CHAPTER-9
SUMMARY AND CONCLUSIONS

This exploratory study, under a case study design, principally focuses on the scenario of Human Resource Development and Organizational Effectiveness prevailing in HPCL Visakh Refinery. These two dimensions are introspected from the popular paradigms of OCTAPACE as propounded by Rao and Pareek, by shedding attention on the General Climate, HRD Mechanisms, Organizational Mission and Impact of HRD Climate on Organizational Effectiveness, mostly by adopting the popular tools being used by contemporary researchers in this domain. Here the nature of Human Resource Development and Organizational Effectiveness as such are studied but not their mutual relationship on the overall organizational development.

This research dissertation is organised into nine chapters such as Introduction, Methodology, HR Practices in HPCL, OCTAPACE Dimensions, General Climate, HRD-Mechanisms, Organizational Mission, Impact of HRD Climate on Organizational Development and Summary and Conclusions. The Social Work perspective with a holistic approach for the improving the human resources and organizational effectiveness forms the core of recommendations as an outcome of the study.

This conclusive chapter on’ Summary and Conclusions’ unfolds the gist of findings and conclusions drawn thereof with respect to OCTAPACE Dimensions, General Climate, HRD-Mechanisms, Organizational Mission and Impact of HRD Climate on Organizational Development. As a finale of this research study the Social Work interventions in terms of theory, practice and research are crafted out from the comprehensions gained by the researcher through this study.

Apart from summarising the major findings, in order to infer more incisive conclusions, a rationale had been developed by setting some limits on the aggregate positive and aggregate negative scores on the various elements of the different dimensions.
On the aggregate negative side, wherever the score is between 6-11 percent, i.e., the higher side of the first triad in a distribution of 33 percentile points, the conclusion would be that the element needs ‘attention’. If the score is between 12-22 percentile points, the conclusion would be that the element needs ‘immediate attention’. If the aggregate of the negative is between 23-33 percentile points, the conclusion would be that the element needs ‘most immediate attention’. This aspect particularly points out at the weaknesses of the organization on the element under scrutiny.

Regarding aggregate positive score, the principle of triads had been taken, however from the second rung of the moderate class. As already described in the methodology chapter, on the principle of triads, the score is classified as ‘mild’, ‘moderate’ and ‘strong’. As the occurrence of ‘mild’ and ‘strong’ were relatively fewer, it is believed that by introspecting the diversity of the most frequent category, that is ‘moderate’, the relative strength of the given element can be fixed more vividly. Hence any element scoring in the range of 45-55 percentile points would be concluded as in ‘appreciable’ category, element with score in the range of 56-66 percentile points as ‘commendable’ and beyond 67 percentile points, which comes under the ‘strong’ category as ‘highly commendable’. However the whole classification is to draw inferences and conclusions regarding relative weaknesses and strengths so that the needed reengineering can be planned for. And that reengineering forms the core of suggestions and recommendations emanating from this research study.

9.1. SUMMARY

**OCTAPACE Dimensions**

**Openness**

- Based on the paradigm adopted for analyzing the nature of openness, on the basis of the strength of statements, it can be concluded that of all aspects of openness, the fact that ‘Employees are not afraid to express or discuss their feelings with their Subordinates’ stands at the top with highest aggregate positive value at 58
percentile points and also correspondingly with least aggregate negative value at 2 percentile points. The element is prevailing at commendable level.

- Next in order comes ‘Employees are not afraid to express or discuss their feelings with their Superiors’ at an aggregate positive score of 42 and negative score of 7. The fact that the score did not touch appreciable levels and on the other side had a negative score of 7 percentile points leads to the conclusion that the element needs ‘attention’.

- For the element ‘Employees in this Organization are very Informal and do not hesitate to discuss their personal problems with their Superiors’, the positive scores remains at the same level at 42% while the negative score is higher by 5 points at 12 percentiles. That means the element requires ‘immediate attention’ by the management.

- Next comes ‘When an Employee does good work his/her supervising officers take special care to appreciate it’ with 41 positive and 9 negative percentile points, leading to the conclusion that the element needs ‘attention’

- The dimension that is scoring least on positive side with a remarkable negative score of 7 percentiles on negative is ‘People in this Organization do not have any fixed mental Impressions about each other’. That leads to the conclusion that people do have fixed mental impressions about each other, which is detrimental in fostering good HRD Climate. This element also needs ‘attention’

The managers and Supervisors in the Organization should focus more on matters relating to interpersonal prejudices, openness of seniors and superiors, fostering informal relations and above all the tendency to appreciate the good work of subordinate staff. Such an initiative and positive attitude of Senior Managers in receiving feedback, feelings from subordinates helps them to facilitate decision making process in a much more easier manner. Since openness in organizations is a two way process (giving and receiving) resulting in exchange process by way of clarity of objectives, employee roles, free interaction among people through different means, its proper reengineering would pave way for healthy organizational climate. For this the top management should think of implementing self assessment, assessment by peers, and even assessment by subordinates with genuine concern and conviction.
The researcher based on the analysis of ‘openness’ believed that, the degree of openness is very important in an organization in determining the nature of various dimensions of introducing or designing a HRDS.

