

CHAPTER-VI

SUMMARY OF FINDINGS, SUGGESTIONS AND CONCLUSION

This chapter summarizes the findings, conclusion and offers suggestions to ITC, Limited, ABD-ILTD, Chirala for enhancing the effectiveness of HRD practices further.

6.1 The Present Study

The present study is undertaken on tobacco industry of AP, ITC Limited, ABD ILTD., situated in Chirala, Praksam district, has been selected. Its contribution to the green leaf resolution in the state is substantial. It has registered incremental growth year after year. It is in the process of taking a big leap and embarked upon ambitious expansion programme. If the organization has to come up with the competitive environment and make rapid strides, it has to manage its human resources effectively besides taking care of capital and other physical resources. Needless to mention of the organisation depend upon the quality of its human resource. In this context the practices of HRD play a vital role. The present study is an attempt to examine nature of HRD practices prevail in the organization.

This study, in a nutshell seeks to review the HRD practices as perceived by the employees and to provide necessary input to improve the practices for effective and sound human resource development.

RESEARCH GAP

The review of literature as discussed above indicates that most of the studies on HRD are narrow in their scope. Further, the studies are discussed on HRD from a particular dimension. Though, some studies are undertaken for a longer period of time, they are highly general in nature. Further, they are not related to Tobacco Industry. In other words, no comprehensive study has been undertaken to assess the HRD practices of private sector organizations and in particular tobacco organizations like ITC, ILTD Division. In view of this, an attempt has been made to study HRD.

IMPORTANCE AND SCOPE

The review of literature presented earlier reveals that the bulk of literature in the field of HRD has no empirical basis. The articles written by executives, are based mostly on their experiences and stray thoughts. And the textbooks written by Indian authors are without field investigation.

Studies based on field study are very much limited. As for the tobacco industry in Andhra Pradesh it remains 'untrodden' and no study has been undertaken in this vital industry so far. It is in this context the present study assumes importance and seeks to contribute for a clear understanding of the, HRD strategies and practices.

As for its scope, the study is confined to ITC Limited, ABD ILTD located in Chirala of Prakasam district of Andhra Pradesh. It is selected in view of its growth potential, contribution to the rural economy, the technology and the size of workforce employed in the organisation. Of the seventeen tobacco industries in Andhra Pradesh of various sizes and description, the industries selected for the study are major ones and have sub-system with a standing of nearly two decades. All important issues related to human resource development viz. like T&D, PA, CP&D and potential appraisal etc are followed in these industry.

These primary areas of HRD are studied thoroughly to the maximum extent through the means of discussions, interviews, reports, observations, are covered under the scope of the present study.

OBJECTIVES OF THE STUDY

1. To study the profile of the organization and sample respondent.
2. To study the HRD practices such as training and development, performance appraisal potential appraisal and careerplanning in the organization.
3. To analysis the perceptions of managerial and non-managerial employees with regard to HRD practices.
4. To suggest suitable HRD strategies, in the background of the finding of the study.

HYPOTHESES

In the light of the above, the following hypotheses have been formulated positive and proactive HRD practices to improve the performance of the organization in terms of increased production, productivity, sales and profits. Further it leads to industrial peace and harmony. In the organization where HRD practice is studied there will be no significant differences in the views of Managers and non Managers towards various aspects of HRD domain which includes T&D, PA, PA and CP&D. The above hypotheses and objectives provide the necessary frame work for the present study.

METHODOLOGY OF THE STUDY

Application of appropriate methods and adoption of scientific techniques is a sine-qua-non of 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 is a combination of historical, case study and survey methods. The historical method is used in tracing the genesis of the policies and practices relating to the management of ITC Limited, ABD ILTD Chirala. The case study method is adopted to make an in-depth analysis of the policies and practices relating to the human side of ITC Limited, ABD ILTD with special emphasis on HRD policies of ITC Limited, ABD ILTD, Chirala. In the present enquiry, ITC Limited, ABD ILTD, Chirala is taken as the unit of study and almost all the facets of human resource development activities have been studied in depth. Opinion survey of the employees constituted the survey method in the study.

SELECTION OF SAMPLE ORGANIZATION AND RESPONDENTS

As it was felt to take up a study on HRD practices in a private sector company the investigator, with lot of effort, could get the permission management of ITC Limited, ABD ILTD to collect the necessary data. The company also permitted the researcher to elicit the views of employees on HRD practices. Hence, the study is confined finally to ITC Limited, ABD ILTD, Chirala, Prakasam Dist. AP.

A sample of 342 respondents, who include 80 Managers and 262, non-Managers have been chosen from ITC Limited, ABD ILTD, Chirala using stratified

random sampling technique. Managers were selected from almost all the departments and sections of the company. The non-Managers include technicians, drivers, BOPT operators, maistry, compounders, pharmacists etc. It is to be noted that clerical staff have also been included in the non-Managers category.

