CHAPTER - VIII    FINDINGS AND SUGGESTIONS
This chapter presents the findings and conclusions emanating from the study in Section ‘A’ and the suggestions for organizational toning up and prescriptions for policy improvement in section ‘B’

A: FINDINGS

Management of Human Resources is recognized as an inherent function of any manager. The purpose of this function is the creation, development and maintenance of efficient human resources in the organization through the formulation and application of appropriate personnel policies, procedures and programmes. The need to involve the employees in the organization was realized by professional trainers in the second half of the twentieth century. So the training programmes included coaching, group process facilitation and problem solving thus giving emphasis on employee development. In the 1980’s the term Human Resource Development covered the growth and change in the Training and Development. Human Resource Development (HRD) is concerned with providing learning experience for people. The learning experiences are training, education and development. Training is concerned with those learning experiences, which are concerned with actual job performance. The focus is on the present job. Education is concerned with those learning experiences, which are concerned with preparing the employee to perform a specific job or group of jobs in the organization in the future. And development is concerned with providing learning experiences to employees so that they may be ready to move in new directions that organizational change may require. The ultimate focus of development is on the organization and it is based on the experience that organizations must grow and change in order to stay viable.

Human Resource Development Climate assumes significance in view of the changing organizational environments and need of the organization to adopt new techniques in order to respond to the environmental changes. The changing environmental factors include unprecedented increases in competition within and outside the country consequent upon the announcement and implementation of economic liberalizations.
It can be observed that the level of HRD Climate depends on the faith the employees have in superior–subordinate relations and in personnel policies in the organizations. The support provides for the implementation of increased the level of developmental climate in the organization. So the challenge before the HRD managers is to justify their activities to the top management and strive hard to build healthy supervisor-subordinate relations. The next important influence is in the form of employee initiatives and management encouragement followed by team–spirit in the organizations and by employee initiatives and management encouragement and employee development in the organizations indicating utmost care and importance should be given by the HRD managers while designing and implementing the various HRD practices in the organizations.

**Training programmes**

1. It is noted from the analysis that the incidence of employee attendance to training programs is cent percent in both the APSPDCL divisions under study.

2. It is found that in both the divisions the majority of around 60 per cent of the employees of the APSPDCL reported attending the training programs once in a year followed by nearly 30 per cent who stated attending once in two years.

3. It is concluded from the analysis that the extent of preference for job training programmes is identified more with Markapur division (95.24 per cent) as compared to Ongole division (83.85 per cent)

4. It is noted from the analysis that the extent of sample respondents who stated that the training has met the expectations and above expectation is more identified with Ongole division (30.77 per cent) as compared to its counterpart Markapur division (28.57 per cent)

5. It can be observed from the analysis that the extent of importance accorded to personal development in both Ongole division (20.77 per cent) Markapur division (35.24 per cent) to computer software compared to priorities given to management
development in Markapur division (35.24 per cent) and leadership in Ongole division (23.08 per cent).

6. It is concluded from the analysis that the extent of satisfaction regarding the procedure to identify the training needs is reported more with Markapur division (32.38 per cent) of APSPDCL as compared to Ongole division (21.54 per cent) while the proportion of employees with dissatisfaction are higher with Ongole division (13.85 per cent) as compared to highly dissatisfied.

7. It is noted from the analysis that the extent of benefits of attending the training programmes is identified more with Markapur division as compared to Ongole division, as majority stated benefit is to some extent whereas 44.62 per cent of Ongole division stated highly benefited against Markapur division (30.48 per cent).

8. It is observed from the analysis that the extent of satisfaction lies more with Ongole division (38.46 per cent), regarding the aspects of structure and conduct the training programme when compared to Markapur division (20.95 per cent). However, respondents having neutral standing has an equal footing with those satisfied.

9. It is concluded from the analysis that the extent of agreement regarding unbiased selection to training programmes is more with Ongole division (43.08 per cent) as compared to Markapur division (24.76 per cent) and disagreement and neutrality lies more with Markapur division.

10. It is observed from the analysis the extent strong agreeableness with respect to encouragement from the senior management to attend training programme is more in the case of with Ongole division (33.08 per cent) when compared to Markapur division (18.09 per cent). On the other hand the agreeableness remains equal between divisions with very slight variation.

11. It is found from the analysis that the extent of strong agreeableness and agreeableness regarding fair selection of employee to training programme is identified more with Ongole division (41.54 per cent) as compared to Markapur division (12.38 per cent).
12. It is found from the analysis that the extent of strongly agreeableness regarding developmental environment is identified more with Ongole division (36.92 per cent) as compared to Markapur division (25.72 per cent), as against agreeableness with Markapur division (26.66 per cent).

13. It is found from the analysis that the extent of agreement and strong agreement regarding employee’s access to specific programmes is mixed in nature and similarly the extent of disagreement and strong disagreement is also mixed between departments.

14. It is noted from the analysis that the extent of agreeableness and strong agreeableness of the employees regarding quality and content of training is identified more in the case of Ongole division (39.23 per cent) when compared to Markapur division (23.81 per cent).

