SUMMARY OF FINDINGS, SUGGESTIONS AND CONCLUSION

This Chapter presents summary of findings derived through rigorous statistical analysis followed by suitable suggestions and overall conclusion along with scope for further research.

SUMMARY

The first chapter crisply explained Implications of HRD practices, Perception of the Employees and Attitude of the Employees towards HRD practices followed in RWW. It also explained the Implications of HRD practices and the HRD sub systems followed in the organisation. Further Organizational Development, Employee Development, Training and Development, Redressal of Grievances and Career Development are also presented with descriptive approach.

The second chapter highlights the collection of literatures at national and international level pertaining to Implications, Perception, and Attitude towards HRD practices as well as the important HRD sub systems pertaining to Non Supervisory cadre.

The third chapter contains highlights of Public Enterprises in India and A Profile of Railway Wagon Workshop (RWW) which included Genesis of RWW, Products profile, Processing details, Safety and Environmental management, Marketing Performance, Social services, Corporate governance and HRD practices followed in RWW.

Chapter 4 and 5 are composed with various analytical and statistical operations over primary data. The primary data is obtained from employees of RWW. The 400 hundred Non Supervisory Employees in RWW expressed their opinion on Implications, Perception and Attitude towards the HRD practices. It
elaborately explains the various HRD practices and its implication over employees and the organization.

The univariate and multivariate statistical techniques are exploited to verify the objectives and to test the hypothesis.

Percentage analysis, Factor analysis, Cluster analysis, Analysis of variance, t test and Chi square analysis of association are subsequently applied to derive the innovative results.

The sixth and final chapter summarises the various results and major findings of the study. It also gives suitable suggestions and conclusion along with scope for further research.

FINDINGS
The study has been presented with the following findings

1. It is found that out of the total samples, 46.5 percent of employees are between the age group of 20-30 years and 29.25 percent of employees are between the age group of 31-40 years. It indicates that maximum number of experienced employees is working in RWW.

2. Among the samples selected for the study, 83 percent of male and 17 percent female employees work in RWW. Gender is considered to be fair and adequate in respect of non – supervisory cadre in RWW.

3. It is also brought out nearly 50 percent of the employees are technically qualified. It shows that the employees are capable of handling any type of new environmental and technological challenges.

4. In RWW 50 percent employees are having less than 10 years of experience and 31.25 percent employees are with 11-20 years of experience. It is concluded that 50 percent of employees have less than 10 years of experience.

5. 40.5 percent of the employees earn income of less than Rs.15000 per month, followed by 35.75 percent of the employees with income level between
Rs.15001 to Rs.25,000 per month, The maximum of more than Rs.35,000 per month earned by 12 percent of the employees.

6. The t test revealed that the RWW employees agreed for the good career of learning process and interpersonal relationship. Employees have moderate satisfaction towards job responsibilities and atmosphere of trust and openness.

7. The senior, middle and junior cadre of employees disagrees with the proper promotional policies and acceptance of suggestions by the top level executives.

8. It’s found that the implications of employees towards HRD practices obtained its momentum through transparency, and personal interaction of employees. The learning process of employees depends upon knowledge growth and opportunities open to the employees.

9. It is found that 25% of RWW employees are weak in learning process and knowledge growth. 37% of them are highly gregarious and have personal interaction with their colleagues. The remaining 38% are meticulous in learning and quality maintenance. On the whole 75% of the non-supervisory cadres of employees are found efficient.

10. Maximum number of senior cadre employees is meticulous and around 50% of middle level employees are friendly in nature and 40.5% junior employees are perfect in the duty due to rigorous implications of HRD practices.

11. Implications of HRD practices optimistically change the attitude of employees towards constructive development. The rigorous HRD practices in RWW are highly significant in creating optimistic Organizational Development.

12. The HRD practices bring about radical changes in the negative attitude of the employees and convert them into systematic productivity oriented. Implications of HRD practices emancipated the outcome in the form of employees’ development within the purview of work environment.
13. The HRD practices in RWW compelled the employees to venture into the innovative learning process and identify the skills to acquire next higher job. It leads to the productive training process both on the job as well as outside the domain of working environment.

