## "A Study of Transaction Analysis as a Tool for Managers to assess employees to reinforce Conducive HR Environment in Industries"

**\*Ms. Gunavathi**
**\*\*Dr. Ramaswamy .S**

**\***Research Scholar, Bharathiar University, Coimbatore
**\*\***Professor, TQM School of Business Administration, Mysore

## 1. Introduction:

### 1.1 Introduction to research:

The research as the title **"**a  study of transaction analysis as a tool for managers to assess  employees  to  reinforce conducive HR environment in industries" of the research suggest is to declare and explore  the requirements and needs of the new and different Tool TA – transaction analysis ( based  feedback  systems) to measure the attitude of employees on their environment , management ,  managers and co-workers on different parameters like leadership of corporate, salary , remuneration policy, ambiance quality, working environment,  incentives, award and rewards, promotions, training facilities etc.. to know their levels of involvement in the industry , their overall attitude towards all parameters of the unit's HR environment to bring suitable changes and bring-out suitable TA based training to improve the efficiency and effectiveness of the work-force in their work-delivery .

The major objective of the study would be to find how to utilize the innovative TA based feedback system to have clear understanding of the HR environment of the production – service unit in an industry to make suitable changes in HR policy matters like leadership, culture and training requirements to bring a required enforcement and expected behavior from the working force to bring greater productivity in the whole organization.

The research study has been conducted with a survey study approach with questionnaire study to arrive at final conclusions and "a new model of TA for corporate" in different sectors. The research mainly is focused to find how TA as a effective tool in the hands of middle level managers to assess the efficiency of work and psychological level of commitment of people to participate in the working environment.

The success of any industry is based on the level of efficiency which is directly proportional  to  their  attitude  of  people  towards  work  and  working  environment parameters –

a) People  parameter:  reporting  manager  –  supervisors,  co-workers,  top-management officials, security officers and HR dept officers they interact.

b) General Corporate parameters:- leadership, culture and

c) Remuneration  policy  parameters:  salary,  incentives,  award  and  rewards, promotions, demotions, penalties, fines  etc…

d) Working environment parameters: cleanliness, safety, ambiance quality, working environment, training facilities etc…

e) other HR issues : - annual appraisal systems, discipline related other HR policy and procedures, mode of payment of salary, other facilities and benefits like medical, festival advance, leaves etc..

The research will be addressing the some of the major HR people related issues to test the acceptability of the working environment parameters by the work men using TA based feedback systems and test how TA as tool can be used by the middle level managers. (Not at all OK to fully OK – levels)

The study is conducted at survey units selected from different sectors.

## 1.2    The research question.

The research is all about finding the utility of TA based analysis and feedback systems to understand the working HR environment parameters and how TA based training will help to bring reinforcement behavior required f any sector .

The research question is to find how TA based tests and analysis (and derived conclusions on the different research people parameters to check the attitude and level of satisfaction and acceptability of towards these parameters) can help to restructure the HR working environment in an industry to bring greater efficiency and effectiveness to achieve organisational goals of sustainability and growth in units of any sector is the research question of this thesis.

## Research Objectives and hypothesis:

As the Title of the research suggests that the research is addressing the major research parameters and the requirements and needs of the new and different Tool TA – transaction analysis ( based feedback systems) to measure the attitude of employees on their environment , management ,  managers and co-workers on different parameters like leadership of corporate, salary , remuneration policy, ambiance quality, working environment,  incentives, award and rewards, promotions, training facilities etc.. to know their levels of involvement in the industry and the study focusing on and carry out the research with a study of survey organizations drawn from different sectors like banking, retail, manufacturing and tourism.

The research objectives are declared to explore the requirements and needs of TA as tool to measure the different parameters of HR environment.

The   overall objective of the present research could be split up into the study of following  parameters:  to find, and create a new model to bring a more effective reinforced Hr environment  by a TA based feedback and training system to know and understand the employees attitude and behavior pattern towards :

a) People  parameter:  reporting  manager  –  supervisors,  co-workers,  top-management officials, security officers and HR dept officers they interact.

b) General Corporate parameters:- leadership, culture and

c) Remuneration  policy  parameters:  salary,  incentives,  award  and  rewards, promotions, demotions, penalties, fines  etc…

d) Working environment parameters: cleanliness, safety, ambiance quality, working environment, training facilities etc…

e) other HR issues : - annual appraisal systems, discipline related other HR policy and procedures, mode of payment of salary, other facilities and benefits like medical, festival advance, leaves etc..