15. It is noted from the analysis that the extent of agreement regarding training programmes are conducted in a haphazard manner and being conducted for the name sake only is more with Ongole division (29.23 per cent) as compared to Markapur division (6.67 per cent) and disagreement and strong disagreement lies with Markapur division (29.52 per cent) as compared to Ongole division (6.16 per cent).

16. It is found from the analysis that the extent of agreement and strong agreement regarding the assertion that participation in training is spending leisure time is high with Ongole division (33.84 per cent) as compared to Markapur division (18.09 per cent) and disagreement and strong disagreement lies more with Markapur division (41.91 per cent).

17. It is noted from the analysis that the extent of agreement and strong agreement regarding training is useful to bring about organization orientation of the employees is identified more with Ongole division (33.85 per cent) as compared to Markapur division (26.67 per cent) and disagreement and strong disagreement lies more with Ongole division.
18. It is found from the analysis that the extent of strong agreeableness with the statement training leads to improvement in job performance is observed more lies with Ongole division (40 per cent) compared to Markapur division (30.48 per cent). Contrarily, the agreeableness regarding the statement is more identified with Markapur division (46.67 per cent) as compared to Ongole division (30.76 per cent).

19. It is noted from the analysis that the extent of strong agreeableness and agreeableness regarding the statement senior staff takes interest and spend time with new recruits during induction is more identified with Ongole division (41.54 per cent) compared to Markapur division (28.57 per cent).

20. It is observed from the analysis that the extent of agreement regarding the statement that the explanation of norms and values of the company to the new employees during induction is identified more with Ongole division (32.31 per cent) as compared to Markapur division (27.62 per cent). Whereas the extent of strongly agreeableness is identified little more with Markapur division (45.71 per cent) compared to that in Ongole division (45.38 per cent).

21. It is found from the analysis that the extent of agreement lies more in Ongole division (35.39 per cent) on the aspect of advance planning of induction training compared to Markapur division (25.71 per cent). However, respondents have in both the divisions have neutral standing on an equal footing.

22. It is concluded from the analysis that the extent of agreement regarding the statement that the adequate of importance to induction training is identified more with Markapur division (32.38 per cent) as compared to Ongole division (30 per cent). Further, a strong agreement is identified in this regard with Ongole division (41.54 per cent) as compared to Markapur division (28.58 per cent).

23. It is found from the analysis that the extent of agreement regarding the statement that induction training is sufficient is identified more with Ongole division (39.23 per cent) as compared to Markapur division (27.62 per cent).
24. It is found from the analysis that the extent of agreeableness and strong agreeableness regarding the statement that induction training provides an excellent opportunity for new comers to learn comprehensively about the organization is more identified with the employees in both the divisions but relatively more in Ongole division (29.23 per cent) as compared to Markapur division (8.57 per cent).

25. It is noted from the analysis that the extent of disagreement, regarding the statement that new recruits finding induction training to be very useful in terms of ethics and values of the company, is more identified with Ongole division (21.54 per cent) when compared to Markapur division (15.24 per cent). The extent of agreeableness and strong agreeableness is mixed in nature between two divisions.

26. It is found from the analysis that the extent of agreement regarding the statement that induction training is a very useful exercise in getting acquaintance to the work environment in terms of duties and responsibilities and also socialization and the extent of neutrality of respondents lies more with Markapur division as 14.29 per cent against 6.15 per cent of Ongole division on the whole.

Employer and Employee relationships

1. It is observed from the analysis that the extent of positive affirmation regarding the statement that maintenance of good relationship with supervisor is more identified with Ongole division (45.38 per cent) compared to Markapur division (19.05 per cent). However, disagreeableness and strong disagreeableness lie with Markapur division (21.91 per cent) which is an indication of lack of cordial relation in the organization at Ongole (3.85 per cent).

2. It is found from the analysis that the extent of agreeableness regarding the statement that relationship with peers of operating staff is more likely with Ongole division as 50.77 agreed and 30.77 are strongly agreed as compared to Markapur division whose numerals are relatively low. Disappointing is the fact that 22.86 per cent of Markapur
division strongly disagreed and 13.33 per cent of the same division disagreed against Ongole division.

3. It is observed from the analysis that the extent of agreeableness regarding the statement that prevalence of good relationship of operating staff with customer/clients is observed more with Ongole division (45.38 per cent) compared to Markapur division (20 per cent). However, in between the two divisions there exists difference in employee relations.

4. It is noted from the analysis that the extent of agreement regarding the statement that impartial attitude of immediate superior is identified more with Ongole division (62.31 per cent) as compared to Markapur division (21.91 per cent). Against the above, 23.81 per cent of Markapur division disagreed over the statement compared to Ongole division (19.05 per cent).

5. It is observed from the analysis that the extent of strong agreement regarding the statement that rules and regulations followed by supervisor is identified more or less equal between Markapur and Ongole divisions though agreeableness is more found with Ongole division (38.46 per cent) as compared to Markapur division (36.19 per cent).