14. In RWW there is an increase in the organizational efficiency and productivity, but it does not directly create an impact on the growth of career of the employees.

15. The HRD subsystems of employees development, training and development and organizational development helped the senior employees to achieve the desired results.

16. Senior employees feel that implication of employees and employees perception are indispensable for good HRD practices. Other relationships are not significant.

17. In RWW junior employees perceived the HRD practices as a powerful tool to increase their individual and organizational efficiency.

18. There is a significant difference among senior, middle and junior cadre employees over the perceptual differences among the Implications of HRD practices.

19. As far as perception of HRD practices in RWW concerned, the employees optimistically perceived the training and development programs, recognition of employees and grievance redressal mechanism.

20. In RWW the junior, middle and senior cadre employees perceive that there is conducive work environment and interpersonal relationship. The employees agreed the presence of monotonous nature of the work, inappropriate pay and allowance and partial management approach.

21. The employees in RWW perceived that the HRD practices unleash available opportunities for them and make them in volume to express their individual and organizational efficiency. The employees also perceived
optimistic environment with acceptable policies which lead to personal and organizational benefit.

22. In RWW the non supervisory employees are segmented into 3 heterogeneous categories. It is found that 30% of the employees demand the improvement in the management system of RWW. It is further ascertained that 49% of employees are satisfied with policy makers of RWW and 21% are culminated with maximum benefits of RWW.

23. The percentage analysis revealed that 41% of senior employees involve themselves in policy decisions and 47% of middles cadre employees like the policy making approach of RWW. It is also found that 53% of junior cadre employees in RWW are meticulous in their workplace to learn new things.

24. There is a deep association between senior, middle and junior cadre of employees and their perceptual difference over the HRD practices.

25. Perception of Employees and their Attitude towards HRD practices are mutually associated. Transparency and the communication are realized as the outcome of Implications of HRD practices in RWW. The communication with trust and openness increased the confidence level of employees and make them to realize their responsibility.

26. Perception of Employees towards HRD practices and Organizational Development are enormously congruent in envisaging the HRD sub systems. The employees perceived organizational Development in their close proximity and it can be achieved through HRD practices at junior, middle and senior level employees.

27. Perception of employees towards HRD practices and their Development are totally dependent in nature. The perception of employees in RWW is positive and optimistic over the HRD system. They felt that their own development directly depends upon the organizational optimistic environment and fruitful system.
28. The employees in RWW reached the point of culmination over effective Redressal mechanism of their Grievances. It creates confidence among senior, middle and junior cadre employees in the organisation.

29. Perception of Employees towards HRD practices and Training and Development are completely intertwined. The Perception of employees on work environment leads to enthusiastic learning process. This creates the need for innovation Training methods to increase individual and organizational efficiency.

30. The employees Perception in the organization is not significant in elevation of career of the employees. The employees perceived that the HRD practices create a collective development in the organization without a particular focus towards employee’s career.

31. There is a significant difference among senior, middle and junior cadre employees in their perception towards HRD practices. The senior cadre employees perceived that the HRD practices increased their capabilities and middle cadre employees perceived the HRD sub systems make them perfect. Junior cadre employees become highly knowledgeable and acquire skills to acquaint themselves to next higher jobs.

32. RWW employees have the optimistic attitude towards nature of work, cordial relationship with management and HRD principles and policies.

33. All senior, middle and junior cadre employees do not have positive attitude towards the promotional policies.

34. The employees emanate their attitude towards HRD practices as a factor empowering them at organizational level. They maintain an attitude that the HRD practices create a positive bond of relationship which is suitable to create optimistic work environment.

35. In RWW attitude of the employees differ in three heterogenous notions. The HRD practices identified the employees attitude in terms of productivity is 41.25%. It is also found 35.25% of employees possess fragile attitude and 23.5% are mechanical nature.
36. The constructive HRD practices and employees attitude in RWW focused on constructive and productive Organizational Development.

