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CHAPTER XIII

CONCLUSIONS AND RECOMMENDATIONS

13.1 The data collected through questionnaires have been processed and analyzed in chapter IV to XI. Inter-company comparison of all the companies is presented in chapter XII. The conclusions drawn below are based on the data provided by the companies. These conclusions are derived from the present research work throw light on several important factors of human resource development practices in the manufacturing units located in M I D C Area Aurangabad. The conclusions are based on the HRD practices, the HRD climate, of surveyed industrial undertakings.

13.2 CHARACTERISTICS OF SURVEYED COMPANIES.

i) Out of 8 companies under survey, four, companies, i.e. 03, 04, 06, 07, are engineering, 02, electronic units, 05, and 8 are pharmaceutical and allied products and remaining companies produce various other products like clothes etc.

ii) Companies 02, 03, are multi unit companies. The remaining companies are single unit companies.

iii) Two companies viz. 03, & 07 have foreign collaboration.

iv) The oldest company is company 01 which is 105 years old. The latest is company 02 which is 9 years old.

v) During the accounting year 1993-94 seven companies made profit and one company registered losses.

vi) Amongst companies under survey, company 06 has the
13.2.1 MANPOWER PLANNING
i) Manpower planning is done in most of these organisations by personnel departments.
ii) The most common factor influencing the manpower requirement is superannuation—cum—replacement charts. Statistical methods are seldom used.
iii) Corporate Business Plan, Change in Technology and Trends in Productivity are the most common factors considered for manpower forecasting by all the companies.
iv) There is periodical or regular manpower analysis.
v) For the supply of manpower, all the companies use internal as well as external sources. The most commonly used methods are promotion and open advertisement of internal and external sources respectively.

13.2.2 RECRUITMENT AND SELECTION
i) Almost all companies follow the same method of selection for all categories employees.
ii) In the selection process, most of the companies give preference to the internal candidates.

13.2.3 PLACEMENT AND INDUCTION TRAINING
i) Initiation of job training is the most common method of first placement of new recruits.
ii) Induction training is given in all the companies except company 01 and the most common objective of
induction training is introduction to the organisation.

13.2.4 **HUMAN RESOURCE INFORMATION**

i) Almost all the companies maintain human resource information, but the information content is limited.

ii) The information is updated once a year in most of the companies or whenever there is a need.

iii) The information is used for planning HRD activity, training, promotion and assigning project work etc.

13.2.5 **PERFORMANCE APPRAISAL**

i) Majoring of the companies have common performance appraisal for all the employees.

ii) Most of the companies follow the confidential appraisal system. Only two companies, i.e., 07 and 08 have open appraisal system and except in company 02 assessment of performance is done once a year.

iii) Qualitative assessment is done in all the companies. Most of the companies assess the training and development need, but potential appraisal is done rarely.

iv) Two companies give opportunity for self appraisal. They are companies 04, 05.

v) The primary objective of performance appraisal is consideration for promotion and continuity of service.

vi) The companies which follow the confidential appraisal system communicate unfavorable remarks to
the concerned employee. Some of them allow the appraisee to raise questions regarding the evaluation. However, few companies have a provision for revising the assessment.

13.2.6 TRAINING

i) All the companies have no separate training department.

ii) In most of the companies data on training programmes conducted, number of employees trained during the year, and the number of employees sponsored for external training programmes for the surveyed year is not available.

iii) The training needs are identified based on performance appraisal reports, performance review meetings and changes due to growth, diversification etc. Sometime the managers themselves indicate the training needs.

iv) Lectures, lecture - cum - discussion and educational films are the most common techniques used in training programmes, seminars, case studies and group exercises are also popularly used.

v) The popular external training agencies are National productivity council, local management association and all India Management Association, Indian institute of Ahmedabad but not invited by the concern companies.

vi) Assessment of effectiveness of training through feedback reports is done in all the companies. The
feedback reports are used to make future training programmes more effective.

vii) In most of the companies the effectiveness of training is not evaluated.

13.2.7 CAREER PLANNING

i) The company's long range plans are communicated to the employees only by 50% of the companies.

ii) The most common opportunity offered by the management to its employees is to give preference to internal candidates for new projects. They also sponsor the employees for higher educational programmes.

iii) In most of the organisations, monetary incentives are offered as a reward when they acquire additional qualifications pertaining to their field of work.

13.3 HRD CLIMATE

13.3.1 OVERALL HRD CLIMATE

The general HRD climate is at an average level, i.e. 50.65%.

13.3.2 ATTITUDE OF TOP MANAGEMENT TOWARDS ITS EMPLOYEES

The attitude of top management towards its employees is just above average (52.5%). The top managements are unable to make sure that employees enjoy their work and long range plans are rarely communicated to the employees.

13.3.3 ATTITUDE OF SENIOR TOWARDS JUNIORS

The attitude of senior towards juniors is above
average, i.e. 55%. Seniors believe in development of juniors, but they rarely delegate authority and fail to appreciate good work done by juniors.

13.3.4 PERSONNEL POLICIES

The personnel policies have no provision for employee development and do not facilitate reward for good work done. However, employees are helped to acquire competence and their welfare is looked after. The personnel policies are less than average i.e. 42.75%.

13.3.5 ATTITUDE OF EMPLOYEES TOWARDS EACH OTHER

The attitude of employees towards each other is more than average level. The overall average score of this attitude is 52.5%. Employees have mutual trust and are helpful to each other but not fully co-operative to each other.