The research will be addressing the some of the major HR people related issues to test the acceptability of the working environment parameters by the work men using TA based feedback systems and test how TA as tool can be used by the middle level managers. (Not at all OK to fully OK – levels)

And to study how the understanding of these parameters bring and brining a change in leadership and supervisory style of management and with required training models to bring out better reinforced behavior to suit the productive ( efficiency and effective delivery and production) requirements of the industry.

The real understanding of the minor attitude towards the working environment and people component from the workers and employees will be a yardstick to move ahead for improvement, innovation and to overhaul production and delivery operations of business and manufacturing units.

## 2.1 The generic objectives of the research are listed as follows;

The main research objective of the thesis is to find out through a survey study of the respondents from selected units from different units:

 The specific objectives of the research could be listed as follows:

1. To study whether transaction analysis as tool will be helpful to managers of survey units. ( based general responses and perception )

2. To study and analyze the components of TA based feedback systems to understand employees attitude to following parameters :

a) People parameter: reporting manager – supervisors, co-workers, top-management officials, security officers and HR dept officers they interact.

b) General Corporate parameters:- leadership, culture and

c) Remuneration policy parameters: salary, incentives, award and rewards, promotions, demotions, penalties, fines etc…

d) Working environment parameters: cleanliness, safety, ambiance quality, working environment, training facilities etc..

e) other HR issues : - annual appraisal systems, discipline related other HR policy and procedures, mode of payment of salary, other facilities and benefits like medical, festival advance, leaves etc..

3. To study, analyze and design the required Ta based feedback systems for any medium scale units.

4. To study, analyze and test the Ta based feedback systems for any medium scale units.

5. To study, analyze and design a TA based training module to bring a better reinforced behavior and attitude to working environment and HR parameters of the survey units.

6. To study and understand overall any other issues regarding the subject matter of research to draw useful suggestions and conclusions for survey organization and related sectors.

To arrive at suitable findings and conclusions and to arrive at new models TA based feedback and training systems for survey selected and others sectors in general with regard to subject matter of research.

**2.2 The Hypotheses of research are listed as follows;**

The Researcher has conducted a preliminary sample study by way of discussions and interviews with the selected respondents has designed the following NULL hypotheses:

**1. Ho1 There are No use of TA based analysis for understanding the employees of organization.**

**2. Ho2 The TA based feedback system cannot give correct understanding and analysis of employees towards the :**

**a. People parameter :**

**b. General Corporate parameters:-**

**c. Remuneration policy parameters:**

**d. Working environment parameters :**

**e. other HR issues : -**

**3. Ho3 The TA based training module and systems cannot give bring better reinforcement behavior from the employees towards the :**

**a. People parameter.**

**b. General Corporate parameters.**

**c. Remuneration policy parameters.**

**d. Working environment parameters.**

**e. Other HR issues.**

**4. Ho4 Theses TA based feedback and training modules will NOT be helpful to Top management to being change in their process of :**

**a. HR related issues,**

**b. culture and**

**c. leadership styles**

**5. Ho5 There are No change possible in the betterment of overall effectiveness and efficiency of production operation in the units by the implementation of changes based TA based feedback and training systems.**

The following hypothesis has been framed by the initial survey to be investigated by primary and secondary research survey in the survey organizations.

**3 Research Methodology:**

The research methodology of this research would a preliminary sample study by way of discussions and interviews with the selected. respondents from at selected service survey units in Mysore from the middle and reporting workforce or employees to find the usefulness of TA based feedback and analysis to utilize it to bring better productive environment in the industry.

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The methodology also include besides this sample survey the secondary survey of Books, HRM management journals, HRM research organization records and HRM research magazines, HRM theme based conference proceedings and other reports of the sample survey organisation and units with additional information from web sources.

The methodology for analyzing the pros and cons of new technology implementation in any survey sector organizations and to the understanding of following parameters of HR working employee's environment.

**a. People parameter**

**b. General Corporate parameters**

**c. Remuneration policy parameters**

**d. Working environment parameters**

**e. other HR issues**

**3.1 Sample survey:**

The survey organisations selected for the research are :

a) Infosys –units ( IT sector)
b) SBI branches ( banking)
c) Big bazaar limited (retail)
d) Hotel Lilith mahal Palace. ( hospitality and tourism)
e) Rane Madras Ltd (manufacturing sector)

The study mainly goes into research through a primary sample survey to find by way of a random sample survey of the respondents through a questionnaire study conducted on selected survey units at Mysore (Karnataka). This primary survey would be the research survey coupled with the discussions and interviews of the managers, Asst managers, sub-ordinate officers, workers, front office personnel, service deliverers in service sector units and the customers in the survey units selected for study.