37. The attitude of the employees in RWW meticulously notices its direct relationship with Employees Development in RWW. They felt that they have developed their potentiality, skills and knowledge and make themselves for the suitable elevation.

38. The feelings of employees are considered optimistic in RWW. They feel that their grievances are looked into an intensified manner by top officials. They employ dynamic strategies to redress the grievances of the RWW employees.

39. The employees’ attitude towards HRD practice is constructive as well as productive. It leads to several updated training process to keep the constructive attitude of the employees through out the career.

40. It is found that in RWW the HRD practices of senior management paved the way to create positive attitude among the employees which is a very important goal of the organization.

41. It is also found that the attention of senior cadre employees is to obtain proper promotional policies, whereas middle cadre employees attitude focuses towards organizational development. The career development is important attitude possessed by junior cadre employees.

42. Employees strongly agree that their attitude and perception towards the variables of organizational development are positive and acceptable.

43. Periodic programmes conducted for employees development, satisfaction of employees regarding the decision of management, organisations realization of future development of employees, training of employees and acceptance of suggestions given by employees are perceived by the employees in a right manner and their attitude towards the above is positive.
44. Training is essential, organisation’s interest in providing training, on the job training organization’s readiness to spend money for training, safety training and procedures adopted by the organization are perceived by the employees in the right sense and their attitude towards the above variables is found positive.

45. The management for redressal of grievances programme, system of maintaining the grievances record, time taken for redressing the grievances, permanent procedure for handling grievances, interest shown by the management, communication of the outcomes of grievances settlement draw much appreciation from the employees.

46. Employees strongly agree that they have enough opportunities for their Personal Growth and Career Development.

47. Organizational development is an unique phenomenon and it depends upon the of efficient management and collective efforts of employees. It enhances productivity and analogously creates effective elevation to the employees.

48. The employees development is one of the goals achieved by the organization through the process of the employees gratification and their prudential notions of development. Their development leans upon periodical evaluation of performance.

49. Training and development is one of the subsystems of HRD to enhance the employees potential and skill development. It paves the way to evaluate the strength and weakness and promote them to possess knowledge to acquire next higher job.

50. Employees’ grievances redressal mechanism requires convenient frame work in the organization. It promotes convenient situation for effective commitment and involvement of the employees.

51. The career growth and development segments are themselves in the form of personal growth of employees and increase in organizational efficiency. It also depends upon the technical knowledge required and its involvement in the growth of individual as well as the organization.
52. The cluster analysis revealed that 36% of the employees are elevators,

53. 52.75% are team workers and 11.25% are totally isolated themselves for their organizational development.

54. In training and development programmes 26% of employees are perfect in the learning process, 54% are perfect in learning and implementation process and 20% of the employees are highly studious in learning the innovative methods.

55. It is also found that 41.25% are gratified by redressal mechanism of RWW and 37.5% are moderately satisfied where as 21% are highly cynical.

56. It is found that 49% are bibbers, 24.75% are primitive in nature and 26.25 are weak and unenthusiastic in their personal growth.

57. There is an association between Senior, Middle and Junior cadre employees with their different Perception and Attitude towards Organisational Development and HRD practices.

58. There is an association between Senior, Middle and Junior cadre employees with their different Perception and Attitude towards Employee Development

59. It is found that there is an association between Senior, Middle and Junior cadre employees with their different Perception and Attitude towards Redressal of Grievances.

60. There is an association between Senior, Middle and Junior cadre employees with their different Perception and Attitude towards Training and Development.

61. There is an association between Senior, Middle and Junior cadre employees with their different Perception and Attitude towards Career Development.

62. In RWW it has been proved that organizational Development is rephrased the Employees Development and confidence building among all cadres of employees.
63. Organizational Development is an unique phenomenon and it depends upon the career elevation and planning of employees.

64. Employee Development is hindered by the poor Grievance Redressal mechanism. Therefore the RWW has planned innovative training methods to develop the employee’s potential and increase their efficiency level.

