The present chapter makes an attempt to summarize the study as it was started: the overview of all the chapters of the research. The chapter consists of findings after a detailed study, which has been done through questionnaire, considering the following aspects like factors, dimensions and implications of HRD Climate. Further drawn suggestions based upon the findings of the study are included. The later part of the chapter covers the conclusion and also the scope for further research in the same area.

6.0 INTRODUCTION

Like a traveler, who after completing his journey, reaches to destination and looks back to see the distance that he has covered for recognizing the significant landmarks he came across. Review of significant aspects of the study and summing up of the key observations are presented in this chapter.

Regardless of the authors, generally it is agreed that Human Resource Development indulges the training & development, performance appraisal, bench marking, and quality circles about an employee, and how these training, performance appraisal affect the employees' professional as well as personal life. Given many definitions of HRD, many scholars have proposed and propounded various theories and approaches of HRD. These approaches have been expounded, then either defended or discarded by others in the field of Human Resource Research. An employee can be excelled & explored in his selected and carved path by attaining and acquiring the adopted skills. This skills is learned from the training and development. The employee will be e
skills and updated knowledge at his job in post training program. By this, his performance is appraised and evaluated. This is possible only in the performance appraisal system. After that, he will be regarded and rewarded on the basis of his E-TASK (E-Experience, T-Talent, A-Attitude, S-Skills, and K-Knowledge). This is possible only in the Benchmarking. After that he will take into consideration qualitative and productive work rather than quantitative. Further, HRD can partially mediate the relationship and rapport, affiliation and association of organizational variables and deviant individual behavior. One common research finding is that HRD correlated with Personal Progress and Development. Ultimately it leads to life satisfaction. This correlation is reciprocal, that means people who are developed in professional life tend to be progressed in personal career and people who are developed in personal career tend to be developed in professional life.

Hence post throwing light into this study various dimensions of HRD and various degree of HRD of Rayon industry in A.P. are studied and the significant findings of the study are presented below:

6.1 SUMMARY OF THE STUDY

The first chapter is introductory chapter. It deals with the scope and significance of the study, the objectives of the study, the hypotheses framed for initiating the study, the methodology adopted for conducting the study, the survey design of the study and limitations of the study. A brief review of the earlier studies is presented in this chapter.

The concepts and definitions used in the study are also presented in second chapter. This chapter is an overview of the Human Resource Development Climate (HRDC). It makes a brief review of the meaning, concepts and definitions of HRDC, training techniques for improving human resources performance in organization.
Chapter three gives an overview of paper industry selected for the study. Profiles of company, their history of establishments, financial details, company's human resources aspects, and their services to society are reviewed in detail.

Chapter four shows HRD practices in AP Rayon Limited. Researcher revealed training calendar followed by the company at all levels to all grades of employees, workers internally in the organization.

Chapter five gives analytical measures for Human Resources Development Climate. Employees' opinion about various aspects related to General climate, OCTAPACE & HRD mechanisms, comparison of the mean scores related to various factors affecting HRD climate are analysed in this chapter.

Chapter six, the present one, gives a summary of study, findings of the study, draws conclusions and suggests recommendations on the basis of the findings of the study.

6.2 FINDINGS

- About nearly 70% of the respondents opined that it is mostly true that the top management created an enjoyable work environment for the employees.

- Majority (60%) of employees said it was mostly true that the human resources are considered as extremely important by the top management.

- It has been found that management give preference to Development of subordinates is seen as importance part of their job is mostly true is accepted by 72% respondents.

- About 42% of the respondents felt that it was always true that the Personnel Policies facilitated Employees Development.
Summary, Findings and Suggestions

- It is observed that about 56% of the respondents were agreed that Top Management Invest considerably time and resources for Employee Development is Mostly True.

- It is observed that majority of respondents 59% said that Sr. Officers take active interest in their junior's job.

- It is observed that majority of the respondents i.e., 54% state that people are helped to acquire competencies in their organization is mostly true.

- It is observed that the percentage of Sometimes true is 51% for flexible of employee behaviour and desirable development.

- It is observed that people are in the organisation amicable with each other is giving 60% for rarely true

- It is found that majority of the respondents (46%) said that they form as informal groups among employees to discuss their personal problems are sometimes true.

- It is found that nearly one-half of respondents agree that psychical climate is conducive for employee interest in developing himself is sometimes true.

- It is opined that seniors guide juniors for future responsibilities shows that 43% respondents agree as Mostly True and 26% respondents said it was almost always true with the statement.