SOURCES OF DATA COLLECTION

Data were collected both from primary and secondary sources. The researcher personally visited the ITC between July 2009 and June 2012 and collected the first hand information through personal contacts, and extensive interviews. Data collection is a pains-taking effort. Hence all endeavors were made to collect the relevant information with missionary zeal. Secondary sources of data were collected, and it includes annual reports, office records, files, brochures and other published and unpublished material of the company as well as books, and Government reports. Primary data were collected through the principal tools of questionnaires, interviews and observation. The HRD practices survey questionnaire was used as principal instrument for data collection. The sample is found suitable to serve the purpose of the present enquiry. This tool was administered to all the sample respondents. Interview technique too was used to supplement the data obtained through questionnaires. An interview is sure to be qualitatively better than any other tool. Convenient timing for the interviews has been fixed in advance mostly during the early hours of the shift or during the lunch breaks and at times in the houses of respondents. Extensive personnel interviews were conducted with all the respondents. The interviews were often prolonged and spread-over multiple sessions. Since the interviewer personally visited the company, the technique of non-participant observation was also used, which enabled the researcher to get better perception and more insight into the phenomena.

USE OF STATISTICAL TOOLS

The data were analyzed with the help of tables, charts and graphs. Statistical tools and techniques like percentages, weighted averages and F-test were used to interpret the data.

WEIGHTED AVERAGES

Weighted average mean scores were calculated for each of the individual occupational groups such as Managers and non-Managers and also for the two occupational groups as a whole. The weighted average mean score of 1 indicates extremely poor HRD practices and 5 indicates extraordinary good HRD practices. The weighted average mean score around 2 (between 1.5 and 2.5) indicates poor HRD practices and scores around 3 (between 2.5 and 3.5) indicates an average HRD practices on that dimension. Scores around 4 (between 3.5 and 4.5) indicate good and desirable HRD practices.

F-TEST

F-Test was conducted to draw out the inferences relating to the significant differences in the views of Managers and non-Managers on various aspects of HRD practices and it was carried out with the help of ANOVA table.

PERIOD OF THE STUDY

The study is qualitative in nature as it focuses its attention on the study of HRD practices in ITC Limited, ABD ILTD with reference to Chirala, Prakasam District, A.P and the study areas of HRD include T&D, PA, PO and CP. However, secondary data have been collected for a period of 10 years from 2002 to 2012 and the same has been presented in the research work. Wherever data are found to be scarce, the study period has been restricted to seven years from 2005-06 to 2011-12 in the area of training and development.

LIMITATIONS OF THE STUDY

The study has the following limitations. The researcher has to make indefatigable efforts to collect relevant information by running from "pillar to post". Employees were hard pressed for time in view of the job demands, and rigorous work schedules. The researcher has to persuade them for sparing time for responding to the questionnaires and interviews. When he found that the respondents were not in a position to spend adequate time for the purpose, he had to request them to allot time after the shift timings. Establishing rapport with the respondents posed a problem initially. To overcome the suspicion of the sample respondents, the researcher took

the help of the personnel and training managers and also the welfare officer in establishing identity, and explaining the nature and purpose of study.

The study period as mentioned earlier has been restricted to 7 years from 2005-06 to 2011-12 in few areas like training and development.

Since the important method used in the enquiry is the case study, it has all the limitations associated with the method. The generalizations of the study cannot be expected to have universal application. Even when one tries to apply to the organization of similar nature, these must be applied with caution and care.

6.2 FINDINGS

- Induction training is given adequate importance and to explain norms and values of the ITC Ltd., as evident from the overall weighted average mean score of 2.24. As mentioned earlier, the overall weighted average mean score that falls between 1.5 and 2.5 indicates poor HRD practices. The F-test also proves the same as the calculated value is more than the table value. It indicates that the training and development policy in terms of helping the employees out of the way is poor in the company.
- There is a widely shared training and development policy in the organisation as evident from the overall weighted average mean score of 3.62. The F-test results are in accordance with the opinions of sample employees as the table value is more than the calculated value. In short, organisation provides the introduction training to a good and desirable level.
- There is process for assessing the organisation's immediate training needs and individual's development needs. The overall weighted average mean score of 2.97 and the individual weighted average mean score of more than 2.88 substantiate the views of employees. Even the values of F-test support the observation as the calculated value is more than that of the table value. It reveals that management poor in assessing training and development needs of individuals.
- Training programmes are design after considering need and requirements of the employees as evident from the overall weighted average mean score of 3.81. The values of F-test reinforce the opinions of employees as the table value is more

than that of the calculated value. It shows that ILTD design sound training programmes as per need and requirements of the employees.