**Confrontation**

- Of the two aspects of the dimension, ‘When problems arise people discuss these problems openly and try to solve them rather than keep accusing each other on the back’ had been found as weak with lower positive value at 43% and negative value at 6% that leads to the conclusion that the element be addressed on a priority basis with needed ‘attention’.
- However the other element that ‘Employees in this organization take pains to find out their strengths and weaknesses from their supervising officers or colleagues’ was found at a relatively better score of 51% but not under commendable level.

**Trust**

- On the dimension of trust, that of all the three aspects studied for trust, the item that ‘Managers believe that Employee behavior can be changed and people can be developed at any stage of their Life’ scores the least aggregate positive value and also incidentally the least negative value. However the element was at ‘appreciable’ level only.
- The element that ‘Employee’s mistakes are treated with understanding by the Supervisors and help them to learn from such mistakes rather than punishing or discouraging’ is at ‘commendable’ level on the positive side, while its negative score at 7 percentile points makes it an element to be kept for ‘attention’
- ‘People trust each other in the Organization’ though scoring relatively higher on positive side by 57 percentile points putting it in the class of ‘commendable’, it exhibited a relatively higher scores on the negative side also at 11%, indicating the need for sensitization of the supervisors and employees in those regards.

There had been an imminent need to develop group coherence and ‘we’ feeling among departments/ groups to improve the level of trust among the workforce. Before
Introducing any HRD Systems, it is very essential to take into consideration of the ‘level of trust’ and also be discussed with the different persons concerned.

**Authenticity**

- On the dimension of authenticity the element ‘When employees are nominated for training, they take it seriously and try to learn from the programs they attend’ stands with relatively higher positive value as well as least negative value for the statement which leads to the conclusion that of all the three elements this had been more impressive than the rest of the two elements with its 59 percentile points on positive side making it ‘commendable’ and mere 4% on negative side.
- The element ‘Performance appraisal reports in HPCL- Visakh Refinery are based on objective assessment and adequate information, but not on favoritism’ does stand merely in the class of ‘appreciable’ only with its positive score at 54% while its negative score at 9% keeps it in the category of need ‘attention’
- ‘Employees attended training programs are given opportunities to try out what they have learned’ was found at 54% on positive side, means in the category of ‘appreciable’ but its negative score at 7% makes the element eligible for ‘attention’

These elements of Authenticity need to be spruced up further that should lead to higher levels of authenticity which has greater congruence of feelings which in turn inculcates openness, reduction in distorted communication and develop a sense of ‘mutuality’ that can be seen in correspondence of entire organization.

**Pro-action**

Pro-action in the form of ‘Top management in the organization making efforts to identify and utilize the potential of employees’, was found to be at appreciable level. However its negative score at 10 percentile points point at the need of ‘attention’ by the management.
Autonomy

- The two critical elements such as ‘Employees are encouraged well to take initiative and do things on their own without having to wait for instructions from supervisors’ and ‘Delegation of authority to encourage juniors to handle higher responsibilities is quite common in this organization’ scored very low on positive side, not reaching even the category of ‘appreciation’ with their scores ‘at 32 and 36 percentile points respectively. On the other hand the negative scorers were as high as 14 and 16 percentile points respectively, putting these two elements under need ‘immediate attention’
- The positive side of the autonomy present in the organization had been the fact that ‘When seniors delegate authority to juniors, juniors use it as an opportunity to develop’ with 51 percentile points on the positive side placing it in ‘appreciable’ limit with only 3 percentile points on the negative side.

That means sensitization had been required more at top and middle level.

Collaboration

- The element ‘People in the organization are helpful to each other’ stands with a good positive score at 59 percentile points making it commendable, while its negative score also being low at 2 percentile points.
- The element ‘Team Spirit is high in the organization’ scores only 49 percentile points on the positive side, confining it to mere ‘appreciable’ class while its negative score at 8 percentile points putting the same to need ‘attention’ category.
- The third element ‘The organization future plans made known to the managerial staff help them to develop their juniors and prepare them for future job roles’ found to be at 42 percentile points, not even reaching the ‘appreciable’ level while its negative score at 9 percentile points put it on the rung of need ‘attention’.

Therefore the organization should pay attention on those elements which would foster team spirit and using one another’s strengths to solve the common problems and working together for a common purpose. With that kind of atmosphere it would be possible to
solve their problems on their own with the support of their seniors or colleagues. Since, the making known the future plans of the Organization to the senior managers and executives help in training their juniors to develop and shoulder future job roles, it should be practiced with purpose and commitment.

