India’s comparative advantage of enormous labour abundance is not being adequately utilized because of the high wage marks create by the labour laws in the organized sector. There is a lack of consensus amongst the employers and workers which is being an impediment to any proposed changes in labour laws. The existing formal social security system not only has structural problems but also has administrative problems and hence the reform agenda cannot be confined only to piecemeal improvements to individual enactments but should also include radical restructuring of the entire framework along with legal and administrative reforms.

### 7.1 Major findings of the study

1. An awareness of the structure of the organisation is essential for each employee for role clarity, resource application and its efficient utilization, executive action, work flow and work relation analysis, career planning, effective performance appraisal and overall development of the organisation. The study indicates that only a marginal majority of 56% employees have awareness about such an organisation structure whereas the remaining 44% are totally ignorant of it.
2. Among the supervisors, who form the middle category, 56% don’t have any idea about the organisation chart.

3. It is observed that awareness about organisation structure diminishes with experience and increases with educational qualification.

4. The study revealed that only 54.4% of the employees participated in any skill development programme of the company whereas the remaining 45.6% have not yet participated in any skill development programme. It is also found that the participation is more among executives and low among the workers. It is to be noticed that around half of the employees have not at all participated in any programme in their employee work life. This in turn leads to employee inefficiency.

5. It is found that the rate of participation in skill development program is high among employees with less experience and high educational qualification.

6. The study revealed that among the various components of human resource development, employees prefer individual development and organisational development to career development forgetting the fact that total development should be possible only through career development.

7. Out of the various factors that contribute towards individual development of an employee, the prioritized factors are rapport with boss and co-workers, proper recognition and appreciation of abilities, self-interest in the work, superior’s encouragement to suggest new ideas and so on.

8. Among the various factors that contribute towards career development of an employee, the prioritized factors are performance linked variable pay, consulting the employees while determining the training and development needs, solid criteria for efficiency based promotion, professional growth and learning opportunities and so on.
9. The various significant factors that contribute towards organisational development of an employee are congenial environment for applying acquired knowledge and skill, organisational climate comfortable enough to support individual growth, efficiency of top management to ensure team spirit, certifications to enhance image of the organisation and so on.

10. The study reveals that employees in HNL are least aware of the human resource development practices followed there. Normally all such endeavors are considered as those organized just for the sake of such measures.

11. It was found that the employees are not satisfied with the sufficiency of human resource development programmes in HNL.

12. A detailed study of labour legislations indicates that it has a little legal provision for human resource development.

13. It also reveals that labour legislations have little provision for training and development of employees with a specific structure.

14. The study shows that the labour legislations in India mainly cover the provisions for labour welfare, social security, service conditions and salary and compensation.

15. The study indicates that even though the employees are satisfied with the salary and other benefits, they are expecting an initiative from the employer to impart some training and development programme that facilitates their individual development.

16. The study reveals that the proportionate investment for human resource development is comparatively low in organisations.

17. It is concluded that labour legislations only have a little influence on the human resource development of employees.

The overall conclusion derived from the study is that even though the employees have clear aspirations about the need for human resource
development, the scenario requires an effective structural and legal framework to effectively implement it. Such efforts should be initiated by the responsible authorities, especially by the appropriate Government, to mark a remarkable change in the present situation.

7.2 Suggestions of the study

7.2.1 Attitudinal restructuring of employer and employees

This involves restructuring and reshaping some attitudes like trust or distrust, friendliness or hostility between labour and management. When there is a backlog of bitterness between both the parties, attitudinal restructuring is required to maintain smooth and harmonious industrial relations. It develops a bargaining environment and creates trust and cooperation among the parties. The study highlighted the relevance of attitudinal restructuring of employees so that all their commitments may contribute towards organisational development. Every attempt should be made to facilitate the synchronization of organisation’s goal for efficient set employees with individual’s need for career advancement and growth.