The random sample of selected respondents will be drawn from the respondents (above mentioned) from survey units situated at Mysore. This is to ascertain the utility of TA based feedback and analysis of employees ( both the managers and workers) explore the requirements and needs of Tool TA – transaction analysis ( based feedback systems) to measure the attitude of employees on their environment , management , managers and co-workers on different parameters like leadership of corporate, salary , remuneration policy, ambiance quality, working environment, incentives, award and rewards, promotions, training facilities etc.. To know their levels of involvement in the industry.

The aim of survey is to find how these Ta based analysis results are able to help the managers and top-management to restructure their HR environment with better employee satisfaction (attitude levels – OK levels) to delivery better in his day to day work to improve the efficiency and effectiveness of the delivery system in service sector based survey units and productivity in manufacturing sector based units and customer oriented levels.

The final objective of the survey is to find the required changes in culture, leadership and Hr policy of units to bring reinforce effective work form workforce for betterment of delivery of goods and services to customers.

The research has designed above listed the null hypothesis with regard to the objectives of the research and the same would be tested under statistical study using random sampling methods, stratification techniques and suitable statistical tests.

A questionnaire would be designed with regard to the parameters of the research for these HR parameters at all levels to find self assessment of the attitude levels of the managers and reporting employees towards the work environment parameters and the their managers, subordinates and co-workers will be the major part of the questionnaires supplied to respondents (managers and other employees) drawn from these survey units at Mysore.

The Primary data analysis is conducted in two fold pattern. First level discussion is made with the respondents and the second level is the distribution of separate set of questionnaire designed for respondents from managers and other employees to know their attitude and opinion on the higher officer (managers), subordinates and co-workers in the survey units.

The primary data so collected will be analysed using suitable statistical tools of like averaging, summarizing, chi-square, correlation study , t-tests tests and the objectives are addressed and hypothesis are tested and the results are analyzed and suggestions are arrived at before the final conclusion are drawn.

The secondary data such as HRM and general management text books, HRM management journals – national and international , HRM research organization records and research magazines, HRM conference proceedings are used to understand the basic aspects survey sectors units in India and also review of recent research papers published addressing the same issue and subject matter of the research.

## 3.2 Primary Survey Study:

The organizations – survey units selected for this research are as follows:

a) Infosys –units ( IT sector)
b) SBI branches ( banking)
c) Big bazaar limited (retail)
d) Hotel Lilith mahal Palace. ( hospitality and tourism)
e) Rane Madras Ltd (manufacturing sector)

The research focus on the survey study at Mysore drawn from five different sectors like IT, Banking, retail, hospitality and tourism and manufacturing. The survey is conducted on the respondents in Mysore survey units selected for study.

The respondents selected for study on random basis are managers around 10 numbers and 50 numbers of other employees reporting to managers from each survey units are selected. A random customer base was also selected discussed in retail, tourism and banking to assess the attitude of workers for general feed back as additional information of research.

## 3.3 Data collection and analysis methods:

The primary data collected out of questionnaire survey would be stratified, averaged, studied and after a proper analysis through a suitable statistical test and the interpretations would be drawn and hypothesis of the research are put to test of proof.

The secondary data such as HRM and general management text books, HRM management journals – national and international , HRM research organization records

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and research magazines, HRM conference proceedings  are used to understand the basic aspects survey sectors units in India and also review of recent research papers published addressing the same issue and subject matter of the research

The research has designed a TA based Likert scale as an extension of concept of transaction analysis where there is only two parameters of perception and opinion like " OK level and Not-OK level"  to present research designed as five point scale " 5 4  3 2 and 1 represented by subjective opinions and perception " fully OK, OK, natural, Not OK, Not atall Ok" of employees towards the managers , subordinates and co-workers to understand their attitude and belongingness in the present industrial setup and to other HR parameters like working general corporate parameters, remuneration policy parameters, working environment parameters and other HR issues .

The research has designed the null hypothesis with regard to the objectives of the research and the same would be tested under statistical study using, random sampling methods, stratification techniques and suitable statistical tests, before the final conclusions are drawn.