**Experimentation**

The data reveals a bit discouraging results with the fact that a little more than one thirds of respondents at just 35% agree with the statement at ‘Mostly True’ while just another 1% with ‘All Most Always True’ thus keeping the strength of the statement at mere 36 percentile points on such a very crucial element like experimentation. The fact that 4% of respondent acknowledge that the statement was ‘Not At All True’ also denotes a pathetic situation with respect to experimentation in terms of ‘Employees are encouraged to experiment with new methods and try out creative ideas’.

**General Climate**

- Going by a bottom up approach of highest negative scores to the least negative score, the situation reveals that the top management of this organization was not going out of its way to make sure that employees enjoy their work. The aggregate negative score is so high at 26 percentile points. Better to improve very much on this element since it keeps the element in ‘need most immediate attention’ category.

- Then follows the statement that the top management believes the human resources as an extremely important resource and hence to be treated humanely. Even though this had an impressive 50 percentile points on the aggregate positive side, the fact that it had 16 percentile points on the negative side warrants an ‘immediate attention’ by the management to turn much more positive in this regard.

- The other vexing issue had been the top management’s willingness to invest considerable part of their time and other resources to ensure the development of employees. This exhibits a negative score of 14 percentile points while its positive strength had been just around 48%. This needs ‘immediate attention’.
The endorsement of the employees that the personnel policies of the organization facilitate employee development was very feeble at 43% on its positive side while its negative score at 13% had been a source of concern. Hence it is high time to reorient their personnel policies for employee development. It had been under ‘immediate attention’.

But the relatively better area had been the seniors’ commitment to facilitate the juniors’ learning for their job at 50% on positive side and a single digit negative score at 8 on the negative side keeping it in ‘attention’ category.

Fostering a conducive psychological climate for personal development was also found to be not satisfactory with positive scores just around ‘appreciable’ limit and negative scores at need ‘attention’ category.

On the whole there had been a great need to improve the General Climate on so many counts.

**HRD-Mechanisms**

Traversing through from darker side to the brighter side of the situation, as far as their perceived effectiveness are concerned in HPCL-Visakh Refinery, the organizations commitment to ensure employee welfare to such an extent that the employees can save lot of their mental energy for work purposes is deplorably low as evident from its highest negative score of 26 percentile points against a relatively lower score at 45 percentile points on the positive side. Perhaps much needs to be done by the organization on the ground as well as in dispelling the negative feelings as well. This element was in the category ‘most immediate attention’.

The next biggest casualty was the failure of the senior officers to point out career opportunities to the juniors. This recorded a second highest aggregate negative score of 19 percentile points while its aggregate positive score is the least of all at 40 percentile points. Nothing needs to be elaborated further except an immediate correction in this regard. This element stands in need ‘immediate attention’
Another element that needs ‘immediate attention’ was promotion decisions. Based on the results it had to be inferred that rather than suitability of the candidate, favoritism seems to be operating more as evident from the negative score at 12 percentile points.

The other alarming concern was regarding the failure of the mechanisms in the organization to reward properly any good work done or any contributions made by the employees. If that is the case, one can well imagine the fate of benefitting the best from the employees’ creativity and precious hard work. The negative score was 11 percentile points putting this in need ‘attention’.

The borderline concerns are behavior feedback and job rotation. Both have an aggregate negative score of 9 percentile points where as their aggregate positives are 51 for behavior feedback and 57 for job rotation. These two were also under need ‘attention’

Coming to the silver line of HRD mechanism in HPCL- Visakh Refinery, weakness of the employees are being communicated in a non threatening manner with 7 points on negative side and 51 points on positive side; people lacking competence in doing their jobs are helped to acquire competence rather than left attended; with 5 points on negative side and 51 points on positive side; employees are sponsored for training programs on the basis of genuine training needs with 5 points on negative side and 57 points on positive side.

The element that deserve commendation was that seniors guide their juniors to prepare them for future responsibilities with 3 points on negative side and 55 on positive side.

Hence it may be inferred that, HRD Mechanism, an element of HRD Climate that was studied for the doctoral work was needs to be improved a lot. The managers and Supervisors in the Organization should focus more on performance appraisal, potential appraisal, career development and counseling of sub ordinates, employee development through training and development programs, job rotation, employee welfare etc. The senior officers have to come up with the right strategies to reward, and promote the employees as part of their motivational activities. The need of the hour is to rectify the deficiencies and improving the best practices further.
Organizational Mission

- Evidence from the empirical study clearly indicates a relatively good organizational health with respect to Organizational Mission.
- A consistent single digit lowest negative scores in coexistence of a consistent aggregate positive values above 60 percentile points, except in one element, that being the organizational strategic direction is very clearer to employees corroborates the conclusion that the organization under study, i.e., HPCL- Visakh Refinery had been faring well on Organizational Mission.
- With a renewed focus on the same, the organization would certainly do well in future.
- The elements such as clear organizational mission that gives meaning and direction in work, the workforce have a shared vision of what the organization will be like in future, management set goals that are ambitious but realistic and employees continuously track their progress against their stated goals are commendable.

