in their study that there was no significant difference in HRM practices with respect to other functions, which is attributed to the common external context. The prevailing HRM practices were compared with that of the prevalent practices brought out by similar studies in both sectors. **Gurav,A. M. and Pralhad Kirshna Mudalkar**, (2011), in their study found that, there was an adequate procedure of performance evaluation mechanism, in the private sugar factory, as compared to cooperative sector. Further the Absenteeism rate in the cooperative sectors was more than in the private sector. A study was conducted by **Lata Sujata, T, and Sapna Singh**, (2011) they found that Human resource development climate plays a very important role in the



success of any organization because it directly or indirectly affect the performance of the employees. The present study shows that the HRD climate in the management institutes was average and there was a lot of scope for improvement in the HRD climate. **Muhammad Zeeshan Shaukat, Sheraz Ahmed Alvi and Aysha Munir**, (2011), found in their study that recruitment and selection, training, performance appraisal were found to be significantly related with performance of employees. So they conclude that recruitment and selection and performance appraisal play a vital role for the performance of the employees as training of the employees. The study conducted by **Hamdia Mudor, Phadett Tooksoon**, (2011), found that supervision, job training and pay practices have play a crucial role to enhance job satisfaction of employee. Job satisfaction was directly effect on turnover with negative relationship. In other words, job satisfaction can reduce turnover of employee when there was high job satisfaction, vice versa. **Nadeem Sohail, Aysha Muneer, Yasir Tanveer, Hussain, Tariq**, (2011) found in their study that those employees who left their organizations for more pay, when asked to tell the reasons why they quit, they rate pay at fifth or sixth place in their priorities. The leading reasons are culture, recognition, environment, policies of the organization and the relationship with company and co-workers. So for those organizations who were struggling of retaining employees they must understand the requirements of the employees.

Rajiv, B. K Hairre, (2010), in their study found that almost all SSIs have heard about the latest terminology as far as HR domain applied. They understand the utility of scientific recruitment and selection. They also anticipate changes in the environment and in order to tackle the challenges appreciate the role of training and development. They also give importance to cordial relationship between labor and management. The study conducted by **Kathirvel, N.** (2010) found that the majority of the respondents opined good working condition and welfare facilities influence morale and the worker participation in management. So it may be concluded from the research that the morale among the employees is good for the growth of an organization. **Contiu Lia Codrina**, (2010) found the human resource departments of the companies are relatively strong and well organized. There are no conflicts, which can mean that either the employee are satisfied with their work and reward or the labour unions are not very strong compared to the management and HR departments of the companies. **Amrita Garg, Anshika Sharma, Manish Ranjan Pandey**, (2010), The growth of IT companies worldwide depends on its people and the intellectual capital it possesses. 'Knowledge workers' has become a buzzword in today's IT scenario. Managing people is the toughest element of any organization than land, machinery or finances.

Subhash C. Kundu Divya Malhan, (2009), found in their study that training and development, providing service orientation to managers, and benefits to employees were loaded with high significance level on this factor. 'Training and benefits' related practices were comparatively stronger in Indian companies than the multinational companies.

The study conducted by **Choi Sang Long**, (2008), found that HR professionals in Malaysian manufacturing sector were extremely weak in culture management, market driven connectivity, strategic decision-making and fast change.

Obonyo Beatrice Dimba, (2007), found that illuminates differences in the way organizations around the globe make decisions, allocate resources, negotiate, manage and motivate employees, and train and develop employees. These studies make it clear that culture was an important determinant of many facets of organizational behavior. **Sampad Kumar Swain Babu, P, George**, (2007), they found that no significant relationship existed between the level of professional training undergone by an employee and his or her perception about the benefits of professional training. However, the employees who have already undergone professional training have got a more balanced and realistic view than those who are waiting to take the training. The study has also found out the diverse roles of employees working in various departments like front office, housekeeping, food and beverage, horticulture and accounts and administration to popularize the name and fame of the hotels by delivering outstanding services to the guests. **Beatrice Dimba**, (2007) All the variables of SHRM practices, except



recruitment and hiring were positively and significantly correlated with performance; relationship between SHRM practices and firm motivation did not depend on employee cultural orientations in the case where cultural beliefs were considered, but depended on employee cultural orientations when cultural values were considered; motivation mediated relationship between SHRM practices and firm performance; and motivation affected firm performance.