6. It is found from the analysis that the extent of agreement regarding the statement that regular feedback of supervisor for performance improvement is identified more at 55.39 per cent with Ongole division when compared to 40.95 per cent in Markapur division, where disagreement and strong disagreement is associated by Markapur division.

7. It is observed from the analysis that the extent of strong of agreeableness regarding the statement that timely guidance of immediate supervisor is identified more with Markapur division (35.24 per cent), as compared to Ongole division (23.08 per cent). Whereas more agreement is accounted for by Ongole division (36.92 per cent) as compared to Markapur division (13.33 per cent).
8. It is observed from the analysis that the extent of agreement and strong agreement regarding the statement that timely accessibility of immediate supervisor is identified more with Ongole division (36.92 per cent) as compared to Markapur division (23.81 per cent).

9. It is noted from the analysis that the extent of agreement regarding the statement that rewards and recognition for best performance is identified more with Ongole division (33.85 per cent) as compared to that in Markapur division (20 per cent).

10. It is noted from the analysis that the extent of agreement, (63.84 per cent) regarding the statement that understanding the point of view of supervisor is more identified with Ongole division (39.05 per cent). And at the same token disagreement and strong disagreement are low with Markapur division.

11. It can be concluded from the analysis that the extent of strong agreeableness regarding the statement that immediate supervisor is visionary is more lies with Ongole division (46.15 per cent) as compared to Markapur division (20 per cent). Whereas agreeableness over the practice much lies with Markapur division (26.67 per cent) compared to Ongole division (24.62 per cent).

12. It is noted from the analysis that the extent of disagreement and strong disagreement regarding the statement that satisfaction with the job being done by supervisor is more with Markapur division (22.86 per cent) as compared to Ongole division (9.23 per cent).

13. It can be concluded from the analysis that a majority of respondents of Markapur division stated strongly agreed (33.85 per cent) and agreed (40 per cent) compared to that in Ongole division regarding the statement satisfied relationship with colleagues.

14. It is observed from the analysis that 32.31 per cent of Ongole division strongly agree that they were satisfied with the statement that employees are recognized as individual/humans compared to 15.24 per cent of Markapur division.
15. It is observed from the analysis that the majority of respondents of Ongole division are strongly agreed (33.85 per cent) to the statement that goals and strategies are communicated to employees compared to Markapur division (15.24 per cent).

16. It is observed from the analysis that majority of 36.5 per cent and 30 per cent of Ongole division strongly agree and agree respectively with the statement challenging assignments are provided to employees as compared to Markapur division.

17. It is found from the analysis that majority of respondents of Ongole division stated strongly agree (33.08 per cent) and agreed 43.08 per cent) to the statement that regular feedback of work from immediate supervisor as compared to Markapur division. It can be clearly be concluded that the extent of disagreeableness and strong disagreeableness regarding regular feedback of work from supervisor is more with Markapur division (20 per cent) as compared to Ongole division (6.15 per cent).

18. It is observed from the analysis that 35.39 per cent of Ongole division strongly agree to the statement that they have supportive and effective management compared to Markapur division (23.81 per cent).

19. It is observed from the analysis that 30.77 per cent of Ongole division strongly agree to the statement that they have supportive and effective management to overcome employee weakness compared to Markapur division (9.52 per cent).

20. It is noted from the analysis that extent of agreed (41.54 per cent) and strongly agreed (22.31 per cent) are greater in Ongole division as compared to figures of lower order in Markapur division. Moreover, it could also be concluded that the extent of disagreement regarding equitable system of rewards is more with Markapur division (19.05 per cent) as compared to Ongole division (6.14 per cent).

21. It can be concluded from analysis that the extent of agreeableness (36.92 per cent) and strong agreeableness (33.84 per cent) is more associated with Ongole division as compared to Markapur division. And it could also be concluded that the extent of
disagreement regarding the statement that positive recognition by supervisor is more with Markapur division as compared to Ongole division.

22. It is found from the analysis that the extent of agreeableness (30.77 per cent) and strong agreeableness (21.54 per cent) is more associated with to the statement that opportunities to express ideas to upper management are more in Ongole division compared to Markapur division.

23. It is observed from the analysis that the extent of agreement and strong agreement regarding the statement that communication system for employees is identified more with Ongole division (38.46 per cent) as compared to Markapur division (24.29 per cent).

24. It is noted from the analysis that the extent of agreeableness, regarding the statement that involvement in decision making at work place, is identified more with Markapur division (72.38 per cent) when compared to that in the case of Ongole division (64.61 per cent).

25. It is observed from the analysis that the extent of disagreement regarding the statement that encouragement for better ideas is more observed with Markapur division (29.52 per cent) as compared to Ongole division (16.16 per cent).

26. It is concluded from the analysis that the extent of agreeableness regarding the statement that treatment of upper management is identified more with Markapur division (49.42 per cent) as compared to Ongole division (41.54 per cent).