Organizational Effectiveness

Team Work

- The data indicate a very low aggregate negative values, on the lower side of the single digits, with corresponding higher values on the side of the aggregate positive values on both the elements such as the importance given by the organization for team work and its effectiveness and contribution for organizational development.
- While the first one was very close to the level of ‘strong’ category with 64 percentile points, the second one was actually in ‘strong’ category on the positive side of concurring with the statement at 68 percentile points, denoting a very commendable state of team work and team spirit in the organization.

Hence it may be inferred that team work, one aspect of organizational Effectiveness, was on positive note which would contribute for growth and development of the organization.
The managers and supervisors in the Organization were well aware of the concept of team work and since HPCL is an organization which is sensitive to technological changes and aiming at industrial development seems to be treading this team work approach with agility.

**Superior-Subordinate Relationship**

- The data indicate a relatively brighter superior-subordinate relationship, both in terms of harmony between superior-subordinate staff and encouragement from superiors in the efforts of the juniors. Both the elements had the least aggregate negative at as low as 2 percentile points while the aggregate positive points were 68 and 69 respectively, falling into the category of 'strong' relationship, particularly the latter with very high percentage in ‘Almost Always True’ at 23 percentile points, corroborating the encouragement from the seniors. This is highly commendable.

Hence it may be inferred that superior-subordinate relationship, one aspect of organizational development was on positive note which may contribute for growth and development of the organization. The managers and supervisors in the Organization were well aware of the concept of superior-subordinate relationship, they are more keen about the level of supervision that is supposed to be given to subordinates as the size of the HPCL is high.

**Organizational Change/Preparedness of Organization for Change**

- Data corroborates the relative strength of the elements of preparedness for organizational change in HPCL-Visakh Refinery. Both the elements found to stand at commendable level by virtue of the least aggregate negative score and a promising aggregate positive score to the extent of ‘strong’ category with respect to preparedness to accept the desirable changes at 68 percentile points while the other element that the organization encourages creative thinking and ideas of employees, though literally comes in ‘moderate’ class is however very close to the class of ‘strong’ with its 65 percentile points on the positive side.
Hence it may be inferred that preparedness of Organization for change, one aspect of organizational development that was studied for the doctoral work was on positive note which might have contributed for growth and development of the organization as evident from the accolades and awards the organization had won over the years. The managers and supervisors in the Organization were well aware of the concept of Organizational Change and are trying to have competitive advantage for HPCL by bringing timely changes.

Problem solving approach

- Problem solving approach was found at highly commendable level with a positive score of 74% and negative score of just 1%. Problem solving approach stands for a proactive action on the part of top management. At the time of problems, management gives an opportunity for the employees to come up with the suitable solutions in cost effective manner. Such solutions will have effective utilization of resources and every employee in the organization will have an opportunity to make use of their creative and innovative ideas with the help of their practical knowledge.

This problem solving approach can be further toned up by the higher management’s enhanced commitment to initiate problem solving approach among employees in a cost effective manner by involving/ encouraging people’s ideas or concepts.

9.2. Major Conclusions

Having summarised the major findings in an abridged manner, an attempt had been made to capture the same in the form of a matrix to draw the major conclusions in a vivid and lucid manner.
Table No. 9.1

