

Chapter - VIII

Summary and Suggestions

SUMMARY AND SUGGESTIONS

In the final chapter, an attempt is made to summarize the analysis made in the foregoing chapters and give suggestions for better human resource management practices.

8.1 INTRODUCTION

The Human Resource Management has been gaining lot of significance in business, commercial, financial and manufacturing organizations during the last two decades. In simple sense, Human Resource Management means employing people, developing their resources, utilizing, maintaining and compensating their services in tune with the job and industry requirements with a view to contribute to the goals of the industry, individual and the society.

8.2 IMPORTANCE OF THE STUDY

The Pharmaceuticals is one of the major industries in India in general and in the state of Andhra Pradesh in particular. The industry has displayed tremendous base creation for production of wide range of medicines and drugs in the development of efficient human resource. The industry produces bulk drugs belonging to all major the therapeutic groups. This is possible because of the presence of strong scientific and technical manpower and pioneering work done in pharmacy resources. The domestic pharmaceutical industry has witnessed a growth rate of 15 percent annually.

The Indian pharmaceutical industry is now about 104 years old. Allopathic medicines were introduced several decades earlier mainly to provide medical relief to the Britishers. Indigenous productions of these medicines were, however started in 1901 with the establishment of Bengal

Chemical and Pharmaceutical works due to the pioneering efforts of Acharya P.C Roy. The pharmaceutical industry that existed in India at that time was based on traditional, ayurvedic and unani medicines. The allopathic system soon became the rule as it offered immediate relief to the suffering patients.

8.3 INDIAN PHARMACEUTICAL INDUSTRY

The Indian Pharmaceutical sector has come a long way, being almost non-existent before 1970 to a prominent provider of healthcare products, meeting almost 95 percent of the country's pharmaceuticals needs. The domestic pharmaceutical sales have increased from Rs 12,000 Crores in 1970-71 to approximate Rs.35,000 Crores in at a growth of 13.7 percent per annum. The industry is now exporting worth of about Rs.12,000 Crores pharmaceuticals to more than 130 countries of the world. The total Indian production constitutes about 1.3percent of the world market in value terms (due to low selling prices, almost 1/8th of the international prices) and 8 percent in Volume terms. From being a pure reverse engineering industry, it is moving towards basic research driven, export oriented with global presence providing wide range of value added quality products and services. The government policies will play an important role in defining the future of the pharmaceutical industry. The product patent regime came into effect from January 2005 that will lead to a long term growth in future.

The pharmaceutical industry in India at that time was based on traditional, ayurvedic and unani medicines. The allopathic system soon became the rule as it offered immediate relief to the suffering patients. Under its influence, the indigenous system virtually lost ground. This expanded the market for western pharmaceutical manufacturers. Nine firms had been in existence before 1915. Almost all of them started as branch selling products of their parent firms. It was basically an industry

comprising of small and medium sized plants engaged in marketing formulations based on imported bulk drugs.

The real stimulus for domestic production of pharmaceuticals came during First World War, when there was a steep rise in demand and a drastic reduction in imports. The production of quinine salts registered a substantial increase. Besides, production of new items like urea, stilbamine, caffeine from tea waste, and surgical dressings were taken up for the first time. The industry also took up production of biological products like sera and vaccines, anesthetics like ether and chloroform and coal tar distillation products like naphthalene and cresol. In 1930, Bengal Chemicals and Pharmaceuticals started the production of tetanus antitoxine-a basic drug.

World war second was another significant landmark. By 1941, the industry took up the manufacture of new drugs like iodochlor/diiodohydroxyquinoline (antidysentric drug) as well as number of alkaloids. Besides, the industry also made a beginning in the production of chemotherapeutic drugs like arsenicals, antileprotic drugs, and colloidal preparations of calcium, silver, manganese, and iodine. The production of formulations based on imported bulk drugs also showed a significant expansion during this period.