## 4 Significance of the Study:

### 4.1 Significance:

The study would contribute significantly in understanding with the help of new tool – TA based feedback system for the measurement of work-force attitude and perception of their working environment and their belongingness to one's industrial unit.

So the study has significance as it could lead to conclusions which could be simulated and thereby the advantages could be realized not only to the any sector through the study has been done with a representative model and single sample from five different sectors like IT , Banking, retail , hospitality and tourism and manufacturing industry. Though the study has been conducted in Mysore it could be used in other states of India and other nations of the world.

The Study also helps to investigate the minor details about the perception and attitude of work-force and managers towards their co-workers, managers and subordinates and also the other remuneration , working environment's hygienic factors, the culture and leadership of industry , the top-management etc.. to bring a overall picture of the efficiency level of work-force by their belongingness to one's industrial unit and their factory.

This research would help all sectors and top management of any industrial unit to realign the HR policy and bring changes by suitable leadership and harmonious culture in the working environment and in make the workers feel "fully OK" to all human and other HR parameters of industry to being cent percent efficiency and result oriented effectiveness in the production and service delivery in any sector units.

This research work has developed a precise and effective model of TA based feedback and analysis and TA based training module to bring the industry required reinforced behavior in whole work-force comprising of managers and workers.

In any sector to take the industrial units in the route of progress and development.

### 4.2 Scope of research:

The current research is addressing the issues of utilization of TA based feedback and analysis and TA based training requirement mapping for any industry service or

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otherwise.. The scope for research is vast but the thesis selected and chosen  scope of research that is understand and analyse the following parameters of working production units in manufacturing sector and delivery units in service sector chosen for study :

a) **People parameter**: reporting manager – supervisors, co-workers, top-management officials, security officers and HR dept officers they interact.

b) **General Corporate parameters**:- leadership, culture and

c) **Remuneration policy parameters**: salary, incentives, award and rewards, promotions, demotions, penalties, fines etc...

d) **Working environment parameters**: cleanliness, safety, ambiance quality, working environment, training facilities etc...

e) **other HR issues** : - annual appraisal systems, discipline related other HR policy and procedures, mode of payment of salary, other facilities and benefits like medical, festival advance, leaves etc..

The scope is defined as to study only the managers and the workers in manufacturing operations in manufacturing sector and delivery system in service sector and not to include marketing, supply chain personnel, safety and security, stores and inventory, transportation, front office personnel etc..

**5. Limitations of the study      :**

As the research and survey is limited to the analysis of only five a single representative organizations from each five different sectors like IT, Banking, retail, hospitality and tourism and manufacturing is the first limitation of research as there are many units in these sectors in Mysore itself and in Karnataka and there are many such organizations in India in the next limitations. The research has limited to five sectors only for research study through there are many other sectors like wellness, hospital services, transportation etc… which are not touched is also a limitation of the research.

The research has selected only the department of production operation and delivery units of service units and other areas of human interactions have not been touched in the research is one of the most important   limitations of the research. The research is limited by time constraint of four years of research is also a constraint limitation of research.

The survey sample size of respondents which is around 50 in managers and 250 workmen only out of thousands of employees working in these survey units is also an additional limitation of research.

With all the above limitations the researcher fell that to adopt the conclusions of this research study with any other sectors in India or abroad in any other cities, state,  zone, area and sector specific changes and modifications might be required and the researcher is confident that it will definitely guide through the path of HRM assessment and TA based feedback systems and TA based training to bring new working environment will bring better productivity in any organization.

**6.1 findings, conclusions and Suggestions:**

This section presents the highlights of the research and major findings, Suggestions with regard to the research study i.e the study of TA as a tool to measure employee's involvement in their work and commitment towards organisation and draw the final conclusions. This would like to give out the suggestions that could be applied to the

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utilization of the innovative TA based feedback system to have clear understanding of the HR environment parameters in these survey units and if so how far these specific parameters, feedback systems and corrections indicted ( by this feedback ) towards the people, system and environment parameters of organisation would be helpful to the top-management for HR policy changes for better and more efficient working environment in the concern.

This section details the research journey of the research survey conducted on the subject matter of research - the study the utilization of the innovative TA based feedback system to have clear understanding of the HR environment parameters (people, HR system and working environment). Section wise details of the research presentations followed by the ma findings with regard to each objectives and the testing of each hypothesis designed at the beginning of the research (detailed in the previous section is briefly ) is enumerated. This is also followed by the major findings arrived through other supplementary discussions and interviews of the executives of the company – besides the primary and secondary data analysis.. This is followed by the final conclusions of the research.