Sriman Narayana, M. (2006), found in his study that there was performance appraisal in small business units. This was an informal assessment of the employee performance by the superior or proprietor without a scheduled time frame for appraisal. The appraisal could be subjective, but used for salary hike and promotion decisions. **Pooja Purang, (2006)**, found in his study that the employee's perception regarding the HRD climate is significantly better in the private sectors and multination organization comparison to the public sector organization. Since the climate perception influences the satisfaction, performance and motivation levels of employees, These organization should focus on various HR policies and practices like encouraging active employee involvement and interaction in the day-to-day functioning of the organization, giving information to the human resource regarding their potentials.

Budhwar and Boyne, (2004), found in his study that understanding use of labour and status of unions in the Indian industrial sector concentrates on detailing effective and optimum utilization of labour and a basic understanding of the limited status of registered unions, without actually detailing current industrial relations scenario and impact of globalization on union bargaining power.

Statement of the Problem

India has the second largest textile industry in the world after China. It plays a very prominent role in the development of Indian economy. It is believed that India is the original home of raw cotton. Nowadays yarn production and consumption has expended dramatically. The most outstanding feature of the industry is its vital link between the textile industry and cultivators, whose interest are interdependent. The private sector, public sector and cooperative sector have equally contributed for the development of textile industry in India.

The human resource of on organization must be best managed for its development and success. In this context, human resource management has been defined as "the total knowledge, skill, creative abilities, talents, attitudes, and beliefs of the individual involved" (Magginson Leon1977) the human resource management is long-term perspective and development.

Human resource practices are concerned with people employed in the organization of private, public and cooperative sectors. It deals with the process of developing people in accordance with their aspiration and suit the organizational needs. Human resource used as a means for developing other resource in a proper manner therefore human resource practices affect the overall performance of the organization. The textile industry, human resource plays vital role. Human resource management practices are an internal component of organization health and important elements in industrial relation. However, it has been found that HRM policies and practices are given due care and the office administration takes care of HRM practices. The present study examines the role of human resource and its contribution to the development of Sri Rangavilas spinning; ginning and weaving mill and highlights the impact of human resource practices.

The study focuses on various dimensions like job security, working condition, pay, rewards and recognition, suggestion and opportunities to use ideas, nature of work concept of self, communication and relationship with management, welfare measures, health conditions, employee grievance, motivations, wage and salary administration, individual adjustment, safety, social and community life, performance appraisal, promotion, job clarity, cleanliness, stress relaxation and opportunity to learn a job. This study is based on the perception of the employees working in textile industries in Sri Rangavilas Mill at Coimbatore.



Objectives of the Study

1. To identify and examine the nature of human resource policies and its practices in selected textile industry.
2. To identify the deficiencies, if any in the human resource management practices.
3. To study the employee perception of HRM practices in Sri Rangavilas Mill,
4. To suggest the measures for better industrial relations and human resource management practices in Rangavilas Mill.

Material and Methods

Case study method was adopted for this study. Rangavilas Mill was selected purposively for this study. In order to the study the perception of employees on HRM practices. Employees were selected as follow.

Particulars	Permanent Employees	Casual Employees	Total Employees	Sample selected for the study
Top level Executives	10	-	10	1
Middle level Managers	18	-	18	2
Operating level Workers	400	350	750	75
Total	428	350	778	78

Survey method was followed for selecting the respondents from the mill in three categories i.e.) Top level Executives, Middle level Managers, and operating level workers. By following simple random sampling method ten per cent of employees from each category were selected for the study. Hence the total sample size was 78.

Scope of the Study

The study has analyzed the human resource management practice of Sri Rangavilas mill, which includes recruitment, selection, training and development, motivational factors, wage and salary administration, employees' welfare measures, working hours, industrial relationship and overall job satisfaction.

Period of the Study

The data were collected during the period from February 2012 to March 2012.

Limitation of the Study

The data provided by the workers are subject to real error, due to paucity of time the researcher was unable to go through all the records of management.

