CHAPTER 9

EPILOGUE
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Human resource management as one of the important functions of the industrial management does not require any emphasis for its significance and role to be played in achieving the work efficiency and effectiveness. Management of human resource is by itself a peace-maker between the management and its employees, because management manages only people in the organisation and then people will manage everything. However, my study indicates that human resource management practices prevailing in the 30 industrial units are not satisfactory up to the mark. My findings and some suggestions are mentioned here in the following paragraphs:

Human Resource Planning:

Though, human resource planning is the primary and one of the very essential functions of any human resource management, ample emphasis was not given to this function. Out of 25 units practising the human resource planning only 3 units have used 'human resource accounting' and 4 units have used 'training and development plans' as the components of human resource planning. But, the positive matter is that, 32.50 percent of the practising units have used human resource forecasting as one of the
important components for human resource planning. In other words these units have given sufficient weightage to this component for their human resource planning. But, still 7 units out of total 30 units who had not practised human resource planning should immediately start to plan for human resource force for present as well as far future.

Recruitment and Selection:

My study reveals that there was a complete absence of all-agreed procedure for hiring new employees even in the same category of post. Procedures deviated each time from the standard criteria and tools and techniques decided for the selection of employees. Emphasis was always put on individual case. And therefore it was difficult to maintain similarity in each case. But in practice this is not fair. At least, in the category of same post the decided procedure and tools and techniques must be used on the "Principle of Equality", so at the very first stage of employment disparity will never take place among the selected employees.

Qualification Criteria:

The recruitment and selection function in any unit works on the basis of the principle — "Right man for the Right job". And for obtaining the right men each unit decides the qualification criteria. But my
study shows that the units surveyed were not in a position to adhere with their decided qualification criteria. For instance, (i) In the case of recruitment of workers the decided qualification criteria by 11 units were S.S.C. and H.S.C. by 5 units whereas the criteria used for the actual selection of these workers were upto Std. V by 10 units, S.S.C. by 8 units, H.S.C. by 3 units and even illiterate workers were selected by 8 units out of total 30 units visited. (ii) Similarly, so far as the recruitment of clerks and supervisors are concerned, 15 units have decided H.S.C. as the required qualifications and 12 units have decided graduation as the base for the purpose, but in reality 8 units had selected their clerks and supervisors having the H.S.C. as their qualifications and 3 units have selected for the same position who were graduates but, 9 units have selected their clerks and supervisors with S.S.C. as their qualification background. (iii) Again, in the case of managers, 4 units have selected their managers having H.S.C. as their qualifications.

From the above comparison we can say that most of the units failed in adhering the decided qualification criteria at the time of selection. They have compromised with qualification criteria. But I could not control myself in making the suggestion
that if we insist for higher performance then the merit and educational background must be considered for each and every position to be filled up.

Tests:
As we have seen that for the selection of workers, only one unit out of total 30 units has used tests. Similarly, surveyed industrialists were very poor in conducting various tests as one of the major tools for selection of supervisors and managers. Out of the total 30 units only 7 units have utilised the tests for the purpose. Even from these 7 units, none of the unit has conducted any of the following 4 tests: (i) Interest tests (ii) Temperament tests (iii) Individual tests and (iv) Groups tests. I, therefore, at this moment feel that various types of tests must be used to find out the right man for the right job, no one can easily remain away from the situation of "A square peg in a round hole".

Interviews:
Likewise the tests, our surveyed industrialists failed in giving proper emphasis on interviews. The observations and analysis of data show that out of 30 units, 23 units have used "unorganised or non-directive interviews" for the selection of workers and clerks. It was a surprise that only
one unit has used "patterned interview" and 3 units have used the "planned interviews" for the purpose. Similarly, only 6 units out of 30 units have used "stress interview" for the selection of supervisors and managers. Interview is the widely used tool for the selection of workers, clerks, supervisors and managers in any industrial as well as non-industrial units. It does not require any emphasis for its utility and significance, but care should be taken that proper type of interviews compulsorily be conducted for the selection of each and every employee at any post.