## 6.2 Major findings

The thesis "A study of transaction analysis as a tool for managers to assess employees to reinforce conducive Hr environment in industries" has the following research journey before arriving at major findings, suggestions ad a new model of TA based feedback systems and training modules and final conclusions.

## 6.2.2 Major findings and suggestions of the thesis with reference to each objective of research:

The major findings of the research with regard to each objective are detailed as follows:

## 6.2.2 (I) First objective of research:

**To study whether transaction analysis as tool will be helpful to managers of survey units. ( based general responses and perception )**

**Findings with regard to objective:**

The overall research survey on the respondents coupled with discussions and interviews with general ( chief) managers and other top-management officials available in the ( in the survey unit or branch) revealed that the transaction analysis as tool( based general responses and perception of managers and employees on themselves / superiors/ each other and working environment and company Hr policies ) will be helpful to managers and top-management officials for decision process in designing HR policies relating to training design and other remuneration and appraisal Hr policies to bring a reinforcement among employees to create better and efficient work place at survey units.

## 6.2.2 (II) Second objective of the research findings :

**To study and analyze the components of TA based feedback systems to understand employee's attitude to following parameters:**

**a) People parameter:** reporting manager – supervisors, co-workers, top-management officials, security officers and HR dept officers they interact.

**b) General Corporate parameters:-** leadership, culture and

c) Remuneration policy parameters: salary, incentives, award and rewards, promotions, demotions, penalties, fines etc…

**d) Working environment parameters:** cleanliness, safety, ambiance quality, working environment, training facilities etc…

**e) other HR issues : -** annual appraisal systems, discipline related other HR policy and procedures, mode of payment of salary, other facilities and benefits like medical, festival advance, leaves etc..

**Findings on the objectives :** The research survey on the respondents coupled with discussions and interviews with general ( chief) managers and other top-management officials available in the ( in the survey unit or branch) revealed that **the transaction analysis as feedback tool** ( based general responses and perception of managers and employees on themselves / superiors/ each other and working environment and company Hr policies ) **will be helpful to managers and top-management officials to better understand employees attitude on other people at work , general corporate , working environment and HR policies of company.**

**6.2.2 III third objective of the research findings:**

**To study, analyze and design the required Ta based feedback systems for any medium scale units.**

**Findings on the objectives:**

In this research survey the researcher with discussions and interviews with employees, managers general ( chief) managers and other top-management officials was able to successfully design the **transaction analysis as feedback tool\* on people , general corporate , working environment and HR policies parameters.**

(*This TA based feedback was based general responses and perception of managers and employees on themselves / superiors/ each other and working environment and company Hr policies)

**6.2.2 IV fourth objective of the research's findings:**

To study, analyze and test the Ta based feedback systems for any medium scale units.

Findings on the objectives:

The researcher has successfully designed the TA based feedback tool and system ( the questionnaire of the research ) with a prior background of discussions and interviews with workers , other employees, managers, chief managers and location head and other top-management officials

The transaction analysis based feedback questionnaire on people, general corporate, working environment and HR policies parameters is used in the analysis of survey units in this research.

**6.2.2 V fifth objective of the research's findings :**

To study, analyze and design a TA based training module to bring a better reinforced behavior and attitude to working environment and HR parameters of the survey units.

**Findings on the objectives:**

The TA based questionnaire and feedback survey has revealed several startling facts such as the workers have better positive attitude to managers and working environment parameters than managers  and better attitude to co-workers than their opinions on managers etc. showing the importance of its use and application redesigning training modules and systems  to set right the basic attitude of all employees ( managers and workers ) to bring a better reinforced behavior and attitude to working environment and HR parameters of the survey units.

### 6.2.2 VI sixth objective of the research's findings:

To study and understand overall any other issues regarding the subject matter of research to draw useful suggestions and conclusions for survey organization and related sectors.

**Findings on the objectives:**

The research has finally revealed that  the transaction analysis based feedback questionnaire (designed and tested in this survey ) on people , general corporate , working environment and HR policies parameters could be successfully used in any organisation for better understanding of people , general corporate , working environment and HR policies parameters to bring a cordial working environment where the workers and managers live and work together for the operations and success of the organisation as a whole.

