CHAPTER VII

Findings, Suggestions and Conclusion
Findings of the present research work:

Total 150 respondents were selected (using simple random sampling) from five dairies of Gujarat. The distribution of respondents from various dairies is given below:

Dairy wise break-out:

<table>
<thead>
<tr>
<th>Dairy</th>
<th>No. of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amul Dairy</td>
<td>30</td>
</tr>
<tr>
<td>Baroda Dairy</td>
<td>30</td>
</tr>
<tr>
<td>Dudhsagar Dairy</td>
<td>30</td>
</tr>
<tr>
<td>Mother Dairy</td>
<td>30</td>
</tr>
<tr>
<td>SUMUL Dairy</td>
<td>30</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>150</strong></td>
</tr>
</tbody>
</table>

The target population of the study was employees in various dairies in Gujarat. A census of five dairies of Gujarat was taken. Researcher got filled same questionnaire from management of the dairy. Both primary and secondary type data were collected for the study. The researcher has used primary data for gathering details related to the study. The use of secondary data from the published sources like annual reports and websites of the dairy has been used for gathering the general information of the selected sample dairy units. Below is given gross findings of the present study.

(A) For Employee:

Training & Development:

- All dairy had training policy.
- All dairys’ employees require assessment for the training; majority of the respondents were from SUMUL and Mother dairy. There is association between dairy and need of assessment for the training.
• Almost all respondents from Amul and Baroda dairy said that there was an evaluation system after the training and hence they doesn’t require other assessment for the training; whereas majority respondents from other dairy said that there was no evaluation system after the training and hence they require it.

• From selected respondents, about 80% respondents from Amul and Baroda dairy received training after joining the unit whereas this percentage is very low (50%) in other dairy. i.e. in other selected dairies, half of the respondents were not received training after joining the unit.

• Among respondents who had taken training, majority of them had received training in the unit as well outside unit. Training in the unit was given by manager or Dy. Managers and senior employees whereas outside unit training was given by experts or consultants. Span of these training was 1-7 days. Some expert trainings were of 15 or more days.

• Coaching & counseling and project assignment were training and development methods adopted for the employees in SUMUL, Mother and Dudhsagar dairies. In Amul and Baroda dairies, only Coaching & counseling method was used for on the job training. For off the job training, most common method was conference & seminars. Some respondents also told that they were given case study for the training.

• Majority of the respondents from Amul and Baroda dairy satisfied with the training programme whereas about 50% respondents from SUMUL and Dudhsagar dairy were not satisfied with the training programme. As per respondents from SUMUL dairy, training programme were not well equipped in the organization.

• As majority of the training programme were organized in the unit / city, the respondents did not get stipend during training period. Some employees who had taken training / attending conference – workshop outside city, got stipend during the specified period.
Almost all respondents who were class – I or II (executives), had received the executive development training (like O.B., HR, etc.). Only two / three respondents who were just joined the organization, had not received this training.

Amul and Baroda dairy had some tie up with organizations like IRMA, IIP, CLRMA, Multiple and AMA, for personal development. Respondents from SUMUL, Dudhsagar and Mother dairy were not aware about outside support for personal development.

About 70% respondents from Amul & Baroda dairy and about 50% from other dairies, agreed that their organization encourage employees in their career growth. Various measures adopted by organizations to encourage the employees in their career growth were “performance”, “job security”, “further education”, “sincerity”, “promotion”, etc.

Overall 50% respondents from each dairy said that their organization didn’t provide an opportunity to shift their career life if their interest lies in some other existing area.

Respondents from Amul and Baroda dairy were more satisfied with development programme of their organizations as compared to other selected dairies.

There was mixed response regarding well-equipped / preplanned development programme. Some suggestions (like specific target, length of training programme, content covered, etc.) were given by respondents for development programme.

In SUMUL and Mother dairy as per only 50% respondents, there was a system to evaluate the post training performance whereas in Amul, more than 70% respondents said that they have system of evaluation.

Overall Amul and Baroda dairy had better Training and Development system as compared to other selected dairy units.
Performance Appraisal:

- All dairy had performance appraisal system for employees. The duration of appraisal was either 6 months or yearly base. Common methods used for performance appraisal were “Confidential report”, “Grading”, “Check lists” and “Management by objective”.

- Respondents had given their views regarding problems faced by them in performance appraisal, are listed below:
  - Judgment bias
  - Personal prejudice
  - Criteria problem
  - Influence of man’s job
  - Social differentiation
  - Miscellaneous biases
  - Central tendency problem

- The highest satisfaction in Performance Appraisal was in employees of Amul dairy followed by Baroda dairy, Dudhsagar, SUMUL and Mother dairy.