The post war development in the west, which witnessed the replacement of many older drugs by antibiotics and new chemotherapeutic medicines, placed the Indian industry at a great disadvantage. As a result, the Indian companies had to stop the production of items that were manufactured during the war years instead; they started manufacture of formulations based on imported bulk drugs and extraction of therapeutic agents from plant sources.

8.4 NATCO PHARMA LIMITED

NATCO Pharma Limited is an Indian enterprise moulded by global aspirations. This has always demanded a preparedness and long-term organizational vision that encompass the turbulences and paradoxes of shifting terms and terrain's of business. NATCO today is one of the fast growing pharmaceutical groups in India with a growing pharmaceutical group in a global presence. Since inception, NATCO has seen itself as part of the crusade for a healthier future. From a single unit of 20 people to over 2273 people, today NATCO is on global map with the offices in North America, MOSCOW, WESTERN EUROPE, SOUTH East Asia and other regions. NATCO PHARMA LTD is an integrated pharmaceutical company involved in the business of research, manufacturing and marketing formulation, parental, manufacturing bulk drugs and intermediate for Indian and overseas in the country. The company manufactures products for companies like RANBAXY, SMITHKLINE, BEECHAM, JOHN WYETH & ICI, P&G, WOCKHARDT.

Beginning

Mr. V.C Nannapaneni promoted NATCO pharma in the year 1981 as a private limited company to be in the business of research and development, manufacturing and marketing of pharmaceutical substance and finished dosage form for Indian and international markets. NATCO pharma began operations in 1984 in Andhra Pradesh, India.

First Success

In the year of its operation, it achieved a sales figure of RS 0.5 million. The company's first product was CARDICAP, which is an anti-anginal drug. Since then the company has introduced many dosage form into the market. By 1985 it has dosage form in CARDIOVASCULAR, ANTI-

COLD, ANTI-ASTHMATIC & ANTIBIOTIC segments. NATCO has the credit of having pioneered TIME RELEASE TECHNOLOGY in India.

The Journey

NATCO pharma was ranked 82nd in sales among Indian pharmaceutical companies in 1994. NATCO also has the credit of being one of the largest contract manufacturers in India. Some of the well-known companies like RANBAXY, Dr. REDDY LABORATORIES, and JOHN WYETH etc. get their products manufactured by NATCO.

The NATCO pharma grew in size with the mergers of the following five in Aandhra Pradesh.

1. NATCO Corporate Office
2. NATCO pharma division
3. NATCO chemical division
4. NATCO R & D
5. NATCO Parenterals

TODAY

NATCO pharma limited, which began its operation as a single unit with 20 employees, today it has four manufacturing facilities and employees around 2237 people. It has an online data for analysis and decision making. Consistently ranked among the fastest growing pharmaceutical companies in the country. NATCO is utilizing its collective experience to kick start its future plans as a global company.

Respected for quality, performance, care, and responsibility and for creation and minimization of wealth for its shareholder. NATCO pharma limited, the post merger of organization represents a strategic stage in NATCO.

Manufacturing locations

Kothur

The company has one manufacturing factory at Kothur, situated in 52,080-sq.m site. This factory has attained the ISO 9002 & 14002 certification and it is engaged in manufacturing of tablets, capsules, liquids and drug syrups. The biotechnology unit of NATCO is also located at Kothur. This factory is one of the few factories available in India, which manufactures diastase for the Digestive image. It is equipped with one of the finest equipment's and technology.

Mekaguda

This factory is a chemical division located at Mekaguda spread over 100 acres. This factory incorporates the latest technology and immense capabilities. It is one of the latest synthetic bulk drugs manufacturing units in India. This factory also possesses effluent treatment plant which adds miles in the direction of being environment friendly.

NagarjunaSagar

This factory is a parenteral division located at Nagarjunasagar, which is around 180 kms from Hyderabad. This factory is one of the biggest single unit infrastructures for the manufacturing of small and large volume parenterals.