- The individuals job related skills knowledge and ability were considered in assessing training needs as evident from the over all weighted average mean score of 3.80. It is further reinforced by the results of F-test. It shows that the management of ILTD is committed to the development of employees skills and knowledge.
- Training calendar provides in detail the number of training programmes to be provided to the employees in that year. The overall weighted average mean score of 3.47 substantiates the views of employees. The F-test results are in accordance with the opinions of sample employees as the table value is more than that of the calculated value. In other words, majority of employees are happy with training calendar provided by the organisation.
- Allocation of funds is made in the budget to conduct training programmes. The overall weighted average mean score of 3.76 supports the observation. The results of F-test are in tune with the opinions of sample employees. In other words, allocation of funds to conduct training programmes is good in company.
- Training programmes organised helped to improve one's capability and potentials. It is substantiated by the overall weighted average mean score of 3.61. The results of F-test support the views of sample employees. It reveals that training programmes are helped to improve the employees potentials.
- Employees are given training before they are placed on new jobs/assignment. The overall weighted average mean score of 3.70 and the individual weighted average mean scores of more than 3.50 support the observation. The F-test results also substantiate the opinions of sample employees. It reveals that good training is given to employees before they are placed in new jobs.
- Development of workers is given adequate importance in the organisation as evident from the overall weighted average mean score of 3.59. Even the results of F-test substantiate the opinions of sample employees. It clearly indicates that development of workers in the company is good.
- There is strong supportive climate for training as evident from the overall weighted average mean score of 3.95. The F-Test also proves the same as the table value is more than that of the calculated value. It shows that there is a strong

supportive climate for training.

- Employees training is congruent with career plans as evident from the overall weighted average mean score of 4.03. It is further substantiated by the values of F-test as the table value is more than that of the calculated value. In short good career plans exists in the company.
- The employees are helped to acquire technical knowledge and skills through training as evident from the overall weighted average mean score of 3.82. It is further reinforced by the values of F-test. It shows that employees are acquired good technical knowledge and skill.
- Employees returning from training are given adequate free time to reflect and plan improvements in the organisation. The values of F test prove the same as the calculated value is more than that of the table value.
- Line managers provide the right kind of climate to implement new ideas and methods acquired by their juniors during training. The overall weighted average mean score of 3.65 and the results of F-test reveal that that good collaboration exists among different cadres of employees.
- The results of training programmes are monitored as evident from the overall weighted average mean score of 4.07 and also the individual weighted average mean scores of more than 4.00. It is further substantiated by the values of F-test.
- The organisation measures the return on investment in training as evident from the overall weighted average mean score of 3.66. The F-test also proves the same as the table value is more than that of the calculated value.
- The performance appraisal system of our organisation is capable of assessing all the activities performed by employees. The overall weighted average mean score of 4.19 supports the observation. Further, the results of F-test are in accordance with the opinions of sample employees, it indicates that good performance appraisal system is prevalent in the company.
- The PA system provides an opportunity for each appraisee to know what the management really expects from him as evident from the overall weighted average mean score of 4.12. It is further reinforced by the values of F-test.
- Periodic feedback regarding performance is given to almost all employees in our organisation as evident from the overall weighted average mean score of 3.66. The values of F-test prove it as the table value is more than that of the table value. It

reveals that feedback is given to all employees.

- Performance management aligns organisational and individual objectives as evident from the overall weighted average mean score of 3.76. The values of F-test prove it as the table value is more than that of the calculated value. It shows that good collaboration exists between individual and organisational objectives in company.
- The appraisal system provides an opportunity for each appraisee to have a clear understanding of what is expected for him/her. The overall weighted average mean score of 3.89 substantiates the views of employees. Further, it is reinforced by the values of F-test. In a nutshell, employees in ILTD clearly understand the expectations of the organisation.
- Employees do not have any major grievances against the existing performance appraisal system as evident from the overall weighted average mean score of 4.22. The values of F-test substantiate the opinions of managers and non-managers. It indicates that employees do not have grievances against the appraisal system.
- The appraisal system aims at strengthening appraiser- appraisee relationship through mutuality and trust as evident from the values of F-test. It reveals that the relationship between appraisee and appraiser is desirable level in the organisation.
- The objectives of performance appraisal system are clearly known to all employees as evident from the overall weighted average mean score of 2.43. The results of F-test are in accordance with the opinions of sample employees. In other words, employees are unable to understand the objectives of performance appraisal system.
- Self appraisal is a part of our system as evident from the overall weighted average mean score of 3.74. The values of F-test substantiate the opinions of sample managers and non-managers. It reveals that the company encourages self appraisal system.
- Performance Appraisal system is linked to rewards such as annual increments, as evident from the overall weighted average mean score of 3.81. It is further supported by the values of F-test. It shows that the company encourages its employees performance linked annual increments for best performance.
- The employees get immediate feedback on their performance after appraisal process as evident from the overall weighted average mean score of 4.34. It is

further substantiated by the values of F-test.