Training and Development:

None is perfect, and therefore, the importance of training does not abate, on the contrary it increases. A well trained worker is a precious asset of an organisation." This study indicates that, out of the total 18,111 employees of 30 industrial units only 1.60 percent employees were trained by 22 units. However, out of the total 13,886 workers and clerks only 241 workers and clerks were trained by 22 units. Similarly, from 4226 supervisors and managers only 1.13 percent supervisors and managers were trained by 10 units. However, in both the cases inside and outside training programmes were used for the purpose with varied methods, but it was not
sufficient to use only few methods and therefore, those units should also adopt and utilise many other training programmes like simulation, off-the-job, class-room, audio-visual training programmes, role-playing, business games, incident methods, etc. as per their requirement and capacity of the units.

Training programme should also cover following aspects for the good behaviour and attitudes from the employees:

* Company policy and general information about the company.

* Routine work and workers' behaviour towards company.

* How to deal with other members of the company and with outsiders.

* Providing information about their rights, duties, responsibilities, working conditions, Factories Act etc.

* Knowledge regarding their attitudes, performance, role and significance to entire organisational set up.

Going through the overall observations of prevailing practices of training and development in these 50 industrial units I would like to suggest that GIDC, SSIDC, Local Associations of industrial units and if possible DIC must try their best to establish and
run smoothly industrial agency for imparting various types of training to employees and developing supervisors and managers. A few training centres should be opened at suitable places in each industrial area of the district.

Wages and Salaries:

While, out of 13,111 total employees of 30 industrial units only 8.66 percent employees have earned more than Rs. 3000 as their monthly income, 55.44 percent employees have earned upto Rs. 1500 p.m. Moreover, 18.00 percent employees were striving for 10 to 12 rupees per day as their wages. In this matter, I would like to recommend the concerned government and non-government authorities to look after the minimum wages to be paid to the various employees in our industrial environment so that a particular mass of people can atleast survive with their livelihood against the principle of survival of the fittest.

Bonus:

During my survey I have also noted that the prevailing practice of payment of bonus differs from unit to unit. So far as the amounts of bonus given to the employees (in percentages of basic salary and amount in monthly salaries) are concerned, I think it is the need of today, to adopt a unique
policy at all India level irrespective of the types of industry, size of industry, sector of industry and classes of employees. In other words, only one formula be adopted for the payment of bonus to the employees. For instance, 10 percent of the basic salary will be the amount of bonus to each and every employee and in no circumstances officers, managers, department-heads be entitled to get bonus.

Housing Facility:

Housing is one of the most basic needs of any human being. My study reveals that out of total 152 employees 93 employees were receiving HRA. The further analysis of these 93 employees shows that, 43 employees have their own houses, from which 31.16 percent employees possess 1-room houses and only 6.99 percent employees have 3-room-houses. Similarly, out of 50 employees having hired houses, 56.00 percent employees have 1-room-houses and only 8.00 percent employees have 3-room-houses. In so far as the housing facilities are concerned, out of 152 employees only 47 employees have received it. And most of them belong to supervisory or managerial positions. I am, therefore, interested to note here that, the proper attention should be given for those — say workers — who are actually in need of one of the so called A.H. Maslow's physiological needs.
Children Education:

We all know that our children are our future and yet proper care is not taken for their education. My study has also supported this statement that out of 30 units only 7 units have school facilities for their employees' children's education. Even from these 7 units none of the units has uniform, fees, recreational or any other educational facilities for the children of their employees. Hence, it is one more suggestion for the concerned authority to provide proper educational facilities, at least, by all the medium and large scale units. This may be arranged by and within the group of industrial units in a specific industrial area.

Medical Facility:

From among 152 employees 46.70 percent employees were receiving medical allowances and 49.35 percent employees had medical facilities provided by their employers. Here, my suggestion focuses the attention for establishing and running the "Group Medical Centre" by a group of industrial units in a particular industrial area so that all the concerned employees can get its benefit properly. Similarly, attention should also be given for "Group Recreational Facilities".
Financial Assistance:

Finance is the life-blood not only for business units but it is also very much essential for human livelihood. Whatever may be the sources of income, most of the middle class people are in need of financial assistance in the form of loan. And in actual practice, workers and clerks of our industrial society are always living with some sort of debts as their income are always insufficient. They, therefore, try to find out sources of loans from private as well as public agencies. So far as loan assistance is concerned, this study indicates that out of total 46 workers, 44 clerks, 33 supervisors and 29 managers, 12 workers, 16 clerks, 22 supervisors and 20 managers were fortunate to get loan assistance facilities provided by their respective organisations. If we analyse the percentages of total borrowers, workers and clerks ranged between 26 and 36 percentages and supervisors and managers ranged from 60 to 69 percentages of their total numbers.

