CHAPTER VI

SUMMARY OF FINDINGS, SUGGESTIONS AND CONCLUSION
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6.1 INTRODUCTION

Today, quality management system and environmental management system plays a vital role in the competitive world to capture the market internationally. The study focused quality management as the changing role of human resource by changing the perspectives of HR managers, professionals, line and staff managers, from an adversarial, control-oriented relationship to a cooperative position based on mutual, organizational and individual goals of quality culture. Human resource management tends to reflect this quality culture within which they are working as well as influenced by it. The study focused this influential factor as managerial effectiveness and quality of work life. In order to create a relativity between quality management (along with environmental management) and human resource management, the present study derived a Compatible matrix of human-technical-organizational interface with the dimensions such as quality of work life as human, technical as ISO and organizational as managerial effectiveness.
6.2 OBJECTIVES

1. To understand the managerial process of Seshasayee Paper and Boards Limited.
2. To study the various aspects of ISO certification process.
3. To analyze the impact of ISO on Managerial Effectiveness of Seshasayee Paper and Boards Limited.
4. To analyze the impact of ISO on Quality of Work Life of managers of Seshasayee Paper and Boards Limited.
5. To suggest better ways and means to improve Managerial Effectiveness and Quality of Work Life.

6.3 AREA OF THE STUDY

The present study was carried out in M/s Seshasayee Paper and Boards Limited, Erode, Tamil Nadu, India.

6.4 COLLECTION OF DATA

This study used both primary as well as secondary data. The primary data were collected from 138 managers (census study) working in SPB.

6.5 RESEARCH TOOLS

The study aims at measuring the level of perception perceived by the managers due to ISO certification in SPB (study area). For this purpose, field survey methods were employed to collect the first hand information from sample respondents. The data collected were classified into suitable tables for drawing accurate results, and the data were analyzed by using statistical tools like percentage, average and standard deviation,
two-way table and ANOVA. In addition to the above statistical tools, Multiple regression analysis and Factor analysis were employed.

The various aspects of ISO certification process in SPB function as (i) quality management system and (ii) environmental management system. These aspects are measured in terms of growth of the industry. The personal data were analysed to identify the impact of ISO on managerial effectiveness. The growth of the industry is determined with total factor productivity, market values, R&D intensity, and quality defect. Factor analysis was employed to derive the correlation matrix on both independent and dependent variables in order to get influential factor scores.

The impact of Managerial Effectiveness is discussed with primary data and secondary data. The quality policy framed by SPB is on par with world-class standards with six dimensions. They are policy commitment, workforce commitment, personnel training, task assignment, quality responsibility and process management. These components have been selected and tested individually with six dimensions of managerial effectiveness namely (i) quality policy (ii) human resource (iii) customer focus (iv) management control process (v) infrastructure and (vi) methods of communication. In order to find the relationship between these selected variables of ISO and the Managerial effectiveness, an ANOVA test was employed. The Secondary data were analyzed with (i) absenteeism (ii) benefit/cost ratio (iii) labour productivity.

The impact of ISO on quality of work life is studied with the help of primary and secondary data. The standards of quality maintained by the organizations were tested under six dimensions as quality policy, work force commitment, personnel
training, task assignment, quality responsibility and process management. These components were selected and tested individually with the dimensions of quality of work life namely (i) recreational facility (ii) interpersonal relations (iii) work standards, (iv) management attitude (v) social responsibility and (vi) motivation. In order to find the relationship between these selected variables of ISO and the quality of work life, an ANOVA test was employed. To study the changes in the effect of ISO standards with respect to quality of work life, the present study used the accession rate, succession rate, accident frequency rate and index numbers.

In this chapter, an attempt has been made to recapitulate the key findings of the present study and based on these findings; a few suggestions have been offered.

6.6 FINDINGS

In concordance with the objectives of the study, data were analyzed with suitable statistical tools and their results were presented in the following sections. The discussion is organized in three sections:

Section One: To find the relationship between (i) ISO and personal factors

(ii) The selected variables of ISO and Managerial Effectiveness.

(iii) The selected variables of ISO and Quality of work life- an ANOVA test was employed and their results were presented in this section.