- The HR department actively review each appraisal and discusses with the line managers. The overall weighted average mean score of 3.58 supports the views of employees. The results of F-test are in accordance with the opinions of sample employees. It indicates that the implementation of review on appraisal discussion is at desirable level in the company.
- The organisation provides guidance for future performance based on the appraisal data. The overall weighted average mean score of 4.17 substantiates the views of employees. The results of F-test support the opinions of sample managers and non-managers.
- The organisation takes an effort to discover one's potential for higher responsibilities in the appraisal process as evident from the overall weighted average mean score of 3.92. It is further reinforced by the values of F-test. It shows that organisation put efforts to discover employees potential and responsibilities.
- There are mechanisms to assess the extent to which an individual has the potential to perform the new task / job as evident from the overall weighted average mean score of 4.21. It is further substantiated by the results of F-test. It shows that the implementation of HRD mechanisms in terms of performance, the new task is at desirable level in the company.
- Promotions are based on employee's capabilities to handle higher positions and responsibilities as evident from the overall weighted average mean score of 2.43 and also from the values of F-test. In short, promotional policy of the company is not fair and transparent.
- Feed back is provided to the individuals whose potential was assessed to discover their strengths or weakness as evident from the overall weighted average mean score of 2.24. It is further reinforced by the values of F-test. It shows that the company communicates the strength/weaknesses of employees in a poor way.
- The organisation support the employees in utilising their potentials discovered as evident from the overall weighted average mean score of 3.69. It is further reinforced by the values of F-test. It reveals that utilising employees potentials are at desirable level in the company.
- The employees in this organisation have better prospects as company designs

better career plans as evident from the overall weighted average mean score of 2.40. The values of F-test support the views of sample employees. In short, the company fail to design better career plans to their employees.

- The organisation creates awareness on the existence of a formal career plan as evident from the overall weighted average mean score 2.42. It is further substantiated by the values of F-test. It shows that the organisation creates awareness on the existence of formal carrer plan is at below desirable level.
- Career paths are shared with employees. The weighted average mean score of 3.75 supports the views of employees. Even the values of F-tests are in accordance with the opinions of sample employees.
- There is a great extent of individual's participation in deciding the career plan. The weighted average mean score of 3.75 supports the views of employees. Even the values of F-tests are in accordance with the opinions of sample employees.
- Career planning improves morale and motivation by matching skills to job requirements. The weighted average mean score of 3.75 supports the views of employees. Even the values of F-tests are in accordance with the opinions of sample employees. In other words, the improving morale and motivation through career plan is at desirable level in the company.

6.3 SUGGESTIONS / RECOMMENDATIONS

After carrying out a comprehensive study, the research has felt to offer the following suggestions and recommendation, which may help to improve the HRD Practies that better the conditions of the industries besides the employees.

Training and Development

Training and Development policy should be developed and known to all the employees. A planned approach of training in terms of need analysis, faculty selection, organisation of programs and follow up should be used. All training program should be evaluated for effectiveness and to ensure that it will contribute in the achievement of the overall objective/ targets of the organisation.

Workers Development

Workers development should be more focused and needs to be planned and executed by force. Workers development should be made a part of the union agreement. It should be made obligatory for every worker to attend the programs and participate in the development activities.

Performance Appraisal System

The Performance Appraisal System should be objective in nature and simple to understand and implement. The role of the appraiser, appraisee, HRD department and reviewing officer should be clear. The appraiser and appraisees should be educated about the appraisal system. Every items of the appraisal form should be used for the performance improvements.

Potential Appraisal and Promotions

Potential appraisal should be given due importance in the organization and Promotion should not be based upon the past performance only. The ability and maturity of the person should be assessed for taking up the next higher job.

Feedback and Counseling

Feedback and counseling is found quiet matured in all organisations. The improvement is needed in giving the feedback to the employees. The training programs should be arranged for teaching how to give feedback. HR should go little beyond the line and support the career oriented employees in selecting the best career option for them.

Career Planning

The career planning should be done for each and every employee- be it new entrant or the senior level person and should be well communicated to all the employees. The career planning policy and promotion policy should be linked together. Feedback should be provided to all employees to let the employees know where they stand in so far as they performance is concerned and assist them with constructive criticism and guidance for the purpose of the development. These aim and purpose of the HRD would meaningful and purposeful.

6.4 CONCLUSION

HRD practices play a important role in the success of any organisation because directly or indirectly, it affects the performance of the employees. If the HRD practices is good than the employees will contribute their maximum for the achievements of the organisational objectives. The result of the present study shown that the HRD practices in ITC limited - ABD ILTD. Cherala is good and desirable level for the growth of an organisation.