Chapter - 6

Conclusions and Implications

In the present humanized era, Human Resource is concerned with the 'people' dimension in the organisation. Every organisation is made up of the people, for the people and by the people. Their effectiveness depends on the behaviour and performance of the people constituting them. As they work in a highly technological society, organisations have to learn to adapt to rapid changes to develop human resource to remain competitive in the global market. Human resource is probably the most critical and difficult to manage, but now they are considered as a resource and an asset.

The term Human Resource Development (HRD) has gained wide popularity and as a process it has been adopted in the modern industrial world. HRD is precisely – a process of helping individuals develop to their full potential. HRD has a complex interdisciplinary base that has developed differentially across countries, workplaces and in academic and confusion still surrounds the field. Some argue that role of HRD practitioner lacks precision because it has not yet found its discipline and others claim that consensus is growing.

HRD, as an organisational process, comprises the skilful planning and facilitation of a variety of formal and informal learning and knowledge processes and experiences, primarily but not exclusively in the workplace in order that organisational progress and individual potential can be enhanced through the competence, adaptability, commitment and knowledge creating activity of all who work for the organisation. But most of the organisations view HRD mere as imparting of training and view HRM (Human Resources Management) as an investment as it presents a way to integrate business plans and human skills so as to achieve its goals in terms of remuneration, opportunities for learning and career development.

The present study do not confine the review of the state of play in the HRD field to 'good' examples of learning oriented organisations with a proactive
firms and why in a turbulent environment calling for high level organisational learning capability – a learning and development orientation is not universally adopted. The study was undertaken to examine the aspects of HRM and HRD in public and private sector vis-à-vis. HMT (Pinjore), PTL (Mohali) and Ranbaxy (Mohali). All the relevant areas have been covered. The main objectives of the study relating to the study of policies and practice human resource management, training and Human Resources Development in some selected enterprises and accordingly hypothesis were developed as is given in Chapter I. For this purpose appropriate questionnaires were framed and administered on total sample of 450 respondents. The summary of results hours been discussed in the following paragraph. It is hoped that these will amply demonstrate the strength and weaknesses of the organisations in the vital area of HRD and would be helpful towards betterment of the organisation as well as its employees.

**Human Resources Development**

Unlike the private sector organisation i.e. Ranbaxy (Mohali), the public sector organisations i.e. HMT (Pinjore) and PTL (Mohali), have not developed its own HRD philosophy and HRD is considered as mere imparting of training only. The issues of HRD like working environment, good pay scale, fringe benefits, manpower planning, performance appraisal, career development, supervisor-subordinate relationship etc. are not being followed in the organisation. It is found that, HRD which should have been under current of all activities of the organisation is shockingly poor. It is hereby found that the personnel department and HRD department is one and the same in the public sector organisations.

If an organisation is to achieve its goal, it needs inputs, financial resources, physical resources and people. People represent one of the organization's most valuable asset. The main problem which our public sector enterprises are facing is the lack of manpower due to non-recruitment of employees. The requirement of personnel should be determined both in terms of number and kind of personnel required. For determining the number of persons required not only the present requirement but also the future
possibilities of expansion and growth should begin only when the number of persons required for different jobs are known and the process should be treated as a positive process of searching the prospective employee and stimulating them to apply for jobs in large number in the organisation. As regards recruitment and selection in the selected organisations it is found that.

1. The surplus or deficiency can be derived on the basis of work load assessment and proper monitoring of manpower planning well in advance in order to meet the shortfall of the HR recruitment.

2. The recruitment in HMT (Pinjore) and PTL (Mohali) has been stopped for the past many years. The organisations lack manpower due to VRs or retirement of employees.

3. The selection process involves written test and interview some professional agency should be involved in handling the whole process till the selection of the candidate.

4. The organisation recruits executives, almost only at entry level. There is absence of fresh talent at higher posts.

5. Too much time is taken to complete a recruitment and selection cycle. This delay may cause adverse impact on the organization's working.

6. It is often claimed that public enterprises are overstaffed.

7. It is expected that the promotional opportunities in a career would be very important for employees as it motivate one towards achieving success in career leading to attainment of organisational goals.

8. As per the policy of the selected organizations; seniority-cum-merit' is the basis of promotions for all grades of employees. In HMT and PTL, promotions are based on seniority alone and merit is just a 'qualified'.

9. The appraisals in HMT and PTL are annually based, whereas in Ranbaxy, it is prepared monthly. In practice, besides performance appraisal,
seniority and nearness to boss plays an important role in the selected enterprises.

The findings therefore support the hypothesis that 'performance appraisal system is being practiced mere as an annual practice in public enterprises. The satisfaction from promotional policies and procedure is extremely low amongst the employees and it is suggested that adoption of a suitable criteria for promotions with due emphasis on merit is the suitable way to bring satisfaction in this regard.

Performance Appraisal:

Measurement of performance requires judgment. Therefore, errors and subjectivity are likely to creep in Appraisal ratings are considered as confidential. Only 'adverse remarks' where ever any, are sometimes conveyed to the appraise it is found that.