Result and Discussion

Demography Profile of Respondents

- Majority of respondents 30 per cent were from age group between 31- 40 years and majority of the workers 71 per cent were male workers, Moreover the majority of respondents 80 per cent were married.

Socio-Economic Profile of the Respondents

- It was found that Majority 55 per cent of workers in the study area entered to present position with the secondary level education and moreover 61 per cent of respondents were regular employees. Majority 49 per cent of respondents' experience was above 10 years (Table 1). Result relating to the earnings per month most of them (37per cent of the respondents) earning was ranged between Rs. 6000 – Rs. 9000.

Perception of Employees on HRM practices

- It was found that majority 64 per cent of the respondents were members in trade unions (Table 2). Further the majority 44 per cent of the worker respondents reported that performance of trade unions was average. (Table 3).
- Majority 54 per cent the source of recruitment for new employee with existing employee's reference.



- Majority 71 per cent of the respondents expressed that they got training for both work training and machine training.
- Majority 65 per cent respondents said that performance appraisal system is being implemented (Table 4). The majority 87 per cent of the respondents said that increment is being provide to the employees on the basis of performance in yearly basis.
- The majority 63 per cent of the respondents opined that Non financial motivation like, appreciation in notice board, shift from one position was available. Majority 80 per cent of the respondents said that promotion system is available on the basis of seniority in the mill.
- Majority 57 per cent of the worker respondents reported that grievances cell is not functioning (Table 5) 57 per cent of the respondents reported that attendance register system was followed through electronic machine. Majority 70 per cent of the respondents said that they have interrelationship with management (Table 6).
- Majority of the respondents (more than fifty percents) were satisfied with recruitment and selection, training and development, welfare measures, employee's grievances, Time management, industrial relation and trade union performance (Table 7).

Conclusion

This study is aimed at understanding the Human Resource Management practices of “Sri Rangavilas spinning, ginning and weaving mill,” Coimbatore. Human resource is the major resource of the organization to attain the objectives of the organization. Being part of the National Textile Corporation (NTC), the mill has adopted all the HRM practices and practiced them. The majority of the employees irrespective of their cadre expressed satisfaction over the HR practices. However, a section of the employees who are dissatisfied justified by their views with reasons. Therefore the mill administration has to take necessary step to solve the problems of the employees so as to enable them to work with satisfaction. The suggestion made in the study would help the management in taking appropriate decision.

Suggestions

- Safety devices can be provided to employees who involved in the production process.
- Efficient workers should be promoted this will motivate them to perform still better result.
- Extra bonus will be given to the workers during festival times.
- The mill can organize grievance handling committees within the organization to reduce problem of employees and immediate action will be taken in case of employee problems.
- The trade union represent workers in the meeting to give change to represent their ideas in all matter related to human resource management and employees welfare.
- Increment should be given to the employees, attendance based performance so in order to reduce absenteeism.
- The performance appraisal system should be function effectively so that all the workers can work towards the achievement of the organizational goals.
- The wage and salary should be revised and may be enhanced to attract more workers towards result oriented activities.

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Table 1,Work experience of the employees

Experience	Number of Respondents			Total
	Administrative Officers	Managerial Staff	Workers	
Below 2 years	-	-	6 (8)	6
3 to 5 years	-	-	4 (5)	4
6 to 8 years	-	-	15 (20)	15
9 to 10 years	-	-	17 (23)	17
Above10 Yrs	1 (100)	2 (100)	33 (44)	36
Total	1 (100)	2 (100)	75 (100)	78 (100)

Source: Data compiled from respondents schedule

Note: Figures in the brackets are percentage to column total

Table 2,Members in Employees Trade Union

Particulars	Number of Respondents			Total
	Administrative Officers	Managerial Staff	Workers	
Yes	1 (100)	1 (50)	56 (75)	58 (64)
No	-	1 (50)	19 (25)	20 (36)
Total	1 (100)	2(100)	75 (100)	78 (100)

Source: Data compiled from respondents schedule

Note: Figures in the brackets are percentage to column total

Table 3,Performance of Trade Union

Particulars	Number of Respondents			Total
	Administrative Officers	Managerial Staff	Workers	
Good	1 (100)	2 (30)	31 (41)	34 (43)
Average	-	-	35 (47)	35 (44)
Fair	-	-	9 (12)	9 (13)
Total	1 (100)	2 (100)	75 (100)	78 (100)

Source: Data compiled from respondents schedule.