### 6.2.2   first hypothesis of the research's findings :

Hypothesis -1:

Ho1 there are No use of TA based analysis for understanding the employees of organization.

Findings with regard to hypothesis:

The survey revealed that this Hypothesis is completely dis-proved on the basis of overall results. There is a great use for the managers and top-management - the TA based analysis, feedback systems and training module design and implementation to understand the employees better and redesign and fresh up the organisational environment for better efficient levels.

### 6.2.2   Second hypothesis of the research's findings:

Hypothesis -2:

Ho2 the TA based feedback system cannot give correct understanding and analysis of employees towards the:

f.  People parameter :

g.  General Corporate parameters:-

h.  Remuneration policy parameters:

i.  Working environment parameters :

j.  other HR issues : -

**Findings with regard to hypothesis:**

The survey revealed that this Hypothesis is completely dis-proved on the basis of overall results. The managers and top-management can have better understanding and analysis of the of organisational environment parameters like –people, HR policy and system and the working environment issues with the use of the TA based analysis and feedback systems to improve organisational environment .

### 6.2.2  Third hypothesis of the research's findings:

Hypothesis -3:

Ho3 the TA based training module and systems cannot give bring better reinforcement behavior from the employees towards the:

a. People parameter.

b. General Corporate parameters.

c. Remuneration policy parameters.

d. Working environment parameters.

e. Other HR issues.

**Findings with regard to hypothesis:**

The survey revealed that this Hypothesis is completely dis-proved on the basis of overall results. The managers and top-management can get better understanding of the environment parameters better than general questionnaires it will help to redesign their training modules for managers , workers and other staff employees for the betterment of the attitude of themselves on themselves ( i am O.K) their superiors ( managers) , co-workers, the factory –working environment parameters like ambiance, safety aspects, cleanliness etc.., ( others also o.k) and will be able bring a better reinforcement behavior from the employees towards by changes in HR policy matters and training and attitude changes of managers and workers by use for proper training and incentive methods.

### 6.2.2  Fourth hypothesis of the research's findings:

Hypothesis -4:

Ho4 Theses TA based feedback and training modules will NOT be helpful to Top management to being change in their process of :

a. HR related issues,

b. culture and

c. leadership styles

Findings with regard to hypothesis:

The survey revealed that this Hypothesis is completely dis-proved on the basis of overall results. The Top-management will get real understanding of the situations at the organisational environment because of the TA based feedback and analysis and will be able and redefine their HR policy and implement changes and bring reinforcement behaviour in all employees required for efficient operations at concern through the training modules designed using the TA based analysis.

### 6.2.2   Fifth hypothesis of the research's findings:

Hypothesis -5:

Ho5 There is No change possible in the betterment of overall effectiveness and efficiency of production operation in the units by the implementation of changes based TA based feedback and training systems.

Findings with regard to hypothesis:

The survey revealed that this Hypothesis is disproved on the basis of overall results. With the will of proactive and change believing top-management there will be possible betterment of overall effectiveness and efficiency of production operation in the units by the implementation of changes based TA based feedback and training systems.

*6.3.1 ( a) , ( b) and ( c) Correlation analysis , T Test And Chi-Square Test Analysis And Interpretations conclude that*

a)   The Chi-square tests results showed that approximately the values of the perception of *workers and employees on one self is same and not different.*

b)   The Chi-square tests results showed that approximately the values of the perception of *workers and employees on superiors is also same and equal.*

c)   The Chi-square tests results showed that approximately the values of the perception of *workers and employees on each other is different and varies.*

6.3.2  Comprehensive Analysis Based Overall Figures Of The Statistical Analysis conclude that

I) TA based feedback and training will be help to make a correct understanding and improve the employees in following aspects:  (with reference to personality traits)

a)    readiness,
b)   commitment,
c)   trust, delegation of power,
d)    freedom to take decisions,
e)   participation in decision process

II) TA based feedback and training will be help to make a correct understanding and improve the employees in following aspects: (with reference to their attitude to work and company)

I.     pride of work,
II.    self-esteem as an  employee
III.   enthusiasm to work,
IV.   attachment to work,
V.    willingness to learn ,
VI.   commitment to results,
VII.  understanding  of vision and mission,
VIII. job satisfaction,
IX.   support from superiors,
X.    feeling to continue in job
XI.   towards company  reward , award and incentive systems