Section Two: To identify the personnel performance as well as development of the industry, ratio analysis was used for analyzing the secondary data along with indices, covariance and compound annual growth rate in order to
highlight the growth as well as the strength of relationship established with the personnel in provision of ISO certification. For measuring managerial effectiveness (i) Absenteeism Rate (ii) Benefit /cost Ratio and (iii) Labour Productivity were intended. Similarly, for measuring quality of work life (i) Accession Rate (ii) Succession Rate and (iii) Accident frequency rate were calculated. For measuring the growth of industry in terms of ISO (i) Total factor productivity, (ii) Market values, (iii) R&D intensity, and (iv) Quality defect were designed and presented in this section.

Section Three: In order to reveal strong evidence of association between training and other variables, correlation analysis was used. To make a prediction about the personal factors, managerial effectiveness and quality of work life based on its covariance with all the concerned variable of ISO, the multiple regression was employed. To identify which factors are contributing to perceive ISO more has to be seen by finding out relationship of each factor with total effectiveness’ score. For this, Factor Analysis was intended and given in this section.

6.6.1 SECTION I

(i) Personal Factors

Pertaining to the second objective of the study, data were subjected to proper statistical tools and their results were presented in the following section. The discussion was categorized according to their analysis held in the previous section.

1. The age-wise analysis of managers’ opinion on perception of ISO reveals that the respondents who are below 30 years have perceived the maximum level of
perception than the middle aged (31-40) respondents and the respondents have above 40 years.

2. While analyzing the educational qualifications of the respondents and their opinion on perception of ISO, it is found that the maximum level of perception on ISO was perceived by the respondents, who have acquired professional qualification than the other two categories.

3. It is learnt from the analysis that the respondents having 11-15 experience have perceived the maximum level of perception on ISO than the respondents who are having below 10 years and above 15 years of experience.

4. The respondents earnings Rs.2,00,001 – 3,00,000 per annum have opined that they have perceived the maximum level of perception on ISO than the respondents earning below 2,00,000 and above 3,00,000.

5. While scrutinizing the wealth of the respondents and their opinion on ISO, it is noted that the respondents possessing below Rs 5,00,000 wealth have attained the maximum level of perception than the other two categories.

Hence, the null hypothesis \( H_0 \) is accepted. From the analysis, it is inferred that “there is no close relationship between personal factors of the respondent and their perception level on ISO”. The result is supported by Conlon, Devaraj and Matta (2001).
(ii) **Impact of ISO on Managerial effectiveness**

In accordance with third objective of the study, data were analyzed with appropriate statistical tools and their results were presented in the following section. The discussion was categorized according to their analysis held in the previous section.

1. While analyzing the factor ‘quality policy’, it is seen that policy commitment and task assignment are trivial with quality policy. The time duration for committing the quality policy takes undue duration to fulfil the customer needs. Looking at the deployment of quality policy, the functional peculiarity of production system appears as vertical system of control is higher than the horizontal system. Working towards changing mission and vision, quality improvement is not affected to achieve quality policy. But, the integration of production system for fulfilling the task assignment and producing as per the ISO standards is found to be struggling with it. This is due to lack of frequent training on processing system and the production seems to be fluctuating to keep and maintain the same standard of production. It seems that the managers are keeping their balanced role of work in achieving quality policy.

2. The impact of ISO on managerial effectiveness was analyzed by selecting ‘human resource’ factor. The study reveals that human resource factor has direct influence on policy commitment, personal training; and quality response. This shows that management practices strict control to achieve the goal. It is divulged from the analysis that managers are not supporting subordinates in completing the job in time. They are motivating the workers for their excellence.
but they are not interested in bringing helpful environment for their laziness in work.

3. The factor ‘customer focus’ was analysed by selecting six major components, and it is understood that the components work force commitment, personnel training and process management had significant relationship with customer focus. But, an adverse effect was observed among the component policy commitment, task assignment and quality responsibility which prove that managers are not having fair deal in terms of achieving policy, and keeping in-on track with customers’ view. This discourages challenges in assignments and in contributing their work to build up the image of whole organization in the minds of customers. But the existing process and workforce commitment are found to keep pace with performing the job standards.

4. The analysis of management control process factor illustrates that work force commitment, task assignment and quality responsibility are insignificant with management control process. It is inferred that managers are found to be unscheduled in achieving the task, diagnosing the causes for poor performance in quality, and supporting the workers to complete the job-on-time. The results are that the resources of highly skilled labourers were not utilized properly by the management. The task is not officially assigned by managers but the delegation of work is voluntarily taken by the subordinates. On considering the policy commitment through process management shows it is observed that yardstick for goal setting is in the hands of managers and they are not
encouraging interpersonal relationship among the work group while committing the policy.

