CHAPTER 8

FINDINGS AND SUGGESTIONS

8.1 Introduction:

After having research on the scientific basis and duly analyzing the same, certain observations are made in this particular chapter. As per the analysis carried at in the earlier chapter 7 the following are the detailed research.

8.2 Findings:

Followings are the findings in regard to various responses from the respondents regarding all human resources development practices performed in the pharmaceutical companies selected for the study.

(1) It was analyzed that all the 12 pharmaceutical companies by and large have given emphasis to human resource planning and development. This finding resulted from the affirmative answers provided by all the 12 pharma companies to the questions numbers from 10 to 19, very satisfactorily. They pointed out that their HRD departments were getting equipped with the manpower requirements from time to time, periodically and also as per the requirements.
(2) It was also stated that manpower forecasting was carried out as per changes in the technological trends in productivity and also according to the changes in the Govt. rules and regulations.

(3) For the purpose of motivating the existing personnel in the respective company, benefits such as Housing loans, Medical reimbursement convergence reimbursement, children education allowances were extended, appropriately. However, there facilities varied from company to company. Most of the sources of manpower requirement were internal. Even then to some extent depending on the new technological expertise, external sources were considered as imperative.

(4) Most of the companies resorted to internal promotions or transfers within certain departments. In certain cases internal advertisement/notification was also used. In regard to the external sources, campus recruitment and also ex-servicemen's agencies and as well as advertisements, through leading newspapers were considered necessary. Further management personnel in certain companies was also subjected to transfers from one department to another.
In regard to requirement the method of selection for various categories of posts varied in accordance with the nature, functioning and the duties.

It is interesting to note that pharmaceutical companies considered work experience along with subject knowledge as a “must”. Further, the selection was strictly based on the physical capabilities, health standard and psychological attitudes. The probation period was very much different from one pharmaceutical company to another. With reference to newly appointed employees regularization was carried out after satisfactory performance during the probation period and after the completion of the probation period.

Character verification was generally carried out as per the company’s regulations.

In regard to the placement of the selected candidates, single job placement was provided after job training. Training is considered by all the companies as very relevant and necessary to all the new entrants. Induction training that was provided by these companies was essentially, organization oriented, so as to enable the trainees
to be fully aware of the details pertaining to the structure, functioning and discipline of the organization.

(9) A sense of mission was inculcated along with each basic purpose of business and further-more, ethics and as well as the ideas and objectives of the company were emphasized.

(10) Most of the companies were very much particular in preparing some of their executives who were given new responsibilities. They were provided adequate and effective training. Such training was mostly in-house training and on the job training. In some few cases external agencies were asked to provide the necessary training. Most of these companies generally reviewed their job description at least once in a year. Few of the companies reviewed every alternative year. An important finding of this research was that information in regard to human resources consisted of the personal Bio-data of officers, their performance records and training programmes attended. Accomplishments of the personnel and personal appraisal were also essential sources of information. HR information was updated by each company continuously. HR information was used for the purpose of evaluating training requirements and also for determining the deservedness for
increments of for assignments of special projects. Further HR information was continuously sought by the concerned authorities for the purpose of judging the efficiency levels so as to consider some employees for promotions or for transfers. Most of the companies adopted formal appraisal system, based on merit rating, especially for managerial personnel.

(11) In regard to the procedure of conducting the performance appraisal, it was found that it varied from company to company. In most of the companies the immediate supervisor was entrusted in carrying out the appraisal of his subordinates. In some companies the Human Resource Development Dept or a special sub committee of the concerned committee was asked to carry out the appraisals of the employees.

(12) The periodicity of the personnel appraisals varied form company to company. Some companies carried out twice a year even though most of the companies carried out appraisal once in a year.

(13) The appraisal was mostly objective and quantitative because it dealt with characteristics such as; integrity, intelligence, honesty, capabilities and attitudes. Further achievements in respect of sales, production and performance were also noted the extent of the
individual contribution of the concerned officer towards the growth and development of the concerned department was also taken into account.

(14) Basically, performance appraisal system served the purpose of keeping the organization in an order of "fit and trim".

(15) The appraisal system served effectively as an instrument for the purpose of promotion or increase in salary or transfer or demotion.

(16) Self-appraisal was not generally encouraged by most of the companies.

(17) The appropriate action on the basis of an appraisal report was taken depending upon the necessity and urgency.

(18) End large the research investigation indicated that there were not many unfavorable appraisal reports in their companies. In respect of the unfavorable reports, the company-authorities took action by issuing a strict warning to the concerned employee.

(19) With respect to career development training it was found that most of these companies were not very much particular in providing special career development training courses. In certain cases where a company considered such a training necessary taken a special training was provided. Further it was noted that pharmaceutical
companies were not particularly interested in career planning of their employees.

8.3 Findings in Regard to Certain Important Statements on HR Practices:

With the explicit purpose of finding the paternal or benevolent approach of the pharmaceutical companies, in regard to the development of “Human Resources”, thirty eight different statements with five different alternatives to each of these statements were provided. To all these statements the respondents form the companies have given responses with great interest and sincerity.