Sanathnagar

This is a chemical and R&D division located at Sanathnagar, Hyderabad. It is the only manufacturing factory in India that manufactures the world best-known antidepressant fluoxetine, HCL. It also manufactures other bulk drugs, which includes isosorbides etc.

Vision

NATCO will be a global organization most respected for quality, services and social commitment in health care and area of business.

Mission

Indian pharmaceutical industry has a significant international presence. Today it is more innovative and active than ever across the entire spectrum in pharmaceuticals - from basic research, bulk actives & intermediates to finished dosage forms and clinical trials. In the emerging industry patterns of the twenty-first century, based on new technologies, NATCO recognizes that innovative product development has to be complemented with cost effective therapeutic solutions to address a better informed and a more demanding fraternity.

To achieve this, the company has harnessed all its strengths - compact productive teams, modern facilities. Its command over chemical technologies and economies of scale - into a synergistic organic entity, continuously creating and nurturing high quality products and technologies.

NATCO believes that in the new order of symbiotic drug industry, it will emerge a powerful player with specialized skills to address encompassing opportunities in pharmaceuticals. NATCO's emergence from a major business re-engineering exercise further fuels its ambition to be among the select top leaders in the industry with the power to turn shared DREAMS into REALITY.

Nature of the Study

Organizations are made up of people and function through people. Without people, organizations cannot exist. The resources of men, money, materials and machinery are collected, coordinated and utilized through

people. These resources by themselves cannot fulfill the objectives of an organization. They need to be united into a team. It is through the combined effort of the people that material and monetary resources are effectively utilized for the attainment of common objectives.

Without united human efforts, no organization can achieve its goals. All the activities of the organization are initiated and completed by the persons who make up the organizations. Therefore people are the most significant resource of any organization. This resource is called human resource and it is the most important part of production. From the national point of view, human resources may be defined as "the knowledge, skills, creative abilities, talents and aptitudes obtained in the population". From the viewpoint of organization, human resource represents the people at work. Human resource may be defined as set of policies, practices and programmes designed to maximize both personal and organizational goals.

The present study and its scope

The present study of human resource management in NATCO pharma Ltd helps us to know the HR practices of NATCO pharma and the opinion of employees there on . The scope of the study is confined to NATCO Andhra Pradesh i.e., corporate office Hyderabad, R&D Sanath Nagar Hyderabad, Pharama Division- Kothur, Chemical Division- Mekaguda and Parenterals Division- NagarjunaSagar. The researcher proposed to make study of HR practices of NATCO Pharma and made an attempt to know the views and opinion of the employees regarding HR practices and the working of HR department of NATCO Pharma. The scope of Human Resource has expanded considerably in recent times. Human resource management is no longer confined to wage, salary and administration alone and largely extending to various facets of HRD.

Objectives of the study

The overall objectives of the research is to study the growth and development of Human Resource Management In Natco Pharma Ltd, Hyderabad, Andhra Pradesh, India. Against this background, the present study has been taken up with the following objectives.

1. To examine the significance of HRM and discuss various HRM practices adopted in NATCO Pharma Ltd.
2. To study the profile and growth of Natco pharma.
3. To know the socio-economic profile and the employment practices in the selected units of Natco pharma, Andhra Pradesh.
4. To analyze the employee welfare, benefits and human relations in the selected units of Natco Pharma Andhra Pradesh.
5. To present a comprehensive suggestive framework to wipe out dissatisfaction among the employees in the selected units of Natco and to make the HRD concept meaningfully beneficial both for the employers and employees.

Hypothesis

1. Employment practices are likely to be associated with socio economic variables and organizational variables.
2. HRD practices are likely to be associated with socio economic variables and organizational variables.
3. Employee compensation and welfare are likely to be associated with socio economic variables and organizational variables.
4. Human relations are likely to be associated with socio economic variables and organizational variables.

Methodology

The information and data for the present study has been obtained from both the primary and secondary sources.