65. The Employees Development is directly proportional to the training methods adopted in RWW and found that training is provided without any flaws.

66. Employee Development is focused towards organizational prospects.

67. Hence RWW gives much importance towards individual and personal growth of the employees.

68. During the course of Training the RWW employees acquire perfect knowledge and skills. They show special enthusiasm, to develop their skills and to remove flaw within in the domain of Training.

69. In RWW the redressal mechanism aims at welfare measures of the employees. They do not concentrate more on grievances pertaining to career development and Personal Growth.

70. The Training and Development process in HRD practices is more focused on developing the work environment and productivity of employees and organization.
SUGGESTIONS

1. In RWW the implications of HRD practices derived weak promotional policies. Therefore the implications of HRD practices must be focused to revamp the promotional policies and frame suitable work environment for sharing the employee’s opinion optimistically.

2. The analysis revealed the disagreement of knowledge of the employees and increase in the individual efficiency. Therefore RWW must practice rigorous HRD practices to develop knowledge sharing among the employees and their individual skills.

3. The employees in RWW perceived poor nature of work, internal relationship and acceptable policies. Therefore it is suggested that the HRD subsystem must be made to increase the nature of work and interpersonal relationship among the employees. The higher authorities must be magnanimous in accepting the suggestions offered by the employees.

4. The employees do not have positive attitude towards the grievances redressal mechanism. Hence it is suggested that a separate grievance cell department to be set up to solve all the issues pertaining to employees grievances.

5. The transparency and trust and openness towards HRD practices are found moderate in the RWW. Therefore it is better to create organizational Environment with transparency among senior, middle and junior cadre employees.

6. The overall Organizational Development in RWW is positive and acceptable to the employees. In order to make it more productive, the organizational set up should evaluate the employee’s development programmes periodically in a constructive manner.

7. In the employee development of RWW personal growth, performance and the satisfaction level are found moderate. Therefore it is emphasized on Employee Development process mainly to focus towards personal growth.
8. As far as training programmes are concerned the RWW evaluates the improvement of employee potential moderately. Therefore it is suggested to improve the staff training programmes with effective results.

9. The employees have moderate agreement over the redressal mechanism and time for disposal of grievances. It leads to the suggestions of improving the organizational policies towards non-supervisory employees to solve their grievances dynamically.

SOCIAL RELEVANCE OF THE STUDY

Society comprises of the workers, management, Government and general public. The present study is of much relevance from the point of view of the society. The perception and attitude of the employees’ determine their work efficiency and in turn it influences the development of any organization. If the workers have positive attitude towards an organization, they will work with enthusiasm. It will contribute to increase in productivity and production of any enterprise which will help develop the workers themselves, organization, Government and general public. The study focuses on the importance of perception and attitude and their implications towards the various organs of society.

SCOPE FOR FURTHER RESEARCH

Detailed study on the employees’ perception and attitude towards HRD practices and its impact on individual and organization opened the fascinating vistas that could be explored analytically for further research. A separate study may be taken to identify the difficulties encountered in implementing HRD practices in the organizations in Indian context. A comparative study is advisable between HRD practices in the public and private sector organization to ascertain various technologies involved in the suitable climate conversion process.
CONCLUSION

On the basis of the results obtained from the study, it is concluded that the HRD practices followed by RWW have deep impact on workers psychology and motivate the workers towards their job in a commendable manner. The RWW is updating its technology in order to cope up with the latest developments that take place in various organizations. RWW is performing various welfare activities keeping in mind the employees development.

It is also known that the management of RWW is taking strenuous efforts in solving the problems of employees with its own grievances redressal cell. In order to infuse confidence among the employees the management of RWW is constantly involved in various developmental schemes for career development. In addition the RWW is organizing various training programmes for its employees from time to time to keep abreast of latest techniques and development.

It can be further concluded that the employees have positive attitude towards the HRD practices followed in RWW. They perceive the HRD practice in a positive manner. The perception and attitude of employees assume paramount importance in the context of present industrial scenario.