Weaknesses of the Organization

<table>
<thead>
<tr>
<th>Category</th>
<th>Domain</th>
<th>Element</th>
</tr>
</thead>
<tbody>
<tr>
<td>Most Immediate Attention</td>
<td>General Climate</td>
<td>Top management of this organization was not going out of its way to make sure that employees enjoy their work.</td>
</tr>
<tr>
<td></td>
<td>HRD Mechanisms</td>
<td>Organization’s commitment to ensure employee welfare to such an extent that the employees can save a lot of their mental energy for work.</td>
</tr>
<tr>
<td>Immediate Attention</td>
<td>OCTAPACE</td>
<td>Employees in this Organization are very informal and do not hesitate to discuss their personal problems with their Superiors.</td>
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<tr>
<td></td>
<td></td>
<td>Employees are encouraged well to take initiative and do things on their own without having to wait for instructions from supervisors.</td>
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<td></td>
<td></td>
<td>Delegation of authority to encourage juniors to handle higher responsibilities is quite common in this organization.</td>
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<tr>
<td></td>
<td>General Climate</td>
<td>Top management believes the human resources as an extremely important resource and hence to be treated humanely.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Top management’s willingness to invest considerable part of their time and other resources to ensure the development of employees.</td>
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<tr>
<td></td>
<td></td>
<td>The personnel policies of the organization facilitate employee development.</td>
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<tr>
<td></td>
<td>HRD Mechanisms</td>
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<td>-------</td>
<td>-------------------------------------------------------------------------------</td>
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<tr>
<td>Senior officers to point out career opportunities to the juniors.</td>
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<tr>
<td>Promotion decisions are based on suitability of the promote rather than on favoritism.</td>
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<table>
<thead>
<tr>
<th></th>
<th>OCTAPACE</th>
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<tbody>
<tr>
<td>Employees are not afraid to express or discuss their feelings with their Superiors.</td>
<td></td>
</tr>
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<td>When an Employee does good work his/her supervising officers take special care to appreciate it.</td>
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<td>People in this Organization do not have any fixed mental Impressions about each other.</td>
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<td>When problems arise people discuss these problems openly and try to solve them rather than keep accusing each other on the back.</td>
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<td>Employee’s mistakes are treated with understanding by the Supervisors and help them to learn from such mistakes rather than punishing or discouraging.</td>
<td></td>
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<tr>
<td>People trust each other in the Organization.</td>
<td></td>
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<tr>
<td>Performance appraisal reports in HPCL. limited are based on objective assessment and adequate information, but not on favoritism.</td>
<td></td>
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<tr>
<td>Employees attended training programs are given opportunities to try out what they have learned.</td>
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<tr>
<td>Top management in the organization making efforts to identify and utilize the potential of employees.</td>
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<tr>
<td>General Climate</td>
<td>Team Spirit is high in the organization.</td>
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<tr>
<td></td>
<td>The organization future plans made known to the managerial staff help them to develop their juniors and prepare them for future job roles.</td>
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<tr>
<td></td>
<td>Employees are encouraged to experiment with new methods and try out creative ideas</td>
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</tbody>
</table>

| HRD Mechanisms             | Seniors’ commitment to facilitate the juniors’ learning for their job. |
|----------------------------| Fostering a conducive psychological climate for personal development of employees. |
|                            | Mechanisms in the organization to reward properly any good work done or any contributions made by the employees. |
|                            | Behavior Feedback |
|                            | Job Rotation |
|                            | Weakness of the employees are being communicated in a non threatening manner. |
Table No. 9.2

Strengths of the Organization

<table>
<thead>
<tr>
<th>Category</th>
<th>Domain</th>
<th>Element</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highly</td>
<td>Organizational</td>
<td>We continuously track our progress against our stated goals.</td>
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<tr>
<td>Commended</td>
<td>Mission</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Team approach is effective and contributes to organizational development</td>
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<td></td>
<td></td>
<td>The relationship between superior and subordinate is a harmonious one.</td>
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<td></td>
<td></td>
<td>My immediate supervisor is encouraging me in my efforts.</td>
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<td></td>
<td>Organizational</td>
<td>Organizational members are disposed to accept, the desirable changes,</td>
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<td></td>
<td>Development</td>
<td>when they are proposed by the organization.</td>
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<td></td>
<td></td>
<td>Problem Solving Approach) – The members of the organization believes</td>
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<td></td>
<td></td>
<td>that, when job related problems arise, the solutions are found by their</td>
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<tr>
<td></td>
<td></td>
<td>involvement.</td>
</tr>
<tr>
<td>Commended</td>
<td>OCTAPACE</td>
<td>Employees are not afraid to express or discuss their feelings with their</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Subordinates</td>
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<td></td>
<td></td>
<td>When employees are nominated for training, they take it seriously and</td>
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<td></td>
<td></td>
<td>try to learn from the programs they attend.</td>
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<td></td>
<td></td>
<td>When seniors delegate authority to juniors, juniors use it as an</td>
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<tr>
<td></td>
<td></td>
<td>opportunity to develop</td>
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<td></td>
<td></td>
<td>People in the organization are helpful to each other.</td>
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<tr>
<td></td>
<td>Organizational</td>
<td>There is a clear mission that gives meaning and</td>
</tr>
<tr>
<td></td>
<td>Development</td>
<td></td>
</tr>
</tbody>
</table>

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**Mission**

- direction to our work
  - We have a shared vision of what the organization will be like in future
  - Management set goals that are ambitious but realistic

**Organizational Development**

- The organization gives importance to teamwork
- Organization encourages creative thinking and ideas of employees.

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**OCTAPACE**

- Employees in this organization take pains to find out their strengths and weaknesses from their supervising officers or colleagues.
- Managers believe that Employee behavior can be changed and people can be developed at any stage of their Life.

**Appreciated**

- Seniors guide their juniors to prepare them for future responsibilities.
- People lacking competence in doing their jobs are helped to acquire competence rather than left attended.
- Employees are sponsored for training programs on the basis of genuine training needs.