Similarly, so far as the amount of financial assistance is concerned the range for workers was from Rs. 1000 to Rs. 4000 and for managerial staff it was from Rs. 4000 to above Rs. 10,000. The further analysis of loan assistance discloses that while the workers and clerks have taken loans for
preliminary needs like foodgrains, etc. the supervisors and managers have taken loans for buying vehicles and for house construction. On the other side of the coin, only one worker has taken a loan for buying a vehicle and none of the workers has taken loan for house construction. And at the same time, none of the supervisors and managers has taken loan for foodgrains and children's education.

I would like to suggest that if the management pay fair wages at least to workers and clerks, then the problem of providing loan assistance will be meagre and thereby employees will satisfy their physiological needs from these wage amounts.

Promotion:

With the rapid development in technology and modern management it is the need of the time to have skilled, qualified, competent and technically efficient human resources for the smooth running of any enterprise. And promotion to employees is one of the best motivation tools for the maintenance of experienced workforce. My observation shows that out of total 30 units only 14 units have emphasised the merits of the employees for their promotion. And 26.66 percent units have emphasised the seniority criteria for the promotion. But the compromise between these two i.e., merit and seniority criteria — is the use of merit—
-cum-seniority base for any promotion irrespective of the post in the industrial units. This is an ideal situation and it will never create problem for the employees.

**Transfer:**

An ideal transfer facilitates to learn and improve one’s effectiveness as well as efficiency. One of the findings of the analysis of data and information collected from 30 units is that only 9 units out of such 30 units have used the transfer policy. Not only this, but out of these 9 units, 8 units have utilised "company needs" as the criteria for transfer of their employees, whereas only 4 units have utilised "employees’ request" as the criteria for transferring them. Again, not a single unit has used the criteria — to raise versatility of employees — which shows that while practicing the transfer function they have ignored the employees’ request as well as maintenance of tenure system.

Thus, it is my standing recommendation for implementing practical and required promotion and transfer policies.

**Dismissals and Dismissals:**

In so far as dismissals and demotions of industrial employees of these 30 units of Valsad district are concerned, the study reveals that only 3 units have demoted 5 employees and 4 units have dismissed 5
employees since last five years. But, detailed scrutiny of this practice refers that most of the concerned authorities have not paid attention to those defaulters who were their friends or relatives. It means that they have favoured someone and penalised others. And as a result frustrations and unrest were the outcomes among the employees. At this moment I feel that employee policies and rules and regulations must be implemented throughout the organisation thoroughly and without any favouritism. However, it is to be noted here that, out of total 19,111 employees of 30 industrial units, only 10 employees were demoted and dismissed during the year shows a positive trend regarding practising such functions of human resource management.

Absences:

Absences is all pervasive in nature. Being a social animal human being has to face certain unexpected and unforeseen incidents which compel him to remain absent at his/her duty. I also agree with this. But, it is very interesting to note here that, not a single unit out of 30 units surveyed has declared or given any kind of reward, award or prize for those employees who were remained present throughout the whole year. In my view the practice of giving prizes and awards for such employees is a direct encouragement to improve their efficiency.
So, it is the suggestion to all of those units who have not implemented this practice to utilise such motivational practice for — (i) improving the morale of the employees (ii) reducing the rate of absenteeism and (iii) raising the productivity of the organisation.

Labour Turnover:

Labour turnover in any industrial unit cannot be removed totally on account of many personal as well as economic, social and geographical factors but it can be definitely reduced. And, therefore our 30 industrial units are not exception to it. Their labour turnover rates were ranging from 4 to 12 percent p.a. Resignations for good opportunities and for other benefits elsewhere were the main reasons for such transfer. We know that labour turnover temporarily increases work load of existing employees and also a cause for additional expenses for recruitment, training and other motivational incentives. Hence, the human resource department should establish and implement the practical and pragmatic policies and strategies to minimise the labour turnover, some of them are mentioned as under:

* Constant watch for preventing "Brain Drain".
* Employee motivation programmes should be arranged for the consideration.
* Each of the employees should learn to respect and honour his/her unit.
* Periodical but regular appraisal of the employees should be done.
* Rapport should be established between employees and the unit.