(1) According to the respondents, the top management was very much in favor of guiding and developing the subordinates with the ultimate objective of enhancing the productivity of their organizations and especially for the purpose of promoting the personnel policies in a healthy manner.

(2) Most of the companies believed that the employee behavior can be properly directed towards the achievement of company goals if the top management takes appropriate decisions in regard to promotions and salary enhancement on the basis of appropriate appraisals.
(3) The companies believed strongly that the promotions should be based on suitability and never on favoritism. This was noted as a most essential tenet of these companies, especially because pharmaceutical products deserve special expertise and experience. Hence deservedness and not favoritism was the governing factor.

(4) Delegation of authority wherever necessary was encouraged with the soul objective of developing responsibility and not an authoritative attitude.

(5) Team spirit was considered as imperative for the growth of not only of the respective company but for the overall growth of pharmaceutical industry.

(6) With reference to these 12 pharma companies located in the Pune region, it was found that Emcure Pharma Ltd., during the period of this research deserved the 1st rank in regard to its growth, productivity and quality of HRM.

(7) Next to Emcure, Cipla Ltd. deserves to be pointed put as the second best in Pune region on account of its encouraging policies relating to its HR department.

(8) Next to Cipla Ltd., the deservedness of appreciation is very high in respect of Ranbaxy Ltd. this is essentially due to the fact that this
company promoted healthy trends in HRM department for the ultimate promotion of company objectives.

8.4 Overall Findings of the Study:

(1) The careful research study as already explained in the earlier chapters has supported the hypotheses positively in consonance with the objectives.

(2) The hypotheses has been validated and established as authentic on the basis of the analytical findings.

(3) The HR policies and practices of some of the leading companies amongst the twelve had indicated improvement in the companies' performance and enhancement of productivity. In this respect Emcure can be considered from amongst the 12 companies in Pune as the best in regard to the implementation of its HR policies and also on the basis of the adoption of sound and healthy practices. This companies selection, recruitment and training procedures are all employee oriented because this company believes that it is not money and machines but human resources that are of paramount importance. This statement has been amply justified by the realistic attitude of the top management. The researchers personal interviews and with some of senior manager also indicated the
authenticity of the above stated fact. Furthermore the enlightened policies of this company paved the way for greater and better operational performance. This abundantly justifies the veracity and acceptability of the second hypothesis viz. 'Effective policies and practices bring about better operational performance.

(4) In the Poona region next to Emcure stands the company CIPLA as a good functioning company. The policies of this company are employee oriented. The senior managers, with reference to, performance appraisal accurately evaluate the deservedness for promotion or appropriate training. This is a positive sign of benevolent encouragement to employees. In this respect Cipla's HR policies deserve praise.

(5) It can also be pointed out that the respondents' answers to the questionnaires clearly indicated 'Serum' as a leading pharmaceutical company, more particularly because its HR policies were considered beneficial not only for the enhancement of its productivity but also for the purpose of increasing the welfare aspect of its employees. Its guiding principle is to help the needy employees in all possible ways irrespective of the statutory regulations and requirements.
(6) It can be said that Ranbaxy occupies the 4th place from amongst the 12 pharmaceutical companies in the Pune region as per the research survey. This company is managed by a well-known group of competent and committed and as well as nationally progressive personalities with a global vision. Their goal is promotion of healthcare in tune with the requirements of modern times.

(7) Litaka is well known for its progressive and welfare oriented HR policies. The responses indicated favorable ranking to this company, especially in regard to its motivational and encouraging treatments without favoritism or ill will or communalism.

(8) Amongst these 12 companies Fresenias (I) Ld. deserves a place of recognition for its progressive policies in respect of promotions to its deserving employees. It considers quality as the most relevant factor whether it is with a reference to a product or a person.

(9) 'Glenmark Pharm Ltd.' Can be said to be a reasonable well accomplished pharmaceutical company. This fact is justifiable because its employees are very well satisfied with the monitory benefits and welfare measures. In short this company is an asset to the Pune Pharma Environment.
Nulife Pharma Ltd. is managed by a reputed family of industrialists this company deserves appreciation in respect of its helpful HR policies. The researcher could not come across any grievance from the employees who were interviewed. This is an admirable feature.

Intervet India is a company to be reckoned with as a giant especially because its management thought foreign-oriented is more nationalistic in outlook. It is company that caters more to the employees' benefit without any indication of throwing out the unwanted personnel through VRS scheme. Quality is its guiding feature. Some of its top managers are given foreign travel and leave concession benefits for attending conferences whether in Germany or in Amsterdam.

On the whole, in conclusion, the research survey has shown an encouraging positive indication on the HR front in the Pune Region. While the IT front is galloping the pharmaceutical activity is also gearing up and it is destined to reach peaks of perfection in due course of time, with a national mission and a global vision.

Apart from the twelve companies the research or has had oral discussions with certain top managerial personalities of some other
pharma companies, such as 'Litaka Drugs,' 'Haffkine Biochemical labs'. These companies are also contributing to the development of Pharma industries in Pune Region through their technical experts and committed HR personnel.