27. It is noted from the analysis that the extent of agreement regarding the statement that departmental encouragement for team work is identified more in Ongole division (73.07 per cent) compared to Markapur division (64.76 percent). Further, the extent of strong agreeableness is seen more with Markapur division at 38.09 per cent as compared to Ongole division with 26.92 per cent.
28. It is noted from the analysis that the extent of employee agreeableness, with respect to the prevalence of better works coordination among the departments in both the divisions of APSPDCL stood at 73.85 per cent in Ongole division compared to 60.95 per cent in Markapur division. However, disagreeableness with the statement in Markapur division is low as 7.62 per cent disagreed and 8.57 per cent strongly disagreed against proportion of disagreeableness in Ongole division.

29. It is observed from the analysis that the extent of agreement regarding the statement that upper management encouragement to rectify things is identified more with Ongole division (36.92 per cent) as compared to Markapur division (29.52 per cent). However, disagreeableness is observed with Markapur division as 14.29 per cent disagreed and 13.33 per cent strongly disagreed against lower figures of Ongole division.

30. It is concluded from the analysis that the extent of agreement regarding the statement that company’s right directions to team members by top management is identified more with Markapur division (30.37 per cent) as compared to Ongole division and conversely the extent of strong agreement is found more with Markapur division (32.38 per cent) as compared to Markapur division (15.24 per cent).

31. It is observed from the analysis that the extent of agreement regarding the statement that belief of management that employees are asset of the organization is identified more with Markapur division (32.33 per cent) as compared to Ongole division, whereas strong agreeableness regarding the statement is found more with Ongole division (30.77 per cent) as compared to Markapur division.

32. It is observed from the analysis that the extent of strong agreeableness regarding the statement that following of rules and regulations by the employees is identified more with Ongole division (31.54 per cent) as compared to Markapur division. Whereas in the case of agreeableness the extent is higher in Markapur division (28.57 per cent) as compared to Ongole division.
33. It is found from the analysis that the extent of agreement and disagreement regarding the statement that opportunity to share a pride by employees in their work is identified more with Ongole division (38.46 per cent) as compared to Markapur division (29.52 per cent).

34. It can be concluded from the analysis that the extent of strong agreeableness regarding the statement that management encourages creativity and innovation is more with Ongole division (32.31 per cent) as compared to Markapur division. Similarly, the extent of agreeableness to the statement stands high in Markapur division (28.57 per cent) as compared to Ongole division (18.46 per cent).

**Salary and Incentives Administration**

1. It is found from the analysis that the extent of very good feel regarding the statement that wage/salary administration is identified more with Ongole division (46.93 per cent) as compared to Markapur division and good opinion with Ongole division (38.46 per cent).

2. It is observed from the analysis that the extent of involvement of staff in wage/salary administration is very much negative in both the division.

3. It is noted from the data that the opinion given by the respondents are positive in nature describing the pay as better and much better.

4. It is found from the overview of the data that the opinion given by the respondents regarding the statement that existence of hassels in getting salary are very much positive.

5. It is noted from the fact that 100 per cent of both Ongole division and Markapur division stated that they are getting salary always in time.
6. It is found from the analysis that a majority of above 50 per cent of the employees of the APSPDCL, in both the divisions under reference are satisfied with the incentive system.

7. It can be concluded from the analysis that the extent of affirmation of employees regarding the statement that incentive schemes motivation for working more is greater with Markapur division (61.91 per cent) as compared to that of Ongole division (38.09 per cent).

8. It can be concluded from the analysis that the extent of strong agreement regarding the statement that getting salary commensurating with qualification is identified and it is observed more with Markapur division (44.76 per cent) as compared to Ongole division (29.23 per cent).

9. It is observed that a majority of above 80 per cent of the employees of the APSPDCL affirmed to the statement that incentives are provided in the organization as per the company’s policy and procedures.

10. It is observed from the analysis that the extent of agreeableness with respect to statement that provision of incentives to the employees without discrimination, is on the high side at 67 per cent in Markapur and above 55 percent in Ongole division of APSPDCL.

11. It could be observed from the analysis that the extent of satisfaction regarding the statement that assessment of employee incentives in organization is not only identical in both the divisions and at the same time the similar scenario prevailed regarding levels of dissatisfaction which is on the high side standing above 70 per cent and 55 per cent respectively in the divisions under reference.

12. It can be concluded from the analysis that the extent of satisfaction regarding the statement that retirement benefits of organization is more with Markapur division (40.95 per cent) as compared with Ongole division (38.47 per cent). However, the extent of those just satisfied are more with Markapur division (27.62 per cent) as against (18.46 per cent).
13. It is observed from the analysis that satisfaction levels more identified with both the divisions at Ongole division (60 per cent) and Markapur division (40 per cent) but the level of satisfaction is more pronounced in Ongole division and level of dissatisfaction with Markapur division comparatively regarding the statement that level of satisfaction with salary emoluments.

14. It is observed from the analysis regarding the statement that level of satisfaction with the amoulements of bonus is more identified with Ongole division (32.31 per cent) compared to Markapur division (21.91 per cent). Conversely the extent of satisfaction identified more with Markapur division (35.24 per cent) against Ongole division (19.23 per cent).