The **primary** data has been collected by conducting personal interviews with the senior executives, managers, officers and supervisors of the organization on various aspects of policy and practices of HRM adopted in the company. Two elaborate schedules are designed for collection of information. One is management schedule, covering various aspects such as organizational background on policies, procedures and practices of human resource management. With the help of this schedule, the organizational data has been collected through informal discussions with the officers. The second schedule has been designed to find out the employee's background and their opinions on various aspects of human resource management practices in the organization. This schedule has been administered among the sample number of managerial and non managerial employees. Some of the non managerial employees have adequate knowledge of English. In cases where the employees have no proficiency in the language, the questions have been asked in mother tongue (Telugu) and opinions are elicited. The personal presence of the researcher throughout data collection has highly facilitated in getting relevant information. Collection of data from the field is not an easy task. The respondents have not been spontaneous in extending cooperation in the initial stages. They even suspected the researcher as the representative of management. The researcher as an ex-employee of Natco are explained the objective of the study. The employees from top to bottom including the CMD extended their co-operation to the researcher for the cause of academic and research promotion. Personal interviews have been held with the respondents by arranging prior appointment according to the convenience of the respondents. Some interviews involved single session of an hour or so where as in some cases the interviews continued over more than one session.

The **secondary** data has been collected from company records, annual reports, in-house journal of different years and other unpublished and documentary materials on the captioned subject. Adequate care has been taken to collect as much information as possible from various sources so as to make an exhaustive study on the selected subject. In addition to the primary method of data collection, secondary sources of the data have also been in the study which includes annual reports, files, ISO documents, in house magazines and records of the 5 units of Natco Pharma, Andhra Pradesh.

Method of study

Application of appropriate method and adoption of scientific procedure is essential of any systematic enquiry. This has an important bearing on the collection of reliable and accurate information as well as on the outcome of the study. The present study uses a combination of case study and survey method. Case study method is adopted to make an in-depth analysis of Human Resource policies and practices. Opinion survey of the respondents constitutes the survey method in this study.

Universe and sample

The NATCO Pharma Limited is an Indian Enterprise moulded by global aspirations. The NATCO Pharma has 5 units in Andhra Pradesh. 1) Natco Corporate Office, Hyderabad, 2) Natco Pharma Division, Kothur, 3) Natco Chemical Division, Mekaguda, 4) Natco Research & Development, Sanath Nagar, 5) Natco Parenteral, NagarjunaSagar. The total employees of 5 units at the end of July 2011 are 2237 It includes all cadres and categories of employees. Thus the sample is selected by giving representation to all levels of employees following the principle of random sampling technique.

Data Analysis

The information collected from the Natco units of has been analyzed qualitatively by using the method of content analysis. The information collected from the respondent employees has been processed, tabulated and analyzed quantitatively by using a number of statistical measures such as Chi-square test, ANOVA and t-test.

FINDINGS

8.5 SOCIO-ECONOMIC PROFILE OF EMPLOYEES

Human Resource is regarded as vital asset of the organization. The survival and prosperity of organizations depends largely on the capability and attitude of the employees who are engaged in the process of performance of the organization. Employees play vital role in influencing the effective functioning of an organization. Ultimately it is the employees who build or destroy the organization and who are responsible for growths or failure of organization.

Keeping in view paramount role of employees and its importance involved in effective running of the organization, it is very much required and advantageous to discuss and understand their socio-economic dimensions, which influence their performance particularly in the organization and their behavior in general.

About 87.7 percent of the respondents are male those who are covering in all departments where as the remaining 12.3 percent of them are females. 76 percent of the respondents are married and the remaining 24 percent of the respondents are unmarried. 99.7 percent are from Andhra Pradesh and the remaining 0.3 percent of the respondents are from other states. 97.1 percent of the respondents are Hindus, where as

1.7 percent of the respondents are Christians, 0.9 percent of the respondents are Muslims while 0.3 percent of the respondents are from others.