(14) It is not only the infrastructure or the capital invested or modern equipment but it is the enlightened guidance that management provides to its employees to carry out their tasks without fear and with their 'heads high', looking into the future with great expectations.

It is been summarized that, we have got different approaches depending upon policies, culture, climate, type & leadership for every particular organization. However, in order to have optimum solution it is necessary to have realistic approach for forecasting, motivating, coverage & incentive plan. Programme for internal promotion, methods & the selection coverage & single job placement. Judging the efficiency level, inception & self appraisal, training programmes, infusing team spirit encouraging practices for proper planning. The creation of the infrastructure & fearless environment is a must into the future with great expectation.
8.5 SUGGESTIONS:

The following are the suggestions based on the entire research work:-

1. Every pharmaceutical company at all time should strive to enjoy a smooth and vibrant employer-employees relationship and bring about a peaceful and productive environment as a testimony of pro-active HR policies.

2. Every pharmaceutical company as a responsible corporate citizen should be committed to the well being of the society in the rural areas by undertaking various developmental projects and schemes such as supplying drinking water, laying of roads extending assistance for expansion of school buildings, providing appropriate furniture, computer facilities, skill development and career development programmers for women, scholarship to meritorious students, health-care and sanitation facilities, midday meals to school children, donation of medicines and medical equipment to hospitals.

3. Corporate social responsibility in the real sense should include equitable growth of the pharmaceutical quality of the company and as well as the community at large.

4. Pharmaceutical companies should adopt measures for effective management of human capital which consist of intangible and
valuable resources of experts who posses creative and innovative talents. In this respect the competitive environment prevailing at present should necessitate the appropriate motivation and retention of talents.

5. While high technological development and innovation on the pharmacy front is imperative it is essential to note that Human Capital Management which consists of the utilization and measurement of qualitative and quantitative human resources are of immense strategic advantage. The benefits of Human Capital Management can be realized on the strength of intensive training and wider experience.

6. In spite of the fact that pharma companies should provide priority to drug manufacturing and formulation still it is imperative that they constantly add to the skilled, technician personnel by appropriate recruitment from time to time.

This step would ensure efficient adherence to production schedules and to market deliveries at no stage there should be relaxation in this respect.

7. In these days of galloping technology it is necessary to use the latest laboratory equipment not only in respect of testing procedures but also in carrying out the latest modification in formulations. It is necessary
that quality at any cost should be considered as the motto and not urgent production to meet the market demand. In other words pharmaceutical companies should provide qualitative guarantee to the manufactured medicine against adverse or unexpected reaction. So as to instill confidence in the consumer are the medical personnel who prescribe the same.

8. In modern times quality has to be upgraded from time to time and this applies not only to products but to the personnel as well. Hence, it is suggested that promising and deserving persons should be deputed by the pharmaceutical companies to certain top pharma laboratories in the world, in USA and other European companies. This provides safeguards in respect of the quality aspect of the product and the technician

9. Every pharmaceutical company should form from time to time form a committee of seven to ten medical experts drawn from various areas of specialization, this committee should be empowered to advise the company in regard to products that one below a specified limit of acceptability. There should be no room for fear or fever. This is because the ultimate consumer who is a patient should not be taken for a ride on account of his ignorance and innocence.
10. To motivate the HR Personnel especially shop floor personnel. It is necessary that they should be provided uniform once in every three months and also as and when they get tored. This would guarantee cleanliness in the premises.

11. Given though inspection by the Food and Drugs Administration (FDA) Maharashtra, authorities is commonly carried out as per requirements it is suggested that the FDA authorities should inspect every pharmaceutical company once in three months regularly and also as and when they receive realistic complaints either from medical personnel from, hospital or from distributors.

12. In the course of research survey it has been observed that the skilled operators employed by the pharmaceutical companies are not subjected to fulfillment of certain conditions of approval in regard to their appointment and job performance from time to time. Hence it is suggested that the competent authority should make certain provisions for the necessity by such an approval or similar likes as is done in the laboratory technician.

13. According to a reliable news from the "The Economic Times" dated December 3, 2007, it is learnt that during the last three months the shares of five most traded generic companies grew by a mere 4%
whereas the shares of the companies providing 'Contract Research and Manufacturing Services' (CRAMS) to global pharma companies, rose by 19% during the same period. This fact implies that as the global generic market is reeling under pricing pressure it is imperative that the top pharma companies in India should increasingly resort to outsourcing manufacturing and research and thereby focus on their core competencies, sales and marketing.

14. Apart from dependence on clinical research and contract research, it is necessary for the pharma companies to boost revenues by actively participating in the contract services marketing. This change in strategy would necessitate an overhauling of its human resource capabilities and talents.

15. Outsourcing would be a huge potential for the Indian pharmacy companies as at present the Indian generic accounts for 11% of the global market on account of the 'pricing pressure'. This erosion of market capitalization in the generic segment can be counteracted by a dynamic change in the pharma trend.