XII.   Towards company assessment and appraisals policy and systems.

### 6.2.3 Other important findings from the statistical Survey:

In the statistical survey at the end of questionnaire many opinions were expressed about in the last part of questionnaire by the respondents are discussed and summarized as follows:

The different suggestions and comments from the respondents are summarized as follows:-

1.    The TA based feedback and training are not leading to development of organisational environment parameters – people, Hr systems and working environment. Some hypothesis has failed and some have succeeded in the test.
2.   The TA based feedback and training are not leading to development of ownership trait among the middle level managers. Some hypothesis has failed and some have succeeded in the test.
3.   The TA based feedback and training help the sharing of vision and objectives, participation in decision process and organisational culture lead to building of commitment to work among employees.
4.   the TA based feedback and training  - will help to redesign the targets and deliverables from supervisors, communication of vision and mission , job satisfaction and support from co-workers
5.   The TA based feedback and training - will help to redesign the reward, award and incentive HR systems.
6.   The research revealed that those units with overall commitment of employees is medium in these survey organizations.

### 6.4.1 Major Suggestions with regard to the research:

The suggestions based on research findings are as follows:

1. The research suggests that the TA based feedback system could help top-management to design their HR strategies, policies, procedures and processes.

2. The research suggest that the TA based feedback system and analysis will give a better understanding of the subtle understandings, acceptability differences and conflicts between the human resources ( vital component of the corporate operations) elements like between supervisors ( team leaders ) , managers and worker or other employees reporting to them, between two departmental heads , between managers and top-level management personnel like GM, location head etc and most important of all relationships i.e between workers and their  co-workers .

3. The research suggest that the TA based feedback system and analysis will give a better understanding of the working environment ( organisational environment)  parameters like leadership, culture, salary , incentives, award and rewards , promotions, demotions , fines and penalties, cleanliness , safety , ambiance quality, training facilities, annul appraisal systems, discipline related other HR policy and procedures, other facilities like medical, festival advance etc..

4. The research suggest that this research suggested  TA based feedback system and analysis will give a greater understanding of the people   parameters ( about managers and other employees ) through their self analysis about the way they exercise their power, self esteem, enthusiasm, kindness, empathy, sympathy, crisis handling ability, team

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effort, happiness level, socializing ability and sense of humor . This help to map their areas of personal traits which needs improvement, help and counseling.

5. The research suggest that opportunities for improving and innovating in the spectrum of re-designing training modules for managers and other employees (workers) based on earmarked areas of weakness of human resource (all employees) out of TA based feedback system , questionnaires and analysis.

6. The research suggest that TA based feedback system , questionnaires and analysis will be a eye opener for top- level management (board of management) and will give a realistic picture of the organisational environment in any industry. This will help wake up the loopholes of their HR policies and processes and reinvent a better HR culture to satisfy all employees to the brim.

7. The research suggest that **TA based feedback system,** questionnaires and analysis is a **real new swot analysis** ( strength –weakness and opportunities and threats analysis) encompassing all organisational environmental parameters in particular people and working environment.

8. The research suggests a new model of TA based analysis, feedback and training system for the understanding and to design processes to bring organisation required reinforcement behavior in all employees.

9. The research suggests that TA based analysis, feedback and training system would be reinstate a faith in the employees if proper action –plan based on the feedback is done to keep employees happy and motivated.

10.    The research suggests that TA based analysis, feedback and training system would be would be a turnaround strategy for any organization.

### 6.4.2 New model of organizational environment analysis with TA parameters.

The overall research suggestions show that the parameters of new-model research are as follows:

People parameter: reporting manager – supervisors, co-workers, top-management officials, security officers and HR dept officers they interact.

b) General Corporate parameters:- leadership, culture and

c) Remuneration policy parameters: salary, incentives, award and rewards, promotions, demotions, penalties, fines etc…

d) Working environment parameters: cleanliness, safety, ambiance quality, working environment, training facilities etc…

e) other HR issues : - annual appraisal systems, discipline related other HR policy and procedures, mode of payment of salary, other facilities and benefits like medical, festival advance, leaves etc..

to succeed bring a reinforced behavior and positive attitude to the organisational parameters for overall success of organization.