7.2.1.1 Intra-organisational bargaining

It generally aims at resolving internal conflicts. This is a type of maneuvering to achieve consensus with the workers and management. Even within the union, there may be differences between groups. For example, skilled workers may feel that they are neglected or women workers may feel that their interests are not looked after properly. Within the management also, there may be differences. Trade unions maneuver to achieve consensus among the conflicting groups.
7.2.2 Motivation of employees

Motivation is the inner power that pushes us toward action and achievements. Motivation can come from the enjoyment of the work itself and/or from the desire to achieve certain goals e.g. earn more money or achieve promotion. It can also come from the sense of satisfaction that we gain from completing something, or achieving a successful outcome after a difficult project or problem solved. The performance of employees is a product of their skills, experience and motivation. A talented employee who feels demotivated is unlikely to perform well at work, whereas a motivated employee can often deliver far more than is expected from him. Motivation is the inner power that pushes us toward taking action and toward achievements. Motivation is powered by desire and ambition. Non-monetary rewards are sometimes more effective than monetary rewards. A token of appreciation may bring about miracles in the organisation. A recognition properly awarded will motivate the employees in the whole organisation. It is highly recommended that every organisation should implement the concept of both BEST WORKER AWARD and the BEST EXECUTIVE AWARD every year. Such an idea may enhance morale in the organisation.

7.2.3 Need for a structural & legal framework

The study deeply identified the need for a structural framework for imparting skill development to the employees working in Indian industrial concerns. Even though certain organisations have plans for imparting skill development to the employees in their HR policy and HR Manual, few organisations are only practicing it. Normally, most of the organisations compromise the HRD aspect whenever they are in financial stringencies. In the long run it may adversely affect the performance of the organisation.
Hence, the country needs a legal framework to ensure a continuous and consistent policy for human resource development.

Anyhow, in the Indian industrial scenario, a law covering entire employees under this concept is practically too difficult. Multiplicity of pro-worker labour laws to protect the rights of worker category makes the proposed structure impractical to implement. The Indian labour law provides for seniority based promotion to workers. The Trade Unions also encourage such seniority based promotion. The Indian industries are characterized by seniority based promotion to worker category which is considered as the most comfortable seat for an average worker. Hence, trade unions may protest against any such move to propose an upward progression in career. So, the researcher found it practical to exclude the worker category from the ambit of recommending a legal structural framework for employee development in the organisation.

The non-unionised supervisors and executives are the persons responsible for managing the affairs of the organisation. The efficiency of an organisation is measured in the context of the quality of the executive action in the organisation. Supervisors to a certain extent and the executives are the team responsible for ensuring this in the organisation. Hence, starting from the scratch is the best alternative available to any organisation. Moreover, a quality enough set of executives can effectively manage even an unstructured group of employees.

For designing the structural framework for enhancing self-initiated skill among employees in an organisation and thereby facilitating overall development of individual, as part of a nation-wide movement, a separate
body may be constituted especially with the specific goal of enhancing the present skills of employees.

For this purpose, the Central Government may think of utilizing the existing facilities for skill development by extending the activities of recently constituted National Skill Development Authority. Anyhow, the objectives underlying the constitution of the Authority should be demarcated with the objective of imparting human resource development so mentioned for employees in industrial concerns. The Authority was constituted with the specific purpose of imparting skill training to the unemployed youth of the country. The theme of the Skill Development Initiative is to enhance employability of the unemployed segment in the society. The infrastructure of Central Board of Worker Education, National Skill Development Corporation, other state-wide institutes constituted for employee training and development should also utilized to make it practical with least investment.

7.2.3.1 Structure of the proposal

- Institutional structure

- Constitution of a national level apex body for imparting development to supervisory and executive category employees working in public sector undertaking. Even private sector may also be associated with the programme under a specific and clear Memorandum of Understanding.

- Constitution of national level Institutes with sufficient number of regional/district-wise (need-based) Institutes to supplement the initiative of the apex body at national level.
• Constitution of National Skill Development Fund for industrial employees to pool the funds and finance the activities for imparting development to employees.

• The National Skill Development Fund may be constituted by pooling funds in the following manner:
  
  o All those industries covered under the provisions may contribute a fixed percentage of its annual profit towards the Fund. No need of any contribution to the Fund in years of loss.
  
  o Budgetary allocation of the Central and State Governments
  
  o Collection of cess

• Private sector undertakings may also be associated with the efforts by fixing an annual contribution to them in advance on a continuing basis.

• The quota for imparting training every year should fixed on the basis of some suitable criteria.

• The quota for every participating organisation should be fixed on the basis of their annual contribution subject to a restriction to both minimum and maximum participation.

• Training calendar of all the collaborating Institutes should be announced well in advance. Proper balance should be maintained in the calendar for the three basic components of HRD so as cater the needs of every employee.
• **Participant selection – Modus operandi**

  The Reporting officer (immediate boss) of the employee identify the skilled enough persons under his span of control, subject to a ceiling limit laid down, and forwarded that names to the Reviewing Officer (immediate boss of reporting officer).