About 68.3 percent are from open category, 27.1 percent of the respondents are from Backward classes, 3.4 percent of the respondents are from Schedule Caste and the remaining 1.2 percent of the respondents are from Scheduled Tribes. 97.4 percent of the respondents speak Telugu as their mother tongue, 1.4 percent of the respondents speak Other languages and the remaining 1.2 percent of the respondents speak Hindi as their mother tongue. 77.7 percent of the respondents are from rural area and the remaining 22.3 percent of the respondents are from urban area.

Education plays an important role at the time recruiting the employees. The qualifications differ from job to job and also from department to department based on the nature of work. 0.9 percent of the respondents are Doctorates, 29.1 percent of the respondents are post graduates, 56.3 percent of the respondents are graduates, 5.1 percent are Inter, PUC and polytechnic and the remaining 8.6 percent of the respondents are SSC.

8.6 EMPLOYMENT PRACTICES

In the course of investigation more than 80 percent of the respondents have agreed that the manpower planning is systematic (qualitatively and quantitatively) and 82.8 percent of the respondents have expressed that the Natco Pharma Ltd is following a fair and transparent recruitment policy. Regarding selection process the respondents have positively responded (56 percent agreed and 23.1 percent strongly agreed) that the company make use of standard and valid devices in selecting the people. Natco Pharma units are preaching that the

“merit is their top priority in selection process” as stated by (55.1 percent agree and 18.9 percent strongly agree) respondents. Interestingly 54.3 percent respondents agreed and 37.4 percent respondents are strongly agreed “that they joined this Natco Pharma because of professionalism and career development”. It is their part of HR policy which is highly attracted by the prosperous candidates from various parts of the country.

The composition of interview panel is one of the crucial aspects in the selection process. 59.7 percent of the respondents agreed 17.7 percent have strongly agreed that the interview panel is well designed by the Natco Pharma. Regarding the induction programme which is aimed to orient the new incumbents. “The induction programme, content and duration for new employees are agreed by the 59.4 percent and strongly agreed by the 20.3 percent of the respondents.

The selected candidates are indispensable for induction in a meaningful manner for the purpose of placing them in a right place at right time. 54.6 percent respondents are agreed and 21.1 percent have strongly agreed that the selected candidates are placed in the right department at the right time. The employment policy and practices have been well accepted and appreciated by the Natco employees based on the above said essence of analysis of the primary data.

8.7 HUMAN RESOURCE DEVELOPMENT PRACTICES

Inducting the new employees is a sin-qua-now for any organization as part of the policy. About 82 percent of the respondents expressed their consent that the induction is given adequate importance in Natco pharma units. Natco pharma is periodically “identifying the training needs on systematic basis” as expressed by the 88 percent of the respondents. 84.8 percent of the respondents are happy that “the technical skills of Natco employees are constantly upgraded through training programmes”.

70.5 percent of the respondents have responded that the company measures the return on investment in training. 81.7 percent of the respondents have opined that "the management provides training for priority knowledge and skills required for conducting effective performance appraisal. The performance appraisal system in this company is fair and transparent as stated by the 76.3 percent of the employees of the Natco pharma units under study. The appraisal parameters are well thought out and relevant as stated by the 75.8 percent of the respondents. 69.4 percent of the respondents recorded their opinion that the individual performance should be appraised periodically. Based on the individuals performance, the organization designed the action plans to stimulate the employees to improve their performance. 77.5 percent agreed the same which is practicing in the Natco units under study.

Identification of potential employees in the pharma units is an innovative HR practices to meet the future requirement of the organization. 71.1 percent of the respondents obviously stated that the Natco management takes an effort to discover ones potential for his higher responsibilities. Natco also practices feedback system, 73.4 percent respondents have agreed that feedback is provided to the individuals whose potential was assessed to discover their strengths and weakness. 72.6 percent of the respondents have agreed that "promotions are based on employees capabilities to handle higher positions and responsibilities". 87.4 percent of the respondents are under the belief that "employees and organization have better prospects for growth".