6.4.3.**.New Model Of TA Based Feedback System And Training :**
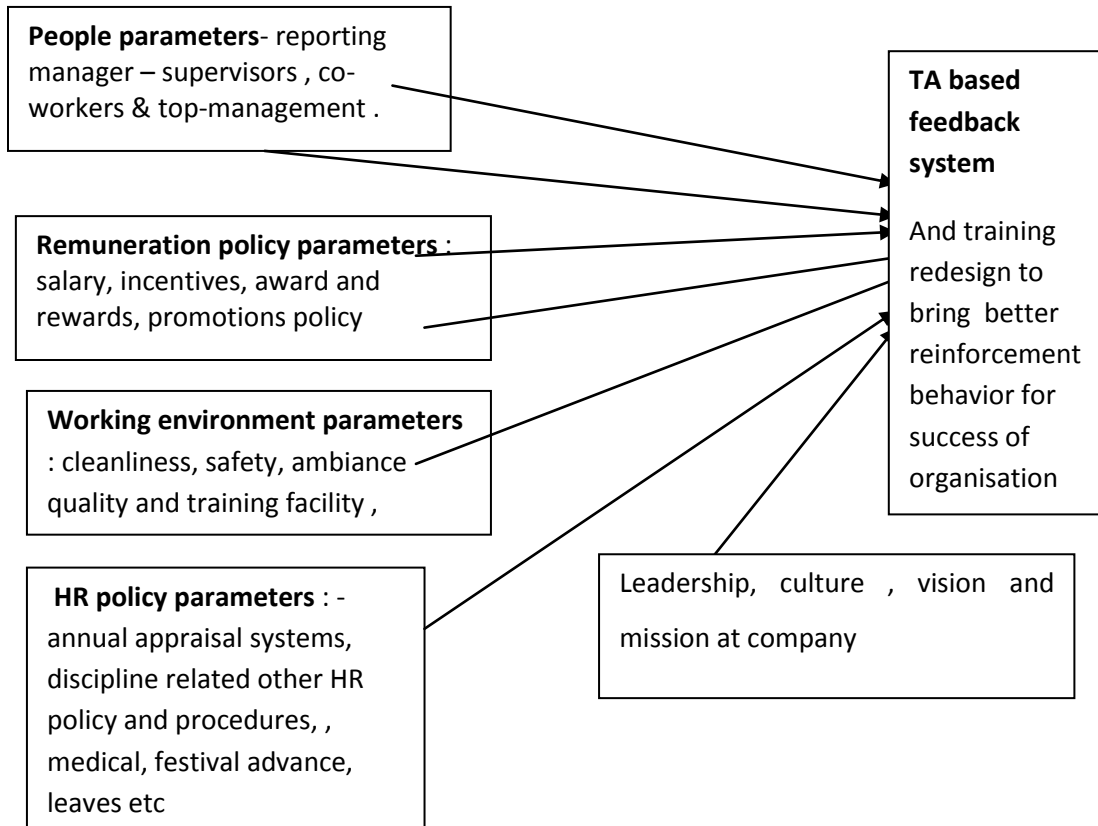


**TA based feedback analysis and training module:**

It is better to **understand and analyze the** company environment based on TA - feedback questionnaire (use in research) process and training initiatives to create a better working place for all employees. The top management could bring changes in training, training facilities and methods beaded on the TA **feedback to create a TA based training for all for better human relations skill development** for managers as well as workers and to bring a positive and training redesign to bring better reinforcement behavior for success of organisation.

**6.4.4. Final conclusions of the Research:**

The research has chosen Mysore as the case study city and few key players of five sectors for the present research. The objective to the thesis has been met the study.

The study conclude that suggested a new model of TA based analysis, feedback and training system would be come in a long way in giving a new path for top-management to bring better understanding of employees ( all organisational environment parameters) to keep employees happy and motivated.

The research conclude that the top-management and managers has to take positive steps to correct oneself as well as the people – HR process and system parameters of the

working environment to bring overall organisational efficiency and effectiveness to be sustainable and grow in this competitive , globalised era.

### 6.4.5  Final conclusions of the research :

The research finally conclude that the  TA based analysis, feedback, questionnaire  and training system designed for better understanding of their own organisation in a holistic way ( people-HR process- implements)  will be a readymade tool in the hands of top-management for immediate SWOT analysis of all HR system parameters from people to working milieu to bring organisation required  positive reinforcement  behavior in all employees to succeed in this competitive and challenging business world and to all employees happy and motivated.

### 7. Final Word:

Tomorrow's world will depend Not on our idea of what our organisation is , but really what our organization is and what it should be to survive , grow , prosper and become a world leader in that sector.