Note: Figures in the brackets are percentage to column total.

Table 4,Performance Appraisal of the Employees

Particulars	Number of Respondents			Total
	Administrative Officers	Managerial Staff	Workers	
Yes	1 (100)	1 (50)	49 (65)	51 (65)
No	-	1 (50)	26 (35)	27 (35)
Total	1 (100)	2 (100)	75 (100)	78 (100)

Source: Data compiled from respondents schedule

Note: Figures in the brackets are percentage to column total



Table 5, Functioning of Grievances Cell

Particulars	Number of Respondents			Total
	Administrative Officers	Managerial Staff	Workers	
Yes	1 (100)	1 (50)	35 (47)	37 (47)
No	-	1 (50)	40 (53)	41 (53)
Total	1 (100)	2 (100)	75 (100)	78 (100)

Source: Data compiled from respondents schedule

Note: Figures in the brackets are percentage to column total

Table 6, Scope for Interpersonal Relationship

Particulars	Number of Respondents			Total
	Administrative Officers	Managerial Staff	Workers	
Good	1 (100)	1 (50)	53 (71)	55 (70)
Average	-	1 (50)	14 (18)	15 (19)
Fair	-	-	8 (11)	8 (11)
Total	1 (100)	2 (100)	75 (100)	78 (100)

Source: Data compiled from respondents schedule

Note: Figures in the brackets are percentage to column total

Table 4.26, Level of Job Satisfaction of the Employees

Particulars	Highly satisfied			Satisfied			Neutral			Dissatisfied			Highly Dissatisfied			Total
	No. of respondents			No. of respondents			No. of respondents			No. of respondents			No. of respondents			
	AO	MS	W	AO	MS	W	A O	MS	W	AO	M S	W	A O	MS	W	
Recruitment and Selection	-	-	-	1(1.2)	1(1.2)	50 (64)	-	1 (1.2)	12 (15)	-	-	12 (15)	-	-	1 (1.2)	78 (100)
Training and Development	1(1.2)	-	2 (2.5)	-	2 (2.5)	52 (66.6)	-	-	10 (12.8)	-	-	10 (12.8)	-	-	1 (1.2)	78 (100)
Performance Appraisal	-	-	3 (3.8)	1 (2.5)	1 (1.2)	26 (33.3)	-	1 (1.2)	9 (11.5)	-	-	32 (41)	-	-	2 (2.5)	78 (100)
Motivational Factors	1(1.2)	-	3 (3.8)	-	1 (1.2)	30 (38.5)	-	1(1.2)	9 (11.5)	-	-	30 (38.5)	-	-	3 (3.8)	78 (100)
Wage and Salary Administration	1 (1.2)	-	-	-	-	24 (30.7)	-	1 (1.2)	11 (14)	-	-	31 (39.7)	-	-	9 (11.5)	78 (100)
Welfare Measures	-	2 (2.5)	4 (5.1)	1 (1.2)	-	30 (38.5)	-	-	12 (15)	-	-	10 (12.8)	-	-	19 (24.3)	78 (100)
Employees Grievance	1(1.2)	-	-	-	1(1.2)	32 (41)	-	1(1.2)	18 (23)	-	-	20 (25)	-	-	5 (6.4)	78 (100)
Time Management	1(1.2)	-	-	-	1 (1.2)	58 (74.3)	-	1 (1.2)	12 (15)	-	-	5 (6.4)	-	-	-	78 (100)
Industrial Relationship	-	-	8 (9)	1 (1.2)	1(1.2)	37 (47.4)	-	1 (1.2)	19 (24.3)	-	-	6 (7.7)	-	-	5 (6.4)	78 (100)
Trade Unions performance	-	-	-	1 (1.2)	2(2.5)	50 (64)	-	-	17 (21.7)	-	-	8 (10.2)	-	-	-	78 (100)

Source: Data compiled from respondents schedule.

Note: Figures in the brackets are percentage to row total.