13.3.6 IMPLEMENTATION OF PROMOTION POLICY

The implementation of promotion policy has below average score i.e. 47.75%. This shows that promotions are based both on objective assessment as well as on favoritism.

13.3.7 PERFORMANCE APPRAISAL

This mechanism has a score of 50%, i.e. at an average level. The response indicates that performance appraisal is based equally on objectivity and favoritism.

13.3.8 TRAINING

The training mechanism has an average score of 50.75%, i.e. Just above average. Although training is taken seriously by the employees, they hardly get an opportunity
to try out what they learn in training programmes.

13.3.9 SELF DEVELOPMENT

The employees efforts at self development are below desirable level, ie. 42%. The psychological climate is not very conducive for self development.

The characteristics of a sound HRD system are explained in chapter II. Whenever these practices are compared with the practices in surveyed units, they prove to be unsound in respect of the HRD practices as given below.

13.4 HYPOTHESIS TESTING.

13.4.1 MANPOWER PLANNING

Quantitative and qualitative analysis are the important factors for determining manpower requirements. But the most common factor determining the manpower requirement is opinion of manpower or Heads of dept. as well as productivity estimation statistical methods, which are scientific, are rarely used. No periodic analysis of manpower is made in a regular or systematic manner.

13.4.2 INDUCTION TRAINING

Induction training is imparted to the new recruits but most of the companies uses it as a means to introduce the organisation to the candidate and to initiate specific job training. Induction training programmes lack planned approach. There is no follow-up of the programme in number of companies surveyed.

13.4.3 HUMAN RESOURCE INFORMATION

Human resource information, which can serve as an important instrument for developing human resource in each company, is
not maintained adequately. The data generated through this information can be of great help to the management. However, where present practices are concerned, the personnel biodata is the main content of HRI.

13.4.4 PERFORMANCE APPRAISAL

The confidential form of assessment is common in most of the companies under survey. Potential appraisal, feedback and an opportunity for self appraisal have rare place in the format of appraisal used by these companies. Many studies have suggested that the confidential assessment serves no purpose. In very few companies training to develop the appraisal skills for appraises is imparted.

13.4.5 TRAINING

Most of the organisations have no separate training department. In many organisations, the data on training is not adequately maintained. Employees are rarely given an opportunity to try out what they have learnt. There have been no surveys to estimate the effectiveness of training.

13.4.6 CAREER PLANNING OPPORTUNITIES

Career planning opportunities means identification of career opportunities within the organisation, plans for organisational growth, promotion etc. Employees would like to know the possibilities for their own growth and career opportunities. Therefore it is necessary for the management to communicate long range plans to its employees. The study reveals that in majority of the organisations, such plans are not communicated. Such information will help them to prepare for the future challenges and opportunities.
The overall HRD climate is average. The attitude of top management towards its employees and personnel policies has scored the lowest. The attitude of employees towards each other is good. The HRD climate survey shows that although the present climate is at average level, it can improve if proper attention is paid to the present HRD practices.

It is clearly established that the present HRD practices in the Manufacturing Units under study are not sound therefore they are to be rationalised.

13.5 RECOMMENDATIONS.

13.5.1 Manpower planning should be done more scientifically. More emphasis should be given to future changes which may be required to be made in the organisation. Periodic analysis of the manpower should be made in a regular and systematic manner.

13.5.2 Induction training and its importance should get proper attention from the top management of the organisation. During induction training, the new recruits should be introduce the values and philosophies of company. The programmes should also emphasis the role of new recruits in fulfilling the objectives of company.

13.5.3 I industrial unites 'should have a common format of performance appraisal, industry wise. For effective and objective assessment of performance, the nature of the assessment should be changed from confidential appraisal to at least semi-confidential appraisal giving for self-assessment.
The potential of training as an important mechanism of HRD is not fully exploited as the top management completely ignores the need for post-training follow up. Frequent surveys, to identify training needs as well as to reveal the effectiveness of training, should be conducted by the training in-charge. The top management should ensure that opportunity is provided for the executives to try out what they have learnt during training.

Trade unions should be duly recognised by the management. These unions can act as a link between the management and employees. These unions can be effectively used in improving the overall HRD climate of the organisations.

The top management should communicate long range plans to the employees, so that they have a general idea of the future plans. This will help the employees to know the possibilities of individual growth and career opportunities. This will also enable the employees to prepare for future changes.

The HRD climate survey shows that the overall climate in the companies is average. The top management should be able to communicate their conviction that the organisations Human Resources are its most important resources. Encouraging employees to try out innovative and creative ideas which will benefit the organisation will not only create a sense of belonging but will also improve the work climate.
13.5.8 The personnel policies in surveyed companies should be oriented towards employee development. Mechanisms should be devised to recognize and reward good work done by the employees. The top management's commitment to the HRD system and its willingness to invest time and other resources should be reflected in the personnel policies of the organisation.

13.5.9 A corporate Human Resource Information System should be developed and computerised throughout the organisation. This system will enable to have manpower data bank. Quick access to the data and its analysis can help in planning the HRD activities of the organisation smoothly.

13.5.10 The services of specialists / consultants in HRD may be retained by the companies to make a through study of the existing HRD practices and HRD climate so that improvements can be made based on the suggestions of such experts. This will help the organisation to improve its overall performance.

13.5.11 As the hypothesis "The present HRD practices in manufacturing units are not sound" is proved. They should be rationalised for attaining organisationed goals.