15. It is noted from the analysis regarding the statement that level of satisfaction regarding pay and performance is more found with Ongole division (33.08 per cent) as compared to Markapur division (22.86 per cent) and neutral opinion has also been found with Ongole division.

16. It is observed from the analysis that with respect to secured administration of pension plans the extent of high level of satisfaction and satisfaction is found with both Ongole and Markapur divisions. But Ongole division (39.23 per cent) compared to Markapur division (26.67 per cent) exhibited a greatest intensity of employees satisfaction.

**Role Satisfaction**

1. It is noted from the analysis that the extent of strong agreeableness and agreeableness over the statement that enough involvement that affect your work in decisions is more with Ongole division (38.46 per cent) as compared to Markapur division (32.31 per cent).

2. It is found from the analysis that the extent of employees agreeableness to the statement that management provides recognition for achievement is more with Ongole division (35.39 per cent) compared to Markapur division (25.71 per cent). Against the
above, 26.67 per cent of Markapur division agreed to the statement strongly against lower figure of Ongole division (21.54 per cent).

3. It is found from the analysis that the extent of agreeableness to the statement that practice of rewarding best performance by management is identified more with Markapur division (38.09 per cent) as compared to Ongole (24.62 per cent) and similarly the extent of strong agreeableness is with Markapur division (20.95 per cent) as compared to Ongole division (6.15 per cent).

4. It is observed from analysis that the overall analysis drives home the conclusion that the extent of employee disagreement regarding opportunity to informally interact with other employees, is at high side in both the divisions but is more with Ongole division (41.54 per cent) as compared to Markapur division (36.19 per cent).

5. It is found from the analysis that the extent of contentment of employees with their position in the company is more in the respective Ongole and Markapur divisions of APSPDCL.

6. It is noted from the analysis that the fact that as high as 80 percent and 96.19 per cent of the employees in Ongole and Markapur divisions respectively vehemently reported that the climate in the organization is congenial for customer orientation and satisfaction, but compared to the Ongole division (80 percent).

7. It is found from the analysis that the extent of agreeableness regarding the statement that employees are provided with challenging assignments is somewhat greater in Markapur division (64.76 per cent) as against that in Ongole division (55.23 per cent).

8. It is observed from the analysis that the extent of agreeableness regarding the statement that securing positive recognition from supervisor is identified more with Markapur division (52.39 per cent) when compared to that of Ongole division.
9. It is noted from the analysis that 43.85 per cent of employees of the Ongole division agree that they received positive recognition and coordination from peers as against 17.14 per cent of Markapur Division.

10. It is noted from the analysis that 34.61 per cent of the employee respondents of Operating staff of Ongole division strongly agree that they received opportunities for contribution and it is against 17.14 per cent of Markapur division. Similarly, 26.67 per cent of those in Markapur division agrees to the statement compared to 19.23 per cent of Ongole division.

11. It is noted from the analysis that 44.62 per cent of the employees of Ongole division agree that they received encouragement for doing things in new and better ways as against 8.46 per cent of Markapur division, whereas 20.86 per cent of Markapur division strongly agree to the statement against meagre 8.46 per cent of Ongole division.

12. It is observed from the analysis that 30.77 per cent of employees of Ongole division stated strongly satisfied for their recognition against 21.91 per cent of Markapur division. Similarly 40 per cent of Ongole division agrees to the statement against 34.28 per cent of Markapur division.

13. It is found from the analysis that a majority of the employees of APSPDCL, in both the divisions of Ongole and Markapur respectively with 50.77 per cent and 60 percent support and agree that they are given freedom to initiate independent actions when needed. But the level of agreeableness with the assertion is more in Markapur division (60 percent) as against 50.77 per cent in Ongole division.

14. It is found from the analysis that the extent of strong agreeableness is more with Ongole division (43.08 per cent) and agreeableness is identified more with Markapur division (41.91 per cent). It can be further found that the extent of disagreeableness, with respect to the ability to maintain a reasonable balance between family and work life, is greater with Markapur division as compared to Ongole division.
15. It is noted from the analysis that the extent of strong agreeableness that the work environment gives a sense of personal accomplishment is more identified with Markapur division (44.76 per cent) as compared to Ongole division (38.46 per cent). On the other hand, the extent of agreeableness is more confined to Ongole division (35.39 per cent) as against Markapur division (32.38 per cent).

16. It noted from the analysis that the extent of strong agreeableness, regarding the statement that organizational climate is conducive to respond quickly and curteously to fulfill customer needs is identified more with Markapur division (57.14 per cent) as compared to Ongole division (36.92 per cent).

B: SUGGESTIONS

1. Organizations especially public sector organizations are mostly formal and less informal and APSPDCL Prakasam District of Ongole and Markapur divisions are no exception. It is to be stated here that if managements help their employees informally or out of the way, the latter will be loyal to the organizations. In view of this, it is suggested to the management of APSPDCL Prakasam District of Ongole and Markapur divisions are to maintain not only formal relations but also informal relations with the employees. In short, the management should help its employees even out of the way without sacrificing the organizational interests. This measure certainly creates a good HRD climate which leads to increased performance of employees and the results in improved productivity.