5. While analyzing the infrastructure facilities, it is observed that the physical facilities such as work concerned, managers feel comfortable in counterparts with their policy commitment and setting standards. Existing welfare facilities to work situation as well as family concerned, the work culture does not support climate for bringing team spirit. Group cohesiveness for work force commitment, task assignment and process commitment and individual responsibility in quality are not balancing equally while considering intra-departmental functions to achieve quality standards in the whole organization.

6. While analyzing the factor ‘methods of communication’ practised in SPB, it is found that working condition increases the degree of interaction within the departments. But insignificant relationship with the factors of training and task assignment shows that the flow of information from top to bottom is slow down. Top management is cruel in managers’ participation in decision making and does not allow more freedom in carrying out tasks regarding ISO standards. This incidental communication leads to delay in delivering the ISO auditing report to all the departments.

7. It is learnt from the study that all the employees are trained well for the major problems especially during the shutdown of their plant; they do not have to wait for the arrival of managers. The employees themselves are able to solve the problem and the matter has been just intimated to higher officials. The entire credit goes to the training department.
8. While examining the opinion profile of the respondents on managerial effectiveness, it is found that the managers having task-oriented approach have perceived maximum level of perception on ISO than the initiative structure and nurturance category. The results of ANOVA were also found significant at 5% level which shows that there is a close association before perception of ISO and managerial effectiveness.

Hence, the null hypothesis “there is no significant relationship between managerial effectiveness and perception of ISO” is rejected and the alternative hypothesis is accepted. From the analysis, it is inferred that factor of quality of work life has an impact on ISO. The result is supported by Yeung et al (2003), Tan et al (1999).

(iii) Impact of ISO on Quality of Work Life

For the fourth objective of the study, data were analyzed with appropriate statistical tools and their results were presented in the following section. The discussion was categorized according to their analysis held in the previous section.

1. The analysis of the recreational facilities shows that management accepts employees’ suggestions for significant improvements in quality management, identifying product-related environmental opportunities for operation systems and training within the industry are functioning good along with working standards. But the same management is not inclined to support volunteer sports program offered through recreational and staff club, social functions like get-together, cultural functions, quiz competitions, etc.
2. While analyzing the factor ‘interpersonal relationship’, the association of factors indicates that managers are allowing little or no share of power to workers and they are giving more freedom in carrying out tasks in greater humanistic values. Company’s policy, vision, mission and objectives facilitate the present job for advancement. But managers and work groups are not always ready to work in the collective interest and bring belongingness to feel sense of one community. These impede the managers to utilize their power over decision-making and get the work done from others. Hence, they are not relatively free in their transactions with workers and at times exploit them due to their important and unique power to hold on available resources and transact according to their own.

3. While analyzing the work standards, it is found that five critical dimensions show cumulative and unfavorable impact on affective and performance outcomes of managers. Due to this, managers may differ with respect to personal needs for accomplishment for learning and developing themselves to react differently to their jobs. They could not develop a capacity expansion by means of an operative strategy on quality, department/section-wise cost-effective program, diagnosing environmental problem and improvement of environmental performance. But they perceived good training.

4. Analyzing the factor ‘management attitude’, it is learned that there is significant relationship on five decisive factors of ISO. This indicates that managers’ participation and involvement in quality initiatives, knowledge acquired through current job, enforcement of ISO norms in handling customers’ complaint are found to be democratic role from top management. Management-Union relations
are also not affected which is the powerful tool for developing organizational
culture and quality initiatives and imperatives.

5. It is found from the analysis of social responsibilities that the industry has social
relevance in the working life (appropriate education, training skills) with norms,
values and beliefs of the society changes. Before ISO certification the industry
functioned on material gains and profits but now the concept has changed on
ethical and social grounds. This shows that the top management is bureaucratic
thinking on developing organization. This is possible to develop a gross root for
trust and socio-emotional support among peers and colleagues of the managers.
It enriches the respect-recognition and social-recognition in and outside the
industry. But committing the policy through process will lack in guidance to
complete the task within the time limit for work force commitment.