- The study is based on the responses of employees opinions on Potentials of the employees are identified and utilized is agreed as mostly true by more than 56%.

- Majority of respondents (43%) agree that promotions are based on suitability of promote rather that favoritism is almost always true.
• It is observed that Employees' opinions on Contribution made by employees are Rewarded by specific mechanisms is agreed as mostly true by more than 62% of respondents.

• It is observed that Appreciation is done by Officers for their good work shows that 47% respondents agree as Mostly True.

• It is observed that the Majority (55%) of employees said that Performance Appraisal reports are based on Objective Assessment & Adequate Information is mostly true.

• It is observed that the majority of respondents (50%) view that People do not have any fixed mental impressions about each other in APRL has to keep this into mind as mostly true.

• It is observed that Employees are encouraged to experiment with new methods and try out creative ideas is rarely true is accepted by 40% respondents.

• It is observed that The Percentage of the respondents who were agreed it as mostly true exceeds 38%.

• It is observed that Majority of respondents (43%) said that weaknesses of employees are communicated is mostly true.

• It is observed that Feedback on employee's Behaviour is taken seriously for development. The percentage of mostly true is 43% and 25% of respondents said the above statement is sometimes true.

• It is observed that Majority of respondents (41%) said that employees strengths & weaknesses are identified difficult from supervisors is sometimes true.

• It is observed that Majority of the respondents (31%) said that Training Programmes are sponsored for employees are mostly true.
• It is observed that Nearly one-half of respondents agree that Opportunity is given for trained employees is mostly true.

• It is observed that needed employees are only sponsored for training Programmes shows that 33% respondents agree as sometimes True.

• The study is based on the responses of employees opinions on People trust each other in this organization is agreed as sometimes true by more than 30% of respondents.

• The study is based on the responses of employees opinions on expressing feelings of employees with superiors is agreed as sometimes true by more than 41% of respondents.

• It is inferred that majority (40%) of employees said that Employees share feeling with subordinates is mostly true.

• It is inferred that majority (43%) of respondents said that employees do not wait for instructions from superiors to do things is mostly true.

• It is observed that Delegation of authority is encouraged to develop juniors is almost always true in organizations. The Percentage of the respondents who were agreed it as sometimes true exceeds 35%.

• It is observed that Delegation of Authority is utilized by Junior for Development is more. Out of a total of 330 responses, the percentage of Sometimes true is 37%.

• It is observed that almost two - fifth of respondents agree that Team spirit is of high order in this Organization is sometimes true.

• It is depicted that majority of respondents (44%) said that problems are discussed openly & try to solve them is sometimes true.
Chapter – VI
Summary, Findings and Suggestions

- It is observed that on career opportunities are pointed out to juniors by senior officer’s shows that 40% respondents agree as sometimes true.

- It is observed that almost one-half of respondents agree that future plans are made known to the managerial staff is sometimes true.

- It is observed that majority of the respondents (40%) said that Employees welfare save a lot of their employees’ mental energy is sometimes true.

- It is observed that Majority of respondents (26%) agree that job-rotation in this organization facilities employee development is mostly true.
6.3 SUGGESTIONS

- Way of motivating the employees and other staff should be devised to compensate them for extra work loads to undertake and manage their respective assigned task.

- Human resource policies can be updated as per changing environment for the purpose of facilitating the employee development.

- The top level management could take measures by investing considerable time for the welfare and development of their employees.

- Induction training is very significant for any employee. So it is proposed if possible induction be organized with the experts from company engaged in similar jobs in addition to the present system through outside management institute.

- In spite of their busy schedule, the senior executives could devote their precious time for their employees' progress.

- It is a fact that there is shortage of skilled staff in Rayon industry. So any employee will catch the attention to any organization depending up on the prospectus of that organization. It was reported that some employees were not given any promotion as they are not having required qualification though they are having required skill to perform the job more efficiently. It is proposed that management must take care of such employees' career growth with a provision in training rules with some relaxation power. However, merit is only the criteria.

- It is a fact that no one can predict human beings' behavior. Because they frequently changes their behavior. And also future is uncertain. Those who change their behavior frequently can be recommended for behavioral
counseling programmes. If it (permissible change) is for their development sake, then seniors' guidance can be essential. Since change indicates the development, so that either with the help of coaching / training or counseling program can only be possible. When flexibility in the employees' behavior means liberty at the work place and creativity and innovation are given outmost importance.