2. The management of APSPDCL Prakasam District of Ongole and Markapur divisions considers its employees as valuable assets and treats them more humanely. As such, employees work with involvement and commitment. In this regard, it is suggested to APSPDCL Prakasam District of Ongole and Markapur divisions to continue to treat its employees humanely so as to enhance its productivity further.

3. Management in APSPDCL Prakasam District Ongole division is interested in the development of subordinates. In fact, immediate supervisors in APSPDCL Prakasam
District Ongole division recommended their subordinates for training programmes after assessing their strengths and weaknesses through performance appraisal. In short, managers play a major role in the development of subordinates, which clearly indicates that positive HRD climate exists in APSPDCL Prakasam District at Ongole division. In view of this, APSPDCL Prakasam District should maintain the existing climate as it is highly beneficial.

4. The personnel policies of APSPDCL Prakasam District are transparent and fair. Personnel policies such as recruitment, selection, training, compensations, and promotion all are transparent and fair. It case of recruitment and selection, it is purely based on merit. APSPDCL, the top management of Prakasam District at Ongole and Markapur divisions conducts a written examination for potential candidates, and candidates who are qualified in the written test are called for an interview, they are selected. The wages and salaries are quite good also.

5. As found the study, APSPDCL Prakasam District at Ongole and Markapur divisions invests time and money for the development of employees. It consists training programs for its sub-engineers, assistant engineers, assistant divisional engineers, executives and non-executives, workmen, etc. But in case of Markapur division the training programs are not conducted in a continuous manner. So the top management has to take this issue seriously and continue the practice of developing the employee in Markapur division.

6. Seniors in APSPDCL Prakasam District at Ongole division and Markapur divisions show moderate interest in their juniors. This can be attributed to the fact that superiors may be engaged in their own work or they may be involved in some important activities of the organization. In some other cases, seniors may be passive towards juniors or subordinates. In view of this, it is suggested to the management to direct its superior officers in such a way that they should help their juniors as it creates positive general climate.

7. Employees in APSPDCL Prakasam District Markapur division have no fixed mental impression about one another. It is to be stated here that if employees form fixed opinion towards their colleagues and superiors, it acts as a hindrance to good
organizational culture leading to poor interpersonal relations. In short, openness will be absent in Markapur division when compared to Ongole division. In APSPDCL Prakasam District Ongole and Markapur divisions, employees have flexible impression towards one another rather than rigid impressions due to the fact that employees are highly literate. Further, they are exposed to various training programs. However, the management of APSPDCL Prakasam District Ongole and Markapur divisions has to continuously educate its employees about the need for flexibility or issue based behavior rather than rigid behavior.

8. As observed in the study, there is substantial scope for improvement in the area of collaboration as superiors in Markapur division are not humane to the extent desired towards the mistakes of their subordinates. As such, it may create a gap between superiors and subordinates. However, the problem may be overcome with ease, if superiors are a little bit kind and soft towards their subordinates without sacrificing organizational interests.

9. In APSPDCL Prakasam District at Ongole and Markapur divisions employees trust one another. Trust refer to “people say what they mean and do what they say”. Trust is an indication of good and positive psychological climate, which brings employees closer due to which they work with unity leading to improved performance of the organization. In this regard, it is suggested to APSPDCL Prakasam District at Ongole and Markapur divisions to continue to provide a fair and transparent climate in the organization.

10. It is understood from the study that employees from Ongole division learn more from the training programs compared to Markapur division. As a matter of fact, all the employees in APSPDCL Prakasam District at Ongole and Markapur divisions are highly qualified. Naturally, employees learn from the training programs easily. Further, employees are serious about their growth and development as a majority of them are young. So, the management should emphasize the advantage of training and the resultant benefits.

11. To improve the perceptions regarding to co-ordination and integration the vision and mission of APSPDCL Prakasam District should also constantly be referred to in
decision-making and doing performance reviews so that individuals know where they stand and fit in relation to the mission and vision of the organization.

12. By encouraging multi-skilling the individuals will understand how work is done in other areas and how they need to work together to create value for the organization. Reward, team work, and team accomplishments, make performance management a strong focus in these departments to encourage goal setting, performance reviews, and providing feedback on achieving objective.

13. It is observed in the study that majority of the employees in both Ongole and Markapur divisions feel responsible and act responsibly. It indicates employees control things to make them happen rather than waiting things to happen and then reacting to them. The kind of proactive behavior is highly useful not only to the organization but also to the employees as the latter’s self-development takes place. In view of this, it is suggested to the management of APSPDCL Prakasam District at Ongole and Markapur divisions have to educate its employees about the importance of self-development through the use then delegated authority.

14. Employees in APSPDCL Prakasam District at Ongole division are proactive as they use behavioural feedback for development. In this regard, the management should continuously monitor the behavior of employees so as to know the changes in their behavior. If employees develop positive behavior, it may appreciate them, on the other hand, if employees do not develop positive behavior it may undertake special classes and counseling sessions to employees.