**HRD Mechanisms**

- The organizational strategic direction is very clearer to employees

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### 9.3. Conclusions and Suggestions/Recommendations

The following conclusions are drawn with an in-depth introspection of the weaknesses and strengths as captured in the above matrix and constitute the overall scenario with respect to human resource development and organizational effectiveness in HPCL- Visakh Refinery. They logically flow into some very specific suggestions and
recommendations concurrently, however with an undercurrent of social work philosophy and practice. Apart from this, domain based recommendations are also presented on the basis of some general observations, both empirical and field level, interlacing with the profound theoretical propositions pertaining to human resource development and organizational effectiveness.

The fact that top management of the organization was not going out of its way to make sure that employees enjoy their work is the one which needs the most immediate attention by the management of HPCL- Visakh Refinery to create a strategic advantage from its precious human resources. As has been corroborated by very many empirical studies, it is not merely the tangible gains that keep the workforce highly motivated but also the intangible factors such as enabling environment in workplace that rejuvenates their spirits. Hence it should be a top priority for the organization to make the needed correction in this regard to improve the ‘General Climate’.

Coming to the tangible aspects, the organizations commitment to ensure employee welfare to such an extent that the employees can save lot of their mental energy for work, having so deplorable at present, needs to be spruced up positively as a matter of top priority to improve ‘HRD Mechanisms’. The above two elements were found under the category of ‘most immediate attention’

Coming to the elements that warrant an immediate attention from the domain of ‘OCTAPACE’ were the lack of informal environment with the superiors to discuss personal problems without hesitation; the lack of encouragement from supervisors to promote initiative whereby workforce do things without having to wait for instructions and delegation of authority to encourage juniors to handle higher responsibilities is quite common in this organization.

In the domain of ‘General Climate’, management’s failure to believe human resources as an extremely important resource and hence to be treated humanely, its lack of willingness, to the extent desired, to invest considerable part of their time and other resources to ensure the development of employees and the personnel policies failing to facilitate employee development do also need ‘immediate attention’
Regarding HRD Mechanisms, the lapses on the part of the senior officers to point out career opportunities to juniors, promotion decisions not totally based on suitability of the candidate but rather on favouritism do fall under the category of ‘immediate attention’

To be able to gain from one’s own human resources, such serious deficiencies should be addressed henceforth with all earnestness.

The dimensions that need ‘attention’ are many. From OCTAPACE, they are situations where juniors express their feelings freely with their superiors, special care to appreciate the good work of juniors, avoiding fixed mental impressions about each other, people discuss problems freely rather than accusing each other on the back, employee’s mistakes are treated with understanding rather punishing them, mutual trust, performance appraisal reports based on objective assessment, but not on favouritism, employees are given ample opportunities to adopt the training inputs, making use of the full potentials of the employees, taking team spirit to higher levels, managerial staff made known of the future plans so that they can develop their juniors and prepare them for future job roles and employees are encouraged to experiment new methods and try out creative ideas.

From ‘General Climate’ seniors commitment to facilitate juniors’ learning for their job and fostering a conducive psychological climate for personal development of employees fall in the category of ‘attention. With respect to HRD Mechanisms, behaviour feedback, job rotation and communicating the weaknesses of the employees in a non-threatening manner are found in ‘attention’ category.

Having known the diagnostics of the HRD Climate and Organizational Effectiveness, it is high time to reengineer the essential changes thereof.

Moving to the strengths perspective, it is quite gratifying to note that element on ‘Organizational Mission’ such as tracking the progress continuously against stated goals and elements with respect to ‘Organizational Development’ such as team approach, harmonious relationship between superior subordinate, encouragement from immediate supervisor, heralding desirable changes and problem solving approach in terms of finding
solutions with mutual involvement have been at highly commendable level. Five out of seven elements of organizational development found to be at highly commendable level could be the potential contributory factor for a whole series of awards being bagged by the organization. This in combination of reengineering a better OCTAPACE and General Climate and HRD Mechanisms should take the organization to further heights.

Coming to commendable elements, employees are not afraid of expressing their feelings with their subordinates, employees poised to learn from trainings, effective operation of delegation from OCTAPACE, people in the organization are helpful to each other comprise this category. From ‘Organizational Mission’ elements such as clear mission that gives meaning and direction to work, a shared vision regarding the future course of the organization and goals set by management being ambitious but realistic constitute this commendable category. From ‘Organizational Development’ elements such as organization giving importance to teamwork and creating thinking and ideas of employees being encouraged by the organization permeates in commendable category.