8.8 EMPLOYEE COMPENSATION AND WELFARE

The payment of wages and salaries are good as stated by the 74.3 percent of the respondents. The payment of bonus is also fairly good as stated by the 73.5 percent of the respondents. 71.5 percent of the respondents opined that the health measures are satisfactory. The safety

measures are good (40.3 percent) and excellent (24 percent) as expressed by the employees of Natco pharma units under study.

The facilities for employees like washing facilities are said to be good (51.1 percent) and very good (22 percent) while as excellent by four percent of the respondents. In case of storing and dry clothing 70.6 percent felt this facility is good and another 12.6 percent said that it is excellent. The sitting facilities (83.4 percent) First aid facilities (85 percent) and Ambulance facility (88 percent) provided by the management are at the satisfactory level of the employees.

The canteen and lunch room facilities at different Natco units are found very good as stated by more than 87 percent respondents under study. Similarly shelters, restrooms and recreation facilities also came upto their satisfaction as expressed by the respondents. The crèche facility provided by the Natco units, the respondents have felt good at 61.4 percent and 11.1 percent respondents felt very good and 5.4 percent felt excellent. The Housing facility extends the human personality as stated by the Jawaharlal Nehru, this is coincidentally expressed and believed by the Natco employer, the respondents have felt good about 49.7 percent, feel very good 20.9 percent and other respondents of 8.6 percent felt it as excellent.

Regarding transport facility 47.4 percent of respondents felt good, 26 percent felt very good and 10.6 percent of respondents opined excellent. 91.1 percent of the respondents are availing the educational facilities provided by the company and this has proved useful and beneficial. Similarly the cooperative credit society is said to be a boom for the communities at a concessional rate.

Leave travel concession facility at different units of Natco pharma employees are found good by about 54.9 percent of respondents. 26 percent felt very good and 10.9 percent opined excellent.

The maternity benefit, medical and sickness benefits which are applicable to the respective respondents have expressed their satisfaction in delivering the services to the employees.

The provident fund facility / gratuity facility / family pension and EDLI benefits which are extended to all applicable employees and their level of satisfaction is reportedly good. The statutory provisions and its administration excellent from the employee's point of view.

8.9 HUMAN RELATIONS

Trade unions have met the expectations of their members and about 62.3 percent of respondents have the awareness of company rules and regulation relating to discipline. 60.0 percent of the respondents have agreed that they are aware of grievance procedure. The grievances expressed by the employees are quickly redressed as per the NCL model grievance procedure.

Employee participation in decision making is good as recorded by 58.3 percent where as 54 percent have agreed that collective bargaining is taking place in all units of Natco Pharma with a benefit of advantage to the employees.

The role of trade unions in Natco pharma is proactive. 55.1 percent of the respondents have agreed that "union's co-operation is there for higher productivity". The human relations are reportedly good as stated by the 88 percent of the sample respondents.

The foregoing analysis of chapters-4, 5, 6 and 7 provides the data relating to 52 HR practices, socio-economic issues, organizational parameters and responses of employees. The same is presented in a tabular form depicting HR practices socio-economic issues, organizational parameters and responses of employees.

S.No.	HR Practices	Employee satisfactions (% respondents satisfied highly satisfied)
1.	Opinions on -whether manpower planning is systematic	80%
2.	Opinions on-fair and transparent recruitment policy	83%
3.	Opinions on- standard and valid devices in selecting people	79%
4.	Opinions on- Merit criteria in the selection process	74%
5.	Opinions on—choose this organization because of its professionalism and for my career development	91%
6.	Opinions on- the interview panel is well designed	78%
7.	Opinions on—whether content duration and manner of inducing the new employee is very good in this organization	79%
8.	Opinions on- whether the selected candidates are placed in the right department at the right time.	76%
9.	Opinions on- importance of induction training	82%
10.	Opinions on-systematic identification of training needs	89%
11.	Opinions on- technical skills of our employees are constantly upgrade through training programmes.	84%
12.	Opinions on- return on investment in training	70%
13.	Opinions on- training on the knowledge and skills required for conducting effective performance appraisal	82%
14.	Opinions on-performance appraisal system in this company is fair and transparent	77%
15.	Opinions on- appraisal parameters well thought out and relevant	76%
16.	Opinions on-appraising of individual performed is periodically	69%