15. In the study, it appears that APSPDCL Prakasam District at Markapur division does not encourage its employees to experiment with new methods and try out creative ideas. If employees have creative ideas, they must be communicated to the head concerned. If the ideas are found feasible, then only, they are implemented. However, employees are properly rewarded, if the ideas are beneficial to the organizations. In short, experimentation takes place only after it is found feasible. In this regard, it is suggested to Markapur division to encourage its employees to try out creative ideas.
16. Informal relations exist among different cadres of employees. As such, employees discuss their problems with supervisors freely and frankly, thereby they may get their problems solved in Ongole division. It reveals that openness is prevalent in Ongole division. But in the case of Markapur division, it is not found. So the management of Markapur division should emphasise the need for openness further as it eradicates many evils of the organization.

17. It is era of change today. It is a fact that systems change and technology has been undergoing change at a rapid pace. In addition to this, wide variation exists between senior employees and newly recruited employees in terms of behavior. But employee’s behavior should be in tune with the requirements of the organization. In view of this, it is suggested to APSPDCL Prakasam District to undertake short duration sessions in the area of organizational behavior and in particular in the area of psychology to its employees, so as to mould their behavior as per the needs of the organization.

18. It is understood from the study that APSPDCL Prakasam district gives opportunities to the employees to try out what they have learnt in the training programs. APSPDCL Prakasam district designed and developed several training programs for sub-engineers, assistant engineers, engineers, executives and non-executives, personnel and general staff, workmen etc. These employees after the completion of the training programmes are allowed to apply their knowledge in work.

19. As observed from the study, APSPDCL Prakasam district at Ongole division communicates its future plans in advance to its managerial staff so that they are prepared psychologically to achieve the plans. It is a fact that every organization has to draw plans and design systems and strategies so as to achieve them. As a matter of fact, any plan is achieved at the grass root or operative level. In APSPDCL Prakasam district at Ongole division, the management follows good HRD mechanisms as it informs future plans to the managerial staff, who in turn inform the same to their subordinates. But it was not found in APSPDCL Prakasam district at Markapur division. So the management should inform these plans to the employees so that they reach the targets so easily.
20. In APSPDCL Prakasam district, promotions are mentioned are strictly based on merit cum seniority. The merit or performance of employees is known through performance appraisal. As the promotions are based on suitability, employees will be satisfied resulting into increased commitment and involvement. Though APSPDCL Prakasam district is a government organization, it follows good practices while promoting its employees and the promotions are given once in every five years. In short APSPDCL Prakasam district implements good HRD mechanisms.

21. The weaknesses of employees are communicated to them in a non-threatening way in APSPDCL Prakasam district. Since APSPDCL Prakasam district is a government organization, supervisor officers cannot threaten their subordinates so easily. Even in the annual performance appraisal, if supervisors make adverse remarks against the performance of their subordinates, the later will be given an opportunity to make a representation against adverse remarks. In a nutshell, the management of APSPDCL Prakasam district implements good HRD mechanisms. In this regard, the management of APSPDCL Prakasam district should continue the present practice as it is beneficial to the organization.

22. Formal and on-the-job training practices have crucial roles to play not only in imparting relevant skills but also infusing a right kind of professional approach in solving the electricity employees’ problems. In view of the results of the study, it is prudent that training and education facilities are made adequate, more purposive, integrative and effective by properly assessing their efficacy and functionality.

23. Majority employees of Markapur division have expressed their opinion that the top management does not take enough interest in ensuring the job satisfaction of the workers. It is suggested that top management should discuss with the employees to identify the reasons for lack of job satisfaction and then formulate a plan to improve the level of job satisfaction.

24. Majority of the employees of APSPDCL Prakasam district doubt the utility of training programs. They have expressed their opinion that many employees do not take training program seriously. It is suggested that training plans are to be reviewed in consultation with the employees and suitable modifications must be made in the
content of the training program. This will help the employees in taking greater interest in training programs.

25. In APSPDCL Prakasam district programs must be organized to help the employees to identify their strengths and weakness so that they can improve their performance in future.

26. In APSPDCL Prakasam district efforts must be made for greater social interaction among employees in the form of competitors, annual days etc., so that it will be helpful in building an informal atmosphere which will be conducive for organizational growth.

27. It is highly recommended to Markapur division that channels of communication should be minimized and employees can easily communicate with their heads and superiors, so that they can understand their problems.

28. It is highly recommended to APSPDCL Prakasam district that the organization should practice non-financial appreciation methods viz. Appreciation letter, Certificate, recognition through displays on Notice Boards/ Newsletters, provision for job enrichment, etc., as they are helpful in building and maintaining motivation of the employees.

29. Practice of redistribution of power and authority in the organization needs to be injected into HRD system of the organization. As this practice will not only motivate the employees but also leads to their development.