Compensations:

- Majority of the respondents from selected dairy units said that they were offered compensation in terms of “Awards & rewards”. Very few respondents said that they had offered compensation in terms of cash.

- When the respondents were asked about their satisfaction regarding various compensations given by their organizations, majority of respondents were satisfied with salaries, incentives, fringe benefits and welfare measures, but they were not satisfied with promotion policy, performance based bonus and profit sharing.

- Medical, life and accident insurance, LTC were common benefits given to every employee of all selected dairy units. Few dairies (Amul & Mother) also provide Loan to their employees.
• Amul dairy provides all facilities to their executives (full furnished home, watchman, gardener / sweeper, etc). All dairy units provided canteen facility and training for each employee.
• Decision about wages / salary was taken as per industry wage / salary policy for permanent employees. Temporary / contract based employees got salary / wages as per collective bargaining and adjudication in majority of the dairies.
• Majority of the employees got wage / salary regularly in all selected dairy units.
• All dairy given provident fund, gratuity to their employees. There was some difference in dairies regarding pension benefits.
• Overall respondents from Amul and Baroda dairy were more satisfied with compensation practice of dairy units as compared to respondents from SUMUL, Mother and Dudhsagar dairy.

(B) For Employers :

Training & Development :

• About 80% of employers said that training was not mandatory for all level of employees. It depends on the designation / position as well seniority.
• Employers analyzed the need of training on the basis of performance of employees and need of the organization.
• As per employers, training was provided to their employees in their organization to enhance their technical skills, as well as soft skills. To enhance employees’ soft skills different type of behavioral training programmes offered to employees like communication skills, assertiveness and culture sensitivity, etc. The frequency of such behavioral training programmes was made once / twice in a month.
• Various methods adopted by the employers to train the employees were on – the – job training and class room training.
• Effectiveness of training program in their organizations were normally evaluated by observing the post training performance of employees, reaction / feedback of the trainings and determining ROI.
Performance Appraisal:

- The Performance Appraisal methods followed in the organizations were balanced scorecard method and MBO method. In some organization/department Rating scale method was also followed for Performance Appraisal.
- An individual employee was evaluated on the basis of his/her adaptability in the organization, behavior and technical skills.
- Majority of the employers were using 180 degree feedback to evaluate employees.
- The appraisal feedback was communicated to the respective employee.
- All employees were satisfied with the prevailing appraisal system.
- All dairy units had mentor system intended to help employees in their career progression.

Compensations:

- Management offered compensation in the form of award and reward.
- Various benefits like medical, life & accident insurance, LTC, etc were given to the employees by the employers. Housing, traveling and other allowances were also provided to the employees with their salary.
- In all dairy units, different kind of perks like training, canteen, filtered water, etc were available.
- All managements give bonus to their employees in cash. The decision about wages/salary was taken as per industrial policy.
- All employers provide retirement benefits to their employees in the form of provident fund, gratuity and pension.
- Medical insurance and child education benefits were also offered to employee’s family by the employers.
Results of Hypothesis testing:

- Null Hypothesis: There is no significant difference in satisfaction level of respondents with Promotion policy is rejected and concluded that there is significant difference in satisfaction level of respondents about promotion policy.
- Null Hypothesis: There is no significant difference in satisfaction level of respondents with Welfare measures & Fringe benefits is rejected and concluded that there is significant difference in satisfaction level of respondents about welfare measures and fringe benefits.
- Null Hypothesis: There is no significant difference in satisfaction level of employees with organization’s existing compensation policy is accepted and concluded that there is no significant difference in satisfaction level of employees with organization’s existing compensation policy.
- Null Hypothesis: There is no significant difference in knowledge of employees about revision of compensation plan is accepted and concluded that there is no significant difference in knowledge of employees about revision of compensation plan.
- Null Hypothesis: There is no significant difference in Performance Appraisal between selected dairy units is rejected and concluded that there is significant difference in Performance Appraisal between selected dairy units.
- Null Hypothesis: There is no significant difference in Compensation practice between selected dairy units is rejected and concluded that there is significant difference in Compensation practice between selected dairy units.
- Null Hypothesis: There is no significant difference in mean score of Performance Appraisal between selected five dairy units is rejected and concluded that there is significant difference in mean score of Performance Appraisal between selected five dairy units. It can be seen that Amul and Baroda dairies were doing better practice in Performance Appraisal as compared to other dairies.
Null Hypothesis : There is no significant difference in mean score of Compensation practice between selected five dairy units is rejected and concluded that there is significant difference in mean score of Compensation practice between selected five dairy units. It can be seen that Amul and Baroda dairies were doing better practice in Compensation as compared to other dairies.