1. Majority of the employees do not know as to how their performance was rated.

2. The appraisal system also contributes a lot in determining training needs of employees. The respondents from the public sector organisations feel that performance appraisals are hardly considered while determining their training needs and it was found to be true.

3. Female employees are not considered for training and promotion in Ranbaxy and PTL.

4. The effective appraisal system work as a tool to reward good performance by way of merit based promotions. It could also help in right placement of individual depending on the requirements of various jobs but the same are not related with performance appraisal in public enterprises.

5. The selected enterprises do not follow the MBO practices of self appraisal.
Manpower Planning

1. It was found in HMT that the respondents are not satisfied with the manpower planning in the organisation. It was found that the head of ‘Personnel department’ was an engineer by qualification and the head of ‘Tools and machines’ was an HRD expert. Both handle their duties but with no specialization, hence leading to low motivation for work and weakness on the part of management at higher level.

2. In PTL and Ranbaxy, the manpower planning is according to the qualification of the employees. The above findings support the hypothesis that manpower planning in HMT is not according to skill and qualification of employees and it also supports the hypotheses that there is no separate HRD department in public enterprises. The public enterprises are not HRD conscious, do not provide adequate funds for HRD activities and consider HRD mere as part of imparting training to the employees. The concept of HRD is not clear among the management and employees of the public enterprises. Besides financial problems the above weaknesses of public enterprises regarding HRD are the main cause of the downfall of the organisations.

Training

Training of employees is another significant instrument of Human Resource Development and is crucial for organisational success. Training involves changing of skills, knowledge, attitudes and social behaviour. It is a kind of instructions with an existing pattern of behaviour or belief. In the present research it was found that.

1. The public sector organisations under study are not very conscious of imparting training to their employees. Most of the employees have not received adequate training during their service and have low exposure to training. While many employees have attended many training programmes and same do not get even a single training after induction training.
In public enterprises training is imparted to the freshers or to those who get promotions. But in the selected public enterprises, the training being imparted is not need based i.e. performance appraised and supervisions feedback is not taken into account. Some respondents from HMT convey that they do not get prior information about training. The same day they are told to go to training classrooms. From PTL, some respondents even conveyed that they are not sent for training, only their supervisors are imparted training whenever something new is being installed. In turn the supervisors give them training based on technical subjects only. Hence it supports the hypothesis that the training needs are not properly identified in the public enterprises.

The training department in public enterprises is inadequately staffed. Most of the faculty is called from outside to train the employees. The training is mostly technical in nature subject related to their work only. It is generally believed that competent people are often not attracted to training departments.

The faculty called from outside to impart training to employees are unaware of the existing culture and problems of employees in the organisation.

The induction training which is imparted immediately after joining the organisation plays a very important role in grooming up fresh appointees.

In HMT and PTL main stress is on lecture method and classroom training. Audio-visual aid is not being used. Even the equipments are not in order in HMT. The video tapes are very old and the organisation has no T.V. and V.C.R. to display the tapes. Slide method is being used. There is only on computer at the training center which is not being properly maintained. It is kept in a small sized dark room and is being operated rarely by the assistant trainer only. When in Ranbaxy latest information and Training technology is being used. The above
situation supports the hypothesis that the techniques of imparting training is traditional in public enterprises.

7. In the selected enterprises, technical training seems to be getting more emphasis as compared to non-technical areas/management concepts. Respondents from HMT and PTL indicated highest preference for technical followed by behavioural science. High preference was found for training in. A few important training areas have been identified, which may be concentrated upon.

8. Self-development is an integral part of training and development process. But there are no such efforts are being made by the selected enterprises.

9. In HMT, the evaluation/feedback from trainees is in the form of discussion after whole day training which sometimes leads to arguments among the employees In PTL, the feedback is given by the trainee on the particular format and in Ranbaxy both trainees and their supervisor evaluate the training methods through feedback performas by trainees and regular appraisal by the supervisors.

10. In PTL and HMT the respondents, supporting the hypothesis convey that there is no use of getting training even in technical subject because the organisation is not conducive to application of the knowledge gained by the trainees in the training programmes.

As only imparting of training is not sufficient, its impact on employee development and on the organisation is more important. In the realm of human enterprise the man with ideas works as the prime mover. Each person has a need structure which consists of intangible psychic needs as well as tangible biological needs. This need structure is conditioned by the whole system in which an employee works/lives. To the degree that an organisational environment can be created which supports fulfillment of psychic need structure, the more an employee will be motivated towards personal growth and full contribution of psychic and physical energy. All members of an organisation help in creating this
supportive environment, but management performs a differentiated function, working toward both internal environment creation through relationships with persons and organisations in the external environment

**Motivating Factors**

Using pay as a motivational tool requires managers to have a good understanding of the conditions in the work situation which may favour or prohibit the use of money as a significant force. Money is believed to strongly influence employee satisfaction and motivation to work. But besides pay there are many other factors other than pay which bring satisfaction and motivate the employees in the organization it was found that:-

1. Almost all the employees from the selected enterprise consider pay as an important motivator. But importance of pay seems to increase with the hierarchical level and decrease with the seniority and qualification of employees. It was found that greater satisfaction from pay in private organisation leads to higher job satisfaction than the employees in selected public enterprises.

