CHAPTER SEVEN
RECOMMENDATIONS AND SUGGESTIONS

7.1 Recommendations:

Following are the recommendations made to the companies, departmental managers, HR Department / HR Managers and employees on the basis of observations and findings of the study –

7.1.1 To Companies:

1) The companies should give more emphasis on the campus interviews in educational and training institutes, employment exchanges, private placement agencies and e-recruiting for recruitment of right candidates.

2) The selection test should be conducted in following 3 stages to ensure the selection of skilled and competent employees-
   i) Written/Online examination,  ii) Personal interview and
   iii) Practical examination (if applicable)

   The candidates, who qualify in the 1st written/online examination, should be invited for personal interview and practical examination.

3) The practical examination should be made compulsory for the selection of employees particularly in the machine operators, computer operators and engineers’ category where technical activities are carried out.

4) The large industries are expected to introduce the apprenticeship to train the fresh candidates so that the candidates will get good learning opportunities and companies will also get trained and skilled workforce.

5) The General Manager is supposed to conduct regular meets with the employees and fix visiting hours on a specific day in a week for the employees to understand their needs, difficulties and expectations.

6) The best performances of employees should be appreciated by offering them cash prizes, gifts and tour at the expenses of company. These ways will motivate the average and below average performers to improve their performances.
7) It is necessary that the companies should conduct the surprise & daily visits by the departmental managers to the workplace for observing the performances, make the appraisal of employees’ performances by a group of experts and 360 degree performance management system to have more objective feedback.

8) The CCTV Cameras need to be installed at the workplace of the employees in order to keep moral check on their performances.

9) The six sigma practice should be adopted by all large industries not only in production but in administrative processes also for the continual improvement in the performance by keeping the defects at minimum level.

10) The companies are required to get the involvement of experts from the field, corporate trainers, supervisors and experienced workmen in the content designing for training programmes. The involvement of these experts will cover the useful areas and recent advances in the relevant subjects.

11) The companies are requested to adopt the practice of flexible working hours and implement in a proper manner so as to satisfy the employees and make them feel comfortable to work with high efficiency and productivity.

12) The restroom and health care centre are required to be developed to make the employees feel relaxed from the work pressures during the lunch & tea break and to render the health services respectively.

13) The transport facility should be introduced for the employees whose residences are far away from the company premises.

14) There is a need to run the crèche for the babies of women employees.

15) The companies should run the consumer co-operative store for the employees and supply them the goods and services at the economical prices.

16) The companies are supposed to have well-developed gym, yoga & meditation centre, library and reading rooms for the recreation of employees.

17) The top level management is expected to adopt the modern approach, become self-reliant for handling the technology and not to make frequent interferences in the working of departmental managers and employees as well.
7.1.2 To Departmental Managers:
1) The departmental Managers are requested to conduct the surprise and daily visits at the workplace to understand the employees and observe their performances.
2) They should make a provision of visiting hours on every day for the employees to discuss the important issues.
3) The departmental managers are supposed to have the positive attitude and act as the effective link between the top management and employees.
4) It is necessary to make proper allocation of work among the employees by considering their abilities, skills, experiences, interests and age groups.
5) The departmental managers should take an initiative in fulfilling the needs and solving the difficulties of employees.

7.1.3 To HR Department/HR Managers:
1) The HR department should focus on continuous training and train the employees as and when they are required. The training programmes should be also conducted on the managerial aspects like-management of time, change, mind, resources, disaster and so on.
2) The career guidance lectures by the career counselor should be arranged for the wards of employees.
3) The on-the-job training methods – Vestibule and Simulation should be used to provide practical exposure to the employees.
4) The off-the-job training methods like – Case Study and Role Play should be used effectively to develop the analytical and problem solving skills among the employees.
5) The employees need to be trained by the HR department in case of the job transfer, promotion and job enlargement where the major changes are taken place in their job profile.
6) There should be a provision of visiting hours to HR Manager on every day for the employees in case of urgent matters.
7) The HR department is expected to take the prompt action in respect of – fair remuneration & timely increments to the employees and timely settlement of wage agreements in case of operators.