6. The implied non-statutory measures are not enhanced to motivate the managers
on work parameters like reducing air emissions, reducing noise level in plant,
improving safety practices in the factory, upgrading house keeping levels in the
factory, reducing chlorine consumptions, water consumptions, power and fuel
consumption, pulp yield, Alum Rosin, and Lime consumption. Hence, the non-
statutory measures like providing monetary rewards and non monetary rewards
should be core with work processes to finding solutions for these parameters.
This enhances managers to get motivated in their work environment.

7. The managers’ perception is studied under three categories while scrutinizing
the quality of work life opinion of viz. physical wellbeing, social wellbeing and
productive wellbeing. It is found that the maximum level of perception on ISO
was among the respondents who were in the category of productive wellbeing. The results of ANOVA were found significant at 5% level which shows that there is a close association between managers’ perception of ISO and the selected factors. The association holds that due to ISO managers’ quality of life have parallel improvements with quality of work through productive wellbeing approach than that of physical wellbeing and social wellbeing of quality standards.

Hence, the null hypothesis “There is no significant relationship between quality of work life and perception of ISO” is rejected and the alternative hypothesis is accepted. From the analysis, it is inferred that factor of quality of work life has an impact on ISO. The result is supported by Nelson Joseph et al (1999), Kunal Kamran (1993).

6.6.2 SECTION TWO

(i) Impact of ISO on Managerial effectiveness

With reference to the third objective of the study, secondary data were analyzed with appropriate statistical tools and their results were presented in the following section.

1. The analysis of absenteeism shows that managers are having stable mind to maintain the locus of control rigidly to reduce the absenteeism for entire years throughout the whole organization. The productivity of the organization is not affected by the absence of manpower.
2. The analysis of cost benefit ratio for training infers that during the periods of accreditation of ISO certification (i.e. the first QMS certification is certified in the year 1996 and after that EMS certification is certified in the year 2000), the organization paid more attention on training and the result indicates that total operational benefits are greater than that of the estimated cost of training.

3. The analysis of labour-productivity ratio confirms that managers are very much aware to raise the output for all the years. Further, it shows that installation of new machinery and introducing new techniques in training programmes lead to labour productivity.

(ii) Impact of ISO on Quality of Work Life

With regard to the fourth objective of the study, secondary data were analyzed with appropriate statistical tools and their results were presented in the following section.

1. The analysis for the succession rate shows that manpower is reduced drastically every year with the knowledge of managers and top management. It is noted that SPB downsizes most of its employees through VRS and the employees are ready to accept this scheme.

2. While analyzing the accession rate of manpower, it is found that recruitment was not conducted at regular intervals. The managers are uniformly concentrating more on temporary appointments and they prefer the same for all the departments. The managers prefer VRS appointments than outside recruitment and workers are ready to accept such a strategy of recruitment.
3. On analyzing the labour turnover, it is found that during the accreditation of ISO certification (in the years 1996 and 2000) labour turnover seemed to be lower than in other years. This shows that downsizing is due to new technology and ISO certification.

4. While analyzing the accident frequency rate, it is found that till the official recognition of ISO, the safety programmes were highly concentrated more by the managers. But after certification period, training (safety) is suitable only for production.

(iii) Measuring Growth of Industry due to ISO certification

Pertinent to second objective of the study, secondary data were subjected to appropriate statistical tools and their results were presented in the following section.

1. The analysis of total factor productivity shows that production trend is unstable. This is appropriate with the downsizing of manpower, introducing new quality system, barriers to communication and departmental rivalries.

2. While analyzing market value of share it is seen that market value is coincidentally increased due to ISO certification. This shows that ISO certification has its value in the market.

3. From the analysis of Research and Development intensity, it is observed that R&D expense is needed more for the production department on reducing the quality defects. This shows that managers are made to focus more on quality based production than environmental based production.
4. On analyzing the quality defects, it is learnt that managers are very much concentrated on quality production. These give the impression that quality awareness is more in the entire organization to retain the certification. But the awareness is slimmed during the recent years of production (2003-2005). This may be due to unbalanced manpower or lack of skilled training programmes.

Hence, the result is supported by Acharya and Sanjt Ray (2000), Mehra et al (2001) but not supported by Powell (1995) and Hesan A Quazi (2002).