2. It was found that besides good pay scale in private organisation, the employees enjoy good quality of working life, healthy working conditions, good job status less job stress and better career opportunities than the employees in the selected public enterprises. The employees in public enterprises feel more job stress due to less manpower, non-recruitment of fresh candidates, absence of good, modern and healthy working conditions. The employees from HMT feel dissatisfied with their job. The public sector enterprises do not have autonomy to change the organisational set-up and to decide their compensation policies. Still the pay scales and other policies related with compensation are subject to the guideline of DPE and the organisations require Governments approval on any policy decisions

3. An attempt was made to find as to how reward system motivate the employees in the selected enterprise. It was found that there is no reward
system for better performance or self development in private organisation as in the view of management, reward system will create disparity amongst the employees of the organisation whereas the employees in public enterprises get reward for their better performance only but not for self development.

4. Other than pay, reward and quality of working life, the respondents from public enterprises feel more satisfied than the respondents from private enterprises on some salient features as various elements of pay as these are not being enjoyed fully by the respondents from the private enterprises. These elements are; Provident fund, leave encashment, LTC, Medical benefits, Gratuity and HRA are rated higher. Other benefits like interest free loans, conveyance advance Housing loan, Education loan etc rated lower than the overall satisfaction score.

5. Besides these elements of pay and other fringe benefits the employees from Public Sector enterprise scored more satisfactory level on job security, sense of belongingness to the organisation, discipline, and grievances and VRS policies. It was found that the employees from private enterprise have scored low on job security, discipline and grievances. Majority of the employees from the private organisation do not discuss the shortcomings regarding their management and its policies due to fear of losing job. Even during filling of questionnaire some respondents did not disclosed their names on it.

6. The employees from public sector at managerial level or above wish to join any private organisation after taking VRS from the present job due to good salary, less job stress and good job status. The above findings as well as the absence of human resource development approach support the hypothesis that there is no reward system or compensation to motivate the employees in private enterprise and quality of working life the level of job satisfaction and motivation makes an impact on the performance. It further
support the hypothesis that job stress is more among employees in public enterprise.

7. Non recruitment and VRS policies in public enterprise also lays more stress on the existing work force as it leads to improper manpower planning leading to job dissatisfaction and low morale. This has been found in HMT where the manpower has decreased due to non-recruitment. VRS is believed to be one of the few solutions to get rid of employees when the organisations do not require any more. But these schemes are not successful in public sector enterprises. The problem is that VRS attracts more efficient people rather than reverse. The findings support the hypothesis that Non-recruitment and VRS policies are not helpful in rationalizing HRD in the selected public enterprise. The above findings if not taken care of may lead to the fall of public sector enterprises leading to their end.

**Personality**

It may be recalled that Eysenck Personality Questionnaire (EPQ) has been used to measure the personality traits of the executives of the selected enterprises. EPQ has three dimensions, viz. Extroversion, Neuroticism and Psychoticism. An attempt was made to explore the association between effectiveness and each of these three personality dimensions.

1. On the extroversion scale high scorers are extroverts and low scorers are introverts. The data on extroversion and effectiveness revealed that executives who scored high on extroversion also scored high on effectiveness scale and vice-versa. It was concluded that extroversion and effectiveness are positively associated.

2. On the neuroticism scale, the high scorers are neurotics and low scorers are normal subjects. The data indicated that there was inverse relationship between neuroticism and effectiveness.
3. Psychoticism is the third dimension of personality in EPQ and Psychoticism scale high scorers are psychotic while low scorers are normal beings. The data on psychoticism and effectiveness revealed no significant association between these two variables. The peculiar feature of the data on psychoticism was its group mean of scores which was very low as compared to the maximum and minimum score that an individual could obtain on the scale. This, however, indicated that the subjects in the sample were normal beings. The persons who are placed on the jobs like those of managers / executives are expected to be normal individuals and not psychotics. The results established a significant positive association between extroversion and effectiveness of executives.

An attempt has been made in the present study to investigate some issues related with Human Resource Development in Public Sector and Private Sector Organisation with reference to training, motivation and personality. It reveals those specific areas of management which require special attention to develop, motivate plan, reward retain and utilize its manpower more effectively. The study reveals those aspects which the management lacks. As the public sector employees are less motivated than private sector organisations, the management of public sector enterprise should reform its HR policies and infrastructure so as to compete in the modern industrial world.

This study also indicates some useful areas for further research besides prevailing beliefs about Human Relations and Human Behaviour in the work environment. It is hoped that this study may prove to be an unpretentious efforts and will be helpful to those who will go on for further research in this field.