Coming to the least on the scale on positive side is the ‘appreciable’ category. From OCTAPACE, elements such as being aware of the strengths and weaknesses from supervising officers or colleagues and the belief that employee behaviour can be changed and people can be developed at any stage of their life form this rung. Seniors guide their juniors for future job responsibilities from HRD Mechanisms and the organizational strategic direction is very clear for employees from Organizational Mission are found in appreciable level.

On the whole if the strengths are weighed against weakness, the strengths outweigh the weaknesses by two point, which is arrived by a simple arithmetic of assigning 3 weight age points to ‘highly commended’ as well as ‘most immediate attention’, 2 points to ‘commended and ‘immediate attention’ and 1 point to ‘appreciated’ and ‘attention’ categories on positive and negative side, where the total strength of positive points i.e strengths comes to 42 and the strength of negative points i.e weaknesses comes to 40.
This finally leads to the conclusion that the initiatives of Human Resource Development and Organizational Effectiveness are positive which can be construed as the critical factors in bagging a whole series of accolades and awards as mentioned in the chapter on HR Policies of HPCL-Visakh Refinery.

9.3.1. Implications for Social Work Practice

The following are the very generic recommendations with reference to specific domains with relevance to social work practice. They are also well connected to the established theoretical frameworks. Most of these suggestions are a restatement of earlier assertions but kept in a flow, dimension wise. There are the areas where the intervention of Social Workers in very many capacities as Managers, Supervisors and even as Employees, should try to influence the systems with a social work perspective, to bring the needed and desirable changes in the systems, processes or mechanism that impact and affect organizational behavior for organizational effectiveness. The following are the implications for practice by professional social workers in HPCL Visakh Refinery or, for that matter, in any organization.

General climate:

- The Social Worker should sensitize the Management to focus on developing and implementing ‘suitable work environment policies’ which ensure that employees in HPCL-Visakh Refinery enjoy their work. Establishing HRD systems, policies, and procedures requires a long-term commitment by an organization’s managers and leaders. In particular it requires a willingness to take the time to involve employees in developing and maintaining these systems and applying them consistently and fairly. A responsive, participatory system that is flexible enough to adapt to the changing needs of the organization over time will help in an effective manner.

- The Social Worker should influence the Management so that right emphasis is given to human resources and they are treated humanely, so that they add value by either improving efficiency or by enhancing a firm’s ability. Top management should consider the Human Resources as an important resource to have growth,
development, sustainability and competitive advantage for HPCL- Visakh Refinery.

- The Social Worker should create an environment where in the Management commit themselves and invest considerable time and other resources to ensure development of employees. To serve the purpose, the management of HPCL-Visakh Refinery has to take both the role and the job into account of an individual employee. Hence ‘Job Enrichment’ is possible.

- Efforts should be made by the Social Worker to influence the Management of HPCL-Visakh Refinery to develop personnel policies which facilitates employee development in terms of their capabilities, skill and knowledge levels according to the external environmental changes that are ‘firm specific’ in nature which cannot be transferred to other companies, which constitutes a potential source of sustainable competitive advantage.

- Sensitization programs to improve the commitment levels of seniors should be taken up by Social Worker in HPCL-Visakh Refinery to facilitate the learning among juniors for their job. To survive and grow in a competitive environment, organization’s senior managers have to be motivated, counseled to develop the junior employees to get ready for all kinds of future challenges.

- A positive ‘psychological climate’ was conceptualized as a potential source of environmental coping resources that would facilitate positive change appraisal. Hence, efforts should be made by the Social Worker to gear up the Management to build such a psychological climate in the organization where an individual employee develops himself by acquiring new knowledge and skills.

**HRD- Mechanisms**

- Though HPCL- Visakh Refinery provides a good number of comprehensive welfare schemes for the benefit of employees which are reflecting through the information and schemes available in the third chapter of this study, still it has a wider scope for improvements in terms of commitment levels of managers in proper implementation of such welfare schemes. The role as well as the commitment levels of managers should be very high in making the employees to
understand various schemes and the procedures related to them. So that, employees can be benefitted by those schemes in time. This dimension should be improved by the Social Worker so that employees can save lot of their mental energy for work.

• Efforts should be made by the senior officers to point out career opportunities to the juniors by guiding them from time to time. Senior officers should focus on ‘career planning and development’ activities. So that better ‘succession planning’ can be done in HPCL-Visakh Refinery. The Social Worker should devise effective measures to ensure this.

• The senior officers in HPCL-Visakh Refinery should not give any scope for favoritism at the time when they are take promotion decisions. The decisions should be purely on suitability of the employee. At the same time managers should take into account of the time limit and develop suitable promotion policy as it is lengthy i.e 6 years for non management employees to get promotion. So that, suitable employees will get promotions in time ensuring proper career development. The role of the Social Workers is to tune the entire system in that direction.