**Industrial Relations**

Labour and management are considered as two wheels of an organisational chariot. If these two wheels move in the same direction with a common goal, then the goal achievement (HANZELL) will be no problem for them. This requires a healthy and constructive relationship between them. In my study, the relationships between labour and management are emphasised greatly as they cementing the trust and confidence of each other.

**Labour Problems**

The analysis of the various labour problems faced by 30 units shows that 23 units out of these 30 units had faced varied problems. Insufficient wages and less no. of leaves were ranked at top in the list of labour problems. As all of us know that — money is not the solution of every problem — but — money-matter creates most of the problems even in the industrial world. I therefore, insist that, the payment of wages, bonus, dearness allowance etc.
be properly and timely made and leaves, holidays etc. also be granted as and when need arises, then labour problems will never arise and ultimately the relations between labour and management will be maintained effectively.

**Strikes:**

In so far as strikes are concerned 8 units out of total 30 units have faced strikes and only in one unit strike was lasted only for 30 days. This shows that there was a good and healthy relations between labour and management. My observations regarding management feedback and support for labour matters indicate that managements have always followed progressive and constructive approaches and have extended their helping hands in almost all the matters. From among 182 employees contacted for this study only 5.92 per cent employees said that they were not satisfied with the top management feedback and support.

**Trade Unions:**

The workers of those 30 units as I have noted are very much conscious regarding their rights, powers and importance. The screening of my data for the purpose shows that all the 30 units' workers were affiliated with various trade unions. Even, it is interesting to note that 87.09 percent workers were
affiliated with more than one trade union. The detailed investigation of my research work discloses that most of the trade unions associated with these units basically perform the functions like: (i) representing workers' problems to the management (ii) solving their problems at certain extent and (iii) protecting the workers from economic hazards like illness, accidents, death etc. However, it is also interesting to note that there, prevailed a mixed feeling about the effectiveness of the performance of various activities by trade unions. 58.69 percent workers from the total 46 workers visited said that the workings of trade unions were not successful at all. On the other side, only 6.53 percent workers i.e., 3 workers from 46 workers said that the workings of trade unions were excellent. The further investigation regarding this shows that most of the workers were not satisfied with their leaders, only because of the direct interferences of political parties with the workings of their trade-unions. While the leaders believed that, it is very much essential to have affiliation with political parties for the survival and running of such trade unions. Our trade unions with their very inception stage coloured by political influences and therefore the problem of political interference will remain permanent in our industrial society. However, I should not forget to note here that out of total
8 disputes in the form of strikes among these 30 units, 62.5 percent disputes were solved by these trade-unions with the very effective machinery viz., — "collective bargaining". And, as we know that the settlement of any dispute results into harmonious relationship between two parties. In this connection I herewith suggest that leaders of trade unions must try to minimise the political interference in routine as well as critical workings of their activities whenever they approach the concerned management. This attitude will support them to win the trust and confidence of the member-workers for effective collective bargaining in the settlement of various problems.

The entire study of 30 industrial units of Valsad district in regard to the practices of human resource management indicates that all the industrialists have really understood and accepted the significance of the utility and need of the human resource management department in total management structure. They have confessed that the presence of human resource manager has always helped them a lot in the settlement of various employee problems and sometimes guided them in framing favourable employee policies, programmes and procedures.
If the skills and intelligence of the human resource managers are properly utilised and their guidance and assistance are asked for the smooth and effective operations of the workings of different departments of the total organisational structure, the problems and issues from the labour side will be minimum and rarely. Only human beings understand human beings and therefore I, atleast, strongly recommend and suggest that all the managements irrespective of the size of the industrial unit must realise the importance and utility of the human resource management department as one of the most important departments of the organisation. They should utilise it as far as possible upto the maximum point.

At last, in the time of cut-throat competition and vast and fast development of industrialisation, I hope that my readings, findings, suggestions and recommendations directly or indirectly will be helpful for the development of our industrial houses.