17.	Opinions on- plans are prepared to improve their performance	78%
18.	Opinions on- effort to discover one's potential for higher responsibility	72%
19.	Opinions on- promotions based on employees capabilities to handle higher position and responsibilities	72%
20.	Opinions on- Opinions on- feedback provided to the individuals whose potential was assessed to discover their strengths and weaknesses	73%
21.	Opinions on- employees organization have better prospectus for growth	87%
22.	Opinions on- payments of wages/salaries	85%
23.	Opinions on- payment of bonus/perks	83%
24.	Opinions on- Health measures	85%
25.	Opinions on- safety measures	88%
26.	Opinions on- working facilities	85%
27.	Opinions on- storing & Dry clothing	83%
28.	Opinions on- sitting facility	83%
29.	Opinions on- first aid boxes	86%
30.	Opinions on- Ambulance facility	89%
31.	Opinions on- canteen and lunch rooms	89%
32.	Opinions on- shelters, rest rooms and recreation	75%
33.	Opinions on-crèches	77%
34.	Opinions on- housing facility	80%
35.	Opinions on- transport facility	84%
36.	Opinions on- education facilities	91%
37.	Opinions on- co-operative credit	87%
38.	Opinions on- leave travel concessions	92%
39.	Opinions on- maternity benefit	89%
40.	Opinions on- medical and sickness benefits	88%
41.	Opinions on- provident fund	94%
42.	Opinions on- gratuity	91%
43.	Opinions on- family pension	86%
44.	Opinions on- Employee deposit linked insurance	79%
45.	Opinions on-communication system at upwards as well as down wards is good	74%
46.	Opinions on-trade unions met the expectations of its members	70%
47.	Opinions on-aware of company rules and regulations relating to discipline	85%
48.	Opinions on- employees aware of grievance procedure	75%
49.	Opinions on- employee participations in decision making	69%

50.	Opinions on- operation of collective bargaining	66%
51.	Opinions on- unions co-operation is there for higher productivity	72%
52.	Opinions on- human relations are good in NATCO pharma	88%

8.10 SUGGESTIONS

In the light of the findings of the study and the conclusions drawn above, the following suggestions may be made for improving HRM practices in the Natco Pharma units under study

1. Pharma industry in Andhra Pradesh is growing significantly. Pharma industry's contribution to the economic development and employment generation to the rural talent and potential aspirants is indispensable. The private individual entrepreneurs rightly committed to pharma industry, the same was encouraged by the government of Andhra Pradesh for expanding its capacity to meet the future requirements of the people.
2. As stated by the respondents in the study, the Natco Pharma units mostly practicing the traditional human resource practices and the functional heads have realized in their informal discussions they out to go to adopt innovative human resource practices. It is essential to develop the functioning of Natco in a professional way to face the competition and gain the maximum market share.
3. In a competitive environment, the Natco Pharma unit's survival and prosperity depend on the knowledge, attitude and skill sets of the employees. In this regard, the socio economic and education profile of employee's plays a unique role for effective functioning of the organization. Ultimately human resource only builds the organization and boosts the morale of employees who are responsible for significant growth of Natco Pharma.