  The Reviewing officer after reviewing the list, supported with proper justification, forwarded to the Core Committee comprises of all the Head of the Department and the Managing Director.

  The Core Committee review the screened list of eligible candidates through joint consultations with the concerned Head of the Department. Finally a consensus is arrived at for the selection of eligible candidates on the basis of the organisational quota.

  The organisational quota of participants may be determined on the basis of the annual turnover of the company during a particular year.

• **Development program**

  The selected candidate has the option to select any slot of program that best suits his requirements in the light of the annual program calendar of the Institute and after consultation with the Reviewing Officer.

  On successful completion of the development programme in any of the Institutes scattered all around the country for a prescribed period, the competent faculty of the Institute after proper evaluation, issue a grade certificate on a 10 scale grading scale ranging between excellent to very poor.
• The performance of the participant during the training program should be continuously assessed by an impartial body comprising of the Institute Head, program Co-ordinator, Senior faculty member and Skill Experts (from both inside and outside).

• The duration of the program may range in between 10 days to one month or any such lengthy period. Anyhow, precaution should be taken to ensure that the period should be sufficient to impart highly structured development package. Executive development is a continuous process and to ensure that the effect may last long for a pretty long time, sufficiency of time should be confirmed.

• A participant once selected may not be selected again for the next 3 years to ensure chance for equally competent other counterpart.

**Post-development program**

• Weighted Employee Assessment should be made by every organisation through performance appraisal system for every employee periodically in the prescribed manner. Proper weights should also be assigned to the participant employee on the basis of his grading and aggregate score may be the criteria for promotion leaving a high chance for the participant employee for a sweet promotion. Hence, the rating should also add as criteria for promotion in the promotion policy of the company.
**Miscellaneous aspects**

- Every organisation should publish a monthly bulletin to communicate with the employees regarding the possible promotion opportunity, development programs, achievements of the successful participants etc. to motivate the employees.

- Certification of industries on the basis of the extent of skill development (through skill development audit) just like ISO, OHSAS certifications to enhance the image of the company among the public. Such a certificate is the reflection of the operational efficiency, employee efficiency, employee motivation, healthy organisational climate, etc.

- The apex authority as well the regional Institute can announce the Excellence Award to the best performers nation-wide and region-wise respectively every year on the basis of the performance of participants during a particular year.

**7.2.4 General suggestions**

- At macro level, increased emphasis is being placed on the development of human resources

- Scientific and technological advancements are making it all the more important to develop human resources. Physical resources are wasteful if competent human resources are not available

- Career planning is a process which helps the employees to plan their career. It encourages the employees to analyse and assess their capabilities and inform them about the career opportunities that are available in the organization. The major focus of career planning is to help the employees to match their skills and abilities to the needs and demands of the organization. It aims at providing accelerated
career growth opportunities for its efficient and capable employees. Hence career planning is a systemic process of determination of the career prospects, career development and career growth of an individual employee. It helps to strengthen human resource development system of the organization. *Not possible under the present system*

- Training and development are the human resource development instruments or sub-systems used by every organization. The importance of training has increased out of the constant improvement in the field of technology. Training is an act of increasing the skill and knowledge of an employee to do a particular job. It aims to increase the efficiency of an employee, for a specific job on the other hand, employee development aims at overall development of the employee. So, most of the organizations believe not only in recruiting the best in the industry but also in developing their competence. *Possible only if there is an effective mechanism*

If this structural aspects may be legalized through a separate legislation exclusively for the employees in Indian industrial undertakings, the researcher is sure that it will ensure overall human resource development of the employees leading to increased efficiency and profitability of the organisation. This will in turn increase the GDP of the country and well-being of the economy.

Hence we need to improve the existing system of labour laws. New labour laws must provide for closer worker-management co-operation in the interest of the unit, increased productivity and should promote the competitive spirit of every employee. It should boost HRD, which leads to increased efficiency of organization. Increased efficiency ensures more employee
development programs both legal and voluntary. Such a labour legislation we are waiting for.

Leaving behind the scope for further research in the area of a separate legislation and other aspects of HRD, the researcher is optimistic of shining India.

“Only if you have been in the deepest valley, can you ever know how magnificent it is to be on the highest mountain”- Richard Nixon

Nature is the greatest leveler, for every simmering peak there is a sylvan valley, when the clouds of disaster gather around here, there will be silver lining elsewhere. True to nature there are always ups and downs in the industry and the future also hold no different.

“When the going is good, move on, don’t look elsewhere do something new, well before the situation worsens.”- Charles Hardy