6.6.3 SECTION C

1. The cross examination between employees' appointment and separation shows that managers are not having the awareness of discrepancy between appointment and separation of the employees. This unevenness affects the stability of entire production system and is the reason for saturation in quality of production system.

2. The analysis of cross correlation between training and other factors shows that training is based only on production. This shows that managers have neglected humanistic point of view, instead of mechanistic point of view in production which is also encouraged by top management.

3. From the factor analysis, it is evident that the respondents agreed that the factors that intended to perceive managerial effectiveness are quality policy, human resource, methods of communication, management control process and infrastructure. The factor 'customer focus' does not have any impact on ISO. Similarly, for quality of work life, factor scores show that the factors such as
recreational facility, interpersonal relations, work standards, management attitude, social responsibility intend to perceive more perception on ISO. The factor 'motivation' does not have any impact on ISO.

4. From the analysis of multiple regressions, it is found that two factors such as age and education are not significantly related to ISO in manufacturing (paper) organization. These factors will not be augmented when organization shows prominence on quality. But the factors of experience, income and wealth had significant relationship with ISO. It is inferred from the analysis that these factors will increase individual performance with organization emphasis on quality. The association of managerial effectiveness and quality of work life is found to be good. This proves that managerial performance and quality of work life of managers is enhanced due to ISO certification.

6.7 SUGGESTION

1. While analyzing the age of the respondents, it is identified that respondents having below 30 years age have perceived a clear vision on ISO than the middle and old age category of respondents. Hence, it is suggested that a special orientation or induction programme may be conducted to create alertness on ISO and the eminent persons from the neighboring states like Banglore, Pune etc may be invited to conduct frequent induction programmes.

2. It was learnt from the analysis that education plays most important role in understanding the dearth need of ISO standards and the same was having high level of perception among the respondents having professional qualification.
Hence, it is suggested that all the employees should be properly educated about the ISO and its impact in the present global competition. More emphasize should be given to the respondents having academic core of education and technically educated respondents.

3. Income-wise analysis reveals that respondent earning medium level of income have perceived high level of perception on ISO and its impact than low income and high income groups. Hence, it is suggested that a proper financial incentives may be offered for the respondents earning low income to avoid vast discrimination on income basis.

4. It is divulged form the analysis that the respondents having below 5 lakhs wealth position have perceived high level understanding on ISO and its need than the other wealth categories. Hence, it is suggested that the high wealth group respondents should be given a strict warning for their lethargic attitude.

5. It was identified from the study that employees working in SPB are having more creativity and more innovative ideas. This helps them to cover novel techniques to enhance the quality standard. But their inventions are not properly encouraged and the same workers are offended by their principal bosses in the organization. Therefore, it is suggested that the top management should provide an opportunity to expose the hidden talents of the employees of SPB in an open informal meet. This may be conducted once in three months. Simultaneously, they should be encouraged to express their innovative ideas through suggestion box.
6. In order to increase the managerial effectiveness, it is suggested that the work load may be stratified into two entities as environmental aspect separately and quality policy as separate entity. This will show more perfection as well as accountability in preparing ISO standards.

7. It was learnt that the work load has not been properly distributed to the employees working sections in SPB, division of work is absent and the workers are given liberty to choose the work according to their interest. These affect the completion of job within the stipulated time. In order to achieve the set objectives, it is suggested that division of work may be practised and job rotation method may be incorporated to avoid monotony in the same job as well as to show their proficiency in that particular work.

8. The internal auditing committee fails to highlight the variations in nonconformance in the concerned departments. The departments are not aware about the objectionable or prescribed quantity during process. Hence, it is suggested that internal audit committee should explain clearly to the respective departmental heads regarding the errors committed by them and the necessary corrections to be carried out in the process. So that departmental heads may give a clear picture to their employees. This method will create accountability among all the employees working in the plant.

9. The study reveals that managers in SPB are not encouraging workers in deciding group members by them to complete the work schedule. It is suggested that the managers should relax their control system to decide the formation of group members by worker themselves to some extent. This may generate good
interpersonal relations between the co-workers and make it easy to complete the job within the stipulated time.

10. It is divulged from the study that the employees are not allocated a prescribed task or a specific task and instead their willingness has been given as option to select their task. This method leads to delay in achieving the set policies (33 objectives). Hence it is suggested that management should concentrate on production orientation through fixing task to each employees rather than people orientation.