4. In any organization, human resource planning might be in accordance with the business and organizational planning. Pharma industry has given due weightage to scientific human resources planning to procure potential and competent incumbents. Natco Pharma is concerned with the forecasting of the required human resource. The researcher has observed that the Natco Pharma though they underwent scientific human resource planning, they have not properly visualized the changes that are taking place on the post LPG scenario. Resultantly Natco Pharma still requires technical and professional experts in their relative fields. These experts are essential to lead the Natco Pharma in a profitable way. In a nut shell, the researcher opined and would suggested to the Natco Pharma that the human resource planning aspects must be paid adequate attention to see that right people are placed at the right time and at the right place with right skills and relevant knowledge. The Natco Pharma units do not suffer from either surplus of unskilled or shortage of skilled human resources at any point of time.
5. As we learned that the recruitment is nothing but the process of identifying and attracting job seekers from all over the country to build a pool of qualified and competent applicants. The Natco Pharma even though they adopted fair and transparent recruitment and selection policy they are not approaching talent and not conducting campus interviews in premier institutes to promote professionalism.
6. Another important HR aspect is human resource development. This is broadly has four unique areas 1) Training and development 2) Performance appraisal 3) Potential appraisal 4) Career planning. Training and development programmes for the employees both technical and non-technical are suggested to organize on a continual

basis it is also suggested to establish an exclusive HRD center within the premises of Natco Pharma to develop their employees to cope up with the global requirements. It is suggested the training methods should facilitate the trainees to participate in the process of training. It may be noted that the performance appraisal process and the format is too lengthy. It is suggested to be precise and simple for the employees to understand. The identified potential employees are recommended for employee development programmes for future requirements. Career planning including promotions and transfer methods in Natco Pharma units which reveals the respondent employee's views and they are expecting better promotional opportunities.

7. The study revealed that employee welfare services and benefits are helping to retain the employees in the organization. Natco Pharma maintains healthy environment as part of prevention of risk factors such as smoking, obesity, high level of cholesterol, stress, hyper tension and low level of physical fitness which are responsible for most of the major diseases. It is suggested that the health measures are to be improved and extended as desired by the employees. With regard to safety measures, employees are having a feeling of safety. Even then, the researcher suggested that continuous safety training programmes are to be organized for employees to concentrate on work with all dedication.

The welfare facilities which need to be provided by the Natco Pharma should be provided as per the statutory provisions for the betterment of the employees. With regard to non-statutory welfare facilities such as transport, housing etc. The management is advised to provide all facilities adequately for all categories of employees.

8. Payment of salaries / wage and bonus/perks are monetary returns and benefits received as part of employment relationship. It is found that the employee compensation systems are fair in the company. Even then the researcher suggested that periodically, the employees are to be continuously motivated by giving them additional allowances. These are necessary to attract and retain the experienced hands in the organization.
9. It is needless to mention that human relations are the integration of people into work situations that it motivates the employees to work together productively and cooperatively. Natco Pharma communication system is fair and transparent which builds the trustness of the employer and employee relationships. As known by everyone the employee discipline is crucial for the smooth running of Natco Pharma units in a productive model. It is happy to note that the working employees are very much acquainted with the discipline, rules and regulations of the company.
10. Employee grievance procedure is operated in the Natco Pharma. The Natco employees are often availing the grievance redressal mechanism to redress their grievances. Sometimes they approach the trade unions for grievance redressal instead of approaching the concerned authorities. In this context the researcher suggested that the employees must be encouraged to express their grievances freely and it is necessary that awareness be created among them, about various authorities at different levels who are concerned in the redressal of their grievances.

8.11 CONCLUSION

India is likely to be in the top ten of pharma markets in the world by 2020. Any company that wants to serve the Indian market successfully will, therefore have to devise strategies that are tailored to individual

needs. India's large and unique market place together with the globalisation of R&D and manufacturing indicate that the next stars of global pharma will likely come from India's top vaccine markets and generic companies.

8.12 IMPLICATIONS FOR FURTHER RESEARCH

1. Since there are very few studies on HRM practices particularly in Pharma industry, similar studies may be undertaken in the Pharma industry in other states and also can conduct comparative studies.
2. Studies focusing on employment, compensation and employee welfare in a Natco Pharma industrial unit will throw light on further studies to conduct the studies on other pharma units in the country.
3. Studies may also be undertaken on HRD and Human Relations policies and procedures being followed in various other pharma industries in Andhra Pradesh and other states.