Suggestions :

(A) To the employees :

- All employees should give support to the management regarding satisfactorily organize training program. Employees should show willingness to attend such a training program sincerely.
- Employees should accept the decision taken by management regarding training program, workshop or conferences.
- Employees should understand that training is provided to them in their organization to enhance their technical skills, as well as soft skills and hence they must be serious regarding attending training.
- After getting training or attending workshop / conference, employee should be implement the knowledge /skill upgraded, in their work.
- Employees should have positive attitude towards attending training and implementing the knowledge into their job.
- To enhance employees’ soft skills different type of behavioral training programmes offered to employees like communication skills, assertiveness and culture sensitivity, etc. The frequency of such behavioral training programmes is made once / twice in a month. Employees should have active participation in these programs.
- The result of post training evaluation should be positively taken by employees and should enhance their skills / knowledge appropriately.
- Employees should respect seniors and their decisions. Except a major problem in Performance Appraisal, employees should take the decision positively. If they have any problem regarding Performance Appraisal, they should give feedback to their authorities.
(B) To the employers:

- There should be an assessment (pre–post or only post training) for each training given to the employees so that management can understand the effectiveness of the training on employees and on the basis of which further steps/planning will be made for future training programs.
- In few dairies training programs were not followed by evaluation system. Rest of the dairies had such a system but not in proper manner. So the managements of dairy units should immediately start evaluation system after each training program and maintain the level as well confidentiality of the same.
- The training should be given to each employee without discrimination, like seniority & type of employment. Employee should get appropriate training regarding his/her work allotment in due time.
- Training should be taken in proper manner with appropriate instruments/materials. The training should cover technical as well non–technical aspects as per the need.
- Training programs should be well equipped and organized. The quality of the training program should be maintained in form of environment, material, visual aids and most important trainers. The program should have proper time period and more contents should be covered as per the need.
- Various methods like Coaching & counseling, project assignment, group discussion, etc. should be incorporated in the training programs.
- Management allow employees to attend workshop/conference/training program organized by other agencies outside the campus. Employees who attend such workshop/conference should get stipend/remuneration as per the management rule.
- Organizations should encourage employees in their career growth. For encouraging employees in their career growth, organizations should adopt Various measures like: “Performance”, “Job Security”, “Further Education”, “Sincerity”, “Promotion”, etc.
- Organization should provide an opportunity to their employees to shift their career life if their interest lies in some other existing area.
The Performance Appraisal system should be transparent and unbiased. Methods should be used for performance appraisal are “Confidential report”, “Grading”, “Check lists” and “Management by objective”. Management should avoid a method which is influence by personal bias.

Employers should overcome difficulties experienced by employees regarding Performance Appraisal like : Judgment bias, Personal prejudice, Criteria problem, Influence of man’s job, Social differentiation, Miscellaneous biases, Central tendency problem, etc.

The Performance Appraisal methods followed in the organizations should be balanced scorecard method and MBO method. But in some organization / department Rating scale method was also followed for Performance Appraisal. This type of method should be avoided.

An individual employee should evaluate on the basis of his / her adaptability in the organization, behavior and technical skills.

Employers should adopt 180 degree feedback to evaluate employees. Employers should also make environment so that employees can give their feedback to them without any hesitation.

Employers should provide good salaries, incentives, fringe benefits and welfare measures along with satisfied promotion policy, performance based bonus and profit sharing to their employees.

With the benefits of life / accident insurance of the employee, employer should also provide life coverage to their family members along with free medical facilities. Employer should also give loan to the employee for their children education and home.

There should be good canteen facilities in each organization providing hygienic food to the employees. Employees should also get benefit of residential quarters with basic facilities like garden, electricity, water supply and security.

There should not be any discrepancy regarding wages / salary for any employee. The salary should be given regularly. Employees should also get all fridge benefits from the organization.

The appraisal feedback should communicate to the respective employee.

All employers should had mentor system intended to help employees in their career progression.
Conclusion:

On the basis of above stated findings of the present research work, the researcher concluded that there is significant difference in training & development practice in selected dairy units. Amul and Baroda dairy had better training & development practice as compared to SUMUL, Mother and Dudhsagar dairies.

As far as performance appraisal is concern, Amul dairy had best setup of performance appraisal followed by Baroda, Dudhsagar, SUMUL and Mother dairy. Except some benefits, the compensation given to employees is almost same in all dairy units.

Overall Amul and Baroda dairy had better HRD, PA and Compensation practices as compared to SUMUL, Dudhsagar and Mother dairy.