11. It is observed from the study that the problems during process were identified and displayed in the notice board of the concerned sections but failed to give remedial measures to alleviate the problems. The workers themselves try to solve the problems whenever they observed the issues from the section boards. It is suggested that an expertise opinion may be suggested by the experts in the concerned field. This will enable the workers to render their own suggestions and complete the job without wastage.

12. In general, the customers' complaints are displayed in the notice board but the employees are not giving importance to these complaints and simply ignore it. To draw attention of the employees towards the complaints, it is suggested that the managers should explain in detail and a copy may be circulated to the principal bosses. This technique will reach directly to the employees and they will realize the errors committed in the previous production and will be alert to avoid such kinds of errors in the due course.
13. From the study, it is perceived that the infrastructure facilities for measuring environmental emissions are required more. It is suggested that the financial controller should allocate adequate funding in the budget to Research and Development department to improve their process equipment especially, measuring environmental emissions and maintain the standards of 14001.

14. It was observed that slight deviations frequently occurred from the standards during the process stage. The employees are ignoring their deviations up to 20% and the top management is also worried only when the standards deviate 40% of the production process. Hence it is suggested that continuous cross check should be practised even for 5% deviations from the standard production process. Trouble shooting techniques should be adopted to maintain 100% perfection in the production process for all varieties of work orders.

15. The factor analysis reveals that the selected variables such as customer focus, motivation and quality responsibility did not show more effect on the impact of ISO. Hence it is suggested that the top management should take more care towards customers focus. Their needs and wants should be satisfied to the maximum level because customer is the king in today’s marketing. Further, to maintain a good quality of work life in the organization, a proper incentives of both financial and non financial income should be given with due care to motivate the employees and these will create accountability among the employees to reach the goals of the organization.

16. From the study, it is observed that too much of quality consciousness makes overburdening of all employees and managers. It is suggested that top
management (ISO) should introduce simple work manuals or simplification of existing work manuals and this may reduce over burdening.

17. The present system ‘effluent treatment’ could avoid pollution in the disposable water but the company failed to take proper care towards the air pollution. The present air emissions pollute the environment in and around 25km radius from the plant. This ruins the name and fame of the company in the surrounding area. Hence the management should take immediate action by consulting experts on air pollution either within the country or may have tie up with foreign research centres.

18. After globalization the company introduced VRS schemes and reduced substantive portion of employees strength. The sudden downsizing policy may delicate/deplete among the employees profile in SPB and these employees do not come forward to accept the promotions due to fear of additional responsibility. Hence, the management should intervene immediately against these issues and recruit adequate manpower for the welfare of the organization.

19. Since the training department has proved its competency in training the employees on par with World Class Standard, it is suggested that the young technically qualified students studying diploma in paper manufacturing may be recruited in the respective college campus. Further, the policy of giving employment to the wards of existing employees particularly those who are unable to excel in academic calibre may be provided to maintain their family status. Priority may be given for the destitute categories at the time of recruitment.
20. The company may reconsider their outsourcing policy and better provide permanent employment opportunity for the workers already working as casual labours and heir schemes.

6.8 CONCLUSION

The study presents an integrating framework of ISO, managerial effectiveness and quality of work life. Among the six factors demonstrates an integrated frame work that represents a human-technical-organizational interface. Present research casts strong evidence on the practical issues of ISO certification measured in terms of six factors namely policy commitment, workforce commitment, personnel training, task assignment, quality responsibility and process management. Among these six factors except, the task assignments all the five factors most influenced the organizational performance in quality standards and environmental aspects in general and particularly, in paper (SPB) industry.

ISO certification in present study involves three elements- human technical and organizational changes. The results show that ISO certification initiates changes in organization with a view to improve managerial performance by sharpening and better achievement of quality objectives, enlargement of scope in quality and environmental aspects etc. Simultaneously, the quality of life and living standards were given equal importance.
The introduction of ISO standard in paper industry provides an opportunity for the managers to enhance their existing competency and they were forced to update their knowledge skill and aptitude. To fulfil the ISO certifications, they have to submit proper documental evidence to the authority. Finally, the researcher would like to pinpoint that more number of manpower may be recruited and they should be provided with the best training through the training department. This will help to make quality of SPB on par with World Class Standard.