30. Proper HRD is felt to create a system which will improve the work life by ensuring better communication and creation of familiar sort of work conditions where creativity of all the levels of managers as well n on-managers come into full play. The top management should provide adequate opportunities for the development and optimization of their employees and also involve their non-managers in making the important decisions like workers participation in management, personnel policies and other important issues. This will improve communication relationship between managerial and non-managerial staff and automatically increase productivity and
greater effectiveness. Thereafter, top managers are key actors they should managed their human resource with utmost care to inspire, motivate encourage and impel them to contribute their maximum for the achievement of organizational as well as individual objectives which generate favourable HRD systems and sub-systems.

31. To create positive organizational climate, management needs to focus more on two antecedents of organizational climate. i.e. orientation and reward management, as they have significant impact of intention to quit which is inversely related. Orientation techniques should be properly defined and practiced within the organization. There must be provisions of flexibility in solving problems to achieve individual goals.

32. The top management of APSPDCL Prakasam district must emphasis an open communication, equitable reward systems, a concern for employees job security and satisfying careers and participation in decision making for employees, which can infuse in them the team spirit and sense of belongingness.

33. It is recommended to APSPDCL Prakasam district that employees at non-managerial level should also be given importance for the overall development of the organization.

34. It is recommended to APSPDCL Prakasam district that the management of the organization must ensure healthy and friendly working climate and fine incentives for the employees at all levels.

35. Innovative techniques should be introduced in the organization on a regular basis and proper guidance relevant to utilize such techniques must have been organized by the supervisors in the organization.

36. It is recommended to APSPDCL Prakasam district that the organization must provide promotions at a right time and early age, so that people with a fairly residual service are able to serve at the top and feel free to take decisions and lead.

37. Senior functionaries at each level, i.e., division level, department level, section level, should be frequently imbibed with the HRD policies, so that they are able to provide good environment to employees working with them.
38. It is recommended to APSPDCL Prakasam district at Markapur division that the management should encourage employees to experiment with new methods and trying out new and creative ideas. Companies should realize that productivity is most likely to increase when employees have adequate development opportunities. This could be achieved by developing personnel policies compulsive to the development of employees.

39. Trust level among the employees in Markapur division is low. Every possible effort should be made to overcome this serious problem. Efforts should be geared to strengthen the values of mutuality, trust, confidence, collaboration, loyalty and so on. The management of Markapur division should make all out efforts to convert “superior-subordinate relationship” into “Friendly informal relationships”. As employees hesitate to discuss their problems with their supervisor which is a serious concern and should be given adequate attention.

40. It is recommended to APSPDCL Prakasam district that all engineers are knowledge workers. They need to enhance horizon of their knowledge. Lacking of such opportunities may lead to frustration and there by enhance stress level among the executives. In order to get rid of it, the management of APSPDCL Prakasam district sends their employees for training programs very frequently.

41. Team work refers to the work done by more than one employees in the organization. The efficiency of any organization totally depends on the working efficiency, dedication and honest of the team members. If the members of the team are efficient, and then they will work with more enthusiasm. Then the organization will be able to achieve its goals. If the human resource practices, organizational policies, organization structure and organizational strategies are good and reliable, the employees will feel more attached to the organization.

42. It is recommended to APSPDCL Prakasam district Markapur division that employees must be given a chance of involvement in the organization. If he participates in the functioning in the organization, he will feel himself as a part of the organization. Decision relating to day-to-day functioning should be given to the middle level engineers. So that they can show their best participation to the employees. The results
reveal that employees of an organization need to say in the organizational policies so that they can learn more from the organization.

43. It is recommended to APSPDCL Prakasam district that communication and feedback within an organization act as a facilitating process for employees to develop themselves in the organization could be handled with more care in accordance with the perception of employees. The employees work is being recognized and appreciated by the management. It can be maintained in such a way that the employees morale will improved.

44. The salary given by the company is satisfactory for the all most all of the employees in APSPDCL Prakasam district but still has to be enhanced to get more involvement from workers.

45. Since the employees of Ongole division are satisfied with existing training programs, the same may be continued. And it is suggested to Markapur division that proper awareness and motivation should be created to the employees for the successful implementation and maintenance of training programmes at span systems.

46. It is recommended to APSPDCL Prakasam district that management must focus on stress reductions programs and increases the attachment of employees to the organization. For that the management must conduct Yoga, Meditation and Employee assistance programs to reduced stress.

47. All the employees of APSPDCL Prakasam district who are working for the organization are feeling that they are having job security. So it is better to maintain the same policies and procedures for stability.

48. It is recommended to APSPDCL Prakasam district that the management must have a record on hand at any given point of time about the training effectiveness so as to understand the relation between the performance and the training of employees.

49. The opinion survey reveals that majority of Markapur division employees have stated that the organization is not providing a provision of training for new targets. In this
context, it may be suggested that if the organization can give training for new targets, it can achieve better results.

50. The opinion survey reveals that majority of Markapur division employees reveal that the training programmes conducted by organization is not useful for their career development. In this context, it may be suggested that, if the organization can design the training programmes relevant to the contemporary environmental changes will influence the career development of employees.

51. It is highly recommended to APSPDCL Prakasam district that the work is overloaded due to insufficient staff. So the management has to solve the problems regarding workload.