• The Social Worker should make the Management of HPCL-Visakh Refinery to come up with more and more ‘reward mechanisms’ both intrinsic as well as extrinsic to appreciate any good work done or contribution made by the employees. At the same time the management should take utmost care in designing the reward mechanisms which are consistent with organization’s goals and objectives. Senior officers or supervisors should be trained in motivating employees and given enough authority to administer such rewards.

• Efforts should be made by the Social Workers to enthuse senior officers make the employees to understand the importance of behavior feedback and the kind of impact it has on the employee’s career, so that seriousness can be inculcated among employees and workers and they take it as a serious one, and can mould their behavior.

• A suitable policy on job rotation is very much required on the part of HPCL-Visakh Refinery to keep pace with the changing technology, systems and
practices. So, that it leads to restructuring of manpower and jobs as well. Further to ensure relevance, these policies need to be reviewed periodically. Hence employee development is possible. The role of the Social Worker is to devise such systems.

- The Social Worker should see that the Management or senior officers develop certain strategies to communicate the weaknesses of their juniors in a nonthreatening way. Communicating the weaknesses of employees in a nonthreatening way paves the way for employees to understand themselves in easier way, improve morale and can get job satisfaction, avoid misunderstandings, resolve poor performance problems too. So that employees may not commit more mistakes or they try to correct themselves with in a given period of time. This builds the employee’s self-esteem, confidence, and desire to do well.

**OCTAPACE Dimensions**

- The Social Worker should see that the Management adopt open door policy to maintain openness in the environment within, so that any of their subordinates also can communicate with them about their personal problems to keep the grievances or dissatisfaction within the employees at the lowest possible level to enhance openness in the work environment.
- The Social Worker should develop certain ways or means to appreciate where by seniors laud their subordinates. The ways may be circulars, in-house magazines, felicitations etc., so that juniors and young staff put more efforts in achieving their goals and develop trust in their seniors.
- The Social Worker should guide the Management of the organization to develop certain strategies to change the negative mind set of employees with regard to the fixed mental impressions that they have about each other and develop clarity of objectives and free interaction among employees.
- The senior management of HPCL-Visakh Refinery needs to develop and inculcate a ‘proactive approach’ among work force to discuss their
problems openly rather than accusing each other during such situation. The Social Worker should play a catalytic role in this regard.

- ‘Trust building exercises’ are very much essential on the part of employees in HPCL-Visakh Refinery. So that seniors can understand the subordinates mistakes and can make them to learn from such mistakes rather than punishing or discouraging. Such trust building activities should be ingeniously engineered by the Social Worker.

- Establishing and maintaining good interpersonal relationships to ensure trust among various individual employees, levels and groups/departments is essential by top management. This should be a priority intervention from the Social Worker.

- The Social Worker should make the Management of HPCL-Visakh Refinery to take care in implementing the ‘performance appraisal systems’ in such a way that the reports should be based on objective assessment and adequate information but not on favoritism. At the same time the senior officers should take initiative in communicating clearly about the existing system of performance appraisal and should facilitate the grievances of employees.

- The supervisors and managers should provide an opportunity and freedom to their subordinates to make use of their knowledge gained in the training programs. Hence, innovativeness and creativeness of employees will be encouraged and subordinates get job satisfaction. The role of the Social Worker is to create an environment where such innovation and creativity foster well.

- Efforts should be made by the Social Worker to develop certain strategies to identify and utilize the employees potential. Opportunities should be provided to the potential employees to prove themselves so that employees start a new process or a new pattern of behavior and responds accordingly which leads to problem solving approach.

- Another major role of Social Worker is to promote collaborative efforts among the line managers in HPCL-Visakh Refinery to make the
employees to understand the importance of ‘role’ that is played by every team member which inculcates team spirit and to achieve organizational effectiveness. So that more balanced teams can be formed and leads to healthy HRD-climate in the organization.

- Establishing ‘effective communication systems’ and ‘participatory management approaches’ will help the HPCL- Visakh Refinery to involve the managerial staff to aware of the future plans of the organization. So that they can develop their juniors as per the future requirements of the organization. Social Worker should develop systems accordingly.

- Social Worker should devise mechanisms where senior officers encourage and give an opportunity for juniors to make use of their creative ideas to solve the complex problems, so that organizational learning will be enhanced among employees and provide new ways of solving problems.

9.4. Implications for Social Work Research

The domain of Human Resource Development and Organizational Effectiveness is not only very crucial in the evolution and development of the organizations, they are quite complex too. Very in-depth analytical studies are very much the need of the hour. These studies should be able to bring a judicial fusion of quantitative and qualitative tools whereby the intricate relationships can be empirically captured to theorize into new knowledge domains. More and more professionals should venture this domain so that the vexing issues confronting in optimizing the human potentials can be addressed and answered in their right perspective and earnestness. Hope the Indian social scientists do venture into this vortex to come with resilient solutions for robust articulation of human resources in the subcontinent.