8) The HR Managers are supposed to motivate the employees to take job related professional education for the development of knowledge, skills and competencies.

7.1.4 To Employees:

1) The employees are expected to have positive attitude and think not only about their own benefits but the company’s development also.

2) The employees should take an initiative and get themselves actively involved in the developmental activities of the company.

3) They are required to upgrade their educational qualification by successfully completing job related professional and technical courses.

4) They should make self-appraisal of their performance and set individual targets in terms of quantity and quality of the performance and make sincere efforts to achieve them so as to contribute in the attainment of group, departmental and organizational performance targets.

7.2 Suggestions:

The suitable suggestions are made to the companies, departmental managers, HR Department / HR Managers and employees. These are as under –

7.2.1 To Companies:

1) The computerized system should be developed to store the dates of marriage anniversary of the employees & birth dates of their family members and send the best wishes from the company through the E-mail or SMS. This system will help the companies to develop the cordial relations not only with the employees but their family members also.

2) The system of self-appraisal should be developed for the employees and they should be asked to make their self-appraisal on given parameters at least once in a year.
3) The performance appraisal should be done on half-yearly basis so that the average and below average performers will get the feedback and opportunity to improve their performance in the second half of the year.

4) The companies are expected to start the schools & colleges and give reasonable concession in the tuition fees for admitting the children of employees in these institutions. The formation and management of educational institution will be the great contribution of the company towards the best practices as well as corporate social responsibility.

7.2.2 To Departmental Managers:

1) They need to make frequent formal and informal interactions with the employees to understand their needs, difficulties & expectations and also to develop cordial relations with them.

2) They are expected to motivate the employees of their department to complete the certificate, diploma or degree courses successfully for improving the educational qualification.

3) The employees should be encouraged by giving them individual freedom to share the expertise, innovative ideas, views and suggestions for the improvement in the performance of the department and organization as whole.

7.2.3 To HR Department / HR Managers:

1) The HR Managers are requested to provide the latest information about HR requirements, new HR practices, systems and activities proposed to be adopted etc. to the top level management time to time and get approved favorably for the development of performance driven culture in the organization.

2) The HR department should arrange the industrial visits to other plants of the same industry and other industries in order to inculcate new knowledge, skills, insights and experiences to the employees.

3) The initiative should be taken by the HR department to conduct the adult education classes for the illiterate employees to get them at the moderate level of literacy.
7.2.4 To Employees:

1) They are requested to suggest their better ideas and opinions for improving the performance of department and company as whole.

2) They are supposed to co-operate the departmental managers and top level management in the implementation of company’s policies, practices, systems etc. and in the attainment of goals & objectives for the development of an organizational performance.

7.3 Scope for Further Research:

This research work studies the best practices in HRM in selected large scale manufacturing industries in Nashik under the following important areas –

i) Recruitment and selection  ii) Training and development

iii) Rewards and recognition  iv) Leadership and motivation

v) Performance appraisal  vi) Health and safety measures

vii) Employees’ development.

The present research study is related to a period of 5 (Five) years (2008-09 to 2012-13). Every area from the above scope may be the separate topic for further research to have in-depth study of the particular area of the subject.

In the wave of liberalization, privatization, globalization and information technology, the advancements are being taken place continuously in every facet of Human Resource Management to face the challenges successfully in this dynamic business environment. Hence, the further research may be undertaken on ‘Impact of Globalization or Privatization on HRM Strategies in Selected Industries (Manufacturing or Service) with Special Reference to Post Globalization Period’. This research may be based on certain areas from the scope of HRM.

There is a wider scope for the further research in HRM in today’s context of dynamic business environment. Some of the topics on which further research may be conducted are suggested as under:

1) Innovative Strategies in HRM for the Retention of Competent Workforce
2) Innovative Methods of Recruitment and Selection
3) New Techniques in Performance Management System
4) Effective Measures for Maintaining Employees Health and Safety
5) Emerging Trends in HRM