- The management should maintain cordial, congenial and harmonious environment with the employees. Rules should be liberalized. So that employees can assist and support among themselves amicably.

- Superiors can be altered their relationship. By maintaining the friendly and affable behavior, they can share their personal problems.

- Education plays vital role in career growth of employee. Due to finance or any other family problem some employees may not be able to pursue higher education. Management should identify such employees and encourage them both physically and financially to pursue further education though off-campus mode for acquiring new knowledge and skills.

- Seniors can not only provide guidance but also provide assistance with psychologically and physically (coaching) to their juniors.

- Management should recognize and tap the potentials of the employees. So that they can develop competitive work culture and environment among the employees.

- It is observed that management can change the promotion policy frequently with respect to other human resource policies. It should be free from favoritism, kith and kin and nepotism aspects.

- Skills should be rewarded timely and develop in such a mechanism that there is no chance for re tapism for rewards and recognitions.
Chapter – VI
Summary, Findings and Suggestions

- Employees’ good work could be awarded and accoladed by the superiors with special care and concern.

- Performance reports should be a both superior and staff development (career & financial) one. It should provide the crystal clear and adequate information related to their job to the employee. Performance report can collect publicly and results are evaluated personally.

- Since management is not encouraging the recreation and relaxation programmes to their employees, so employees are not mingling among themselves amicably. Working hours (time-table) and rules can relaxed, fixed and standard.

- Management should encourage for research and experiments to come up with innovative and creative ideas and should provide separate fund for that.

- Grievances and Vigilance and time office department should be streamlined. Guide their employees the lessons and insights from committed mistakes rather than taking punitive action.

- Weaknesses factors can be communicated in amiable and amicable climate instead of adverse way like by threatening. It should be helpful to their personal growth as well as career development.

- Management should create positive and favorable environment that employees’ behavioral feedback should be affected to both the personal as well as professional career in positive progressive mode.

- Management should develop the sportive climate and culture among the employees for feedback and motivate them to develop their strengths from their weaknesses.
Training programmes should be conducted seriously sincerely and so that it would motivate the employees and acquire skills and impart knowledge from the constructive training programmes.

Trained employees could be preferred to give opportunity to train their forthcoming batch. So that they can excel in their respective area with cost cutting of expenditure.

Employees could be sponsored for pragmatic and practical training programmes on the basis of his personal and genuine interest.

Proper rules and regulations and discipline and decorum would be maintained. So that people trust and rely each and every person in the organization.

Centralization system would be liberalized. So that employees are not afraid or free enough to express their feelings with their superiors.

Extra-curricular activities could be conducted. To share opinions among themselves.

Self-motivation programmes would be recommended for generating the self-initiation to complete a desired job.

Delegation of authority with respect to responsibility can be assigned rather than over burdened. Over time wages to be kept at minimum and encourage in reduction. Regular work study to be conducted and try to utilize the 8 hours regular time for production rather than over time.

Management should give preference to juniors, try to avoid the misutilising the delegated authority and create a authority free environment and they use it as opportunity for development.

Team-building programmes could be conducted for developing job team spirit.
• Problem-solving environment could be developed rather than trouble shooting environment. So that employees can resolve their problems openly rather than excusing each other behind the back.

• Always seniors could be maintained professional way by guiding the juniors in career guidance programme.

• The future of the organization lies on hands of the middle level management. Since they are channel to top and low management and back bone of the organisation. The policies and plans should be explained and explicated clearly so that they will explain to their staff more clearly.

• There is mushroom growth of small leaders who instead of concentrating on work aspects are consuming time hearing employee personal problems and offering suggestion with half knowledge. So it is proposed that from welfare department one staff posted whose main duty is to get first hand information about employee personnel problems and feel to management directly so that if the same is coming within the per view of rules that can be taken care which boosts employees morale and increase his efficiency.

• Job rotation to be done so that all the employee are able to know the work of other section which will help in utilizing his services effectively on promotion to higher post. It will further reduce the monopoly of the employee in that department think and behaves that it was his parental property and no one knows better than him and helps in transparency.
6.4 CONCLUSION

Human Resource Development Climate has to focus on the behavior, attitudes, and talents of the employees in the organization. The organization has to provide the career development plans for the employees. It has sound grievance procedure to solve the problem in the organization. Management should consult every employee to take decision making in the organization. The organization is always one step ahead in providing the welfare facilities, health working conditions, supportive environment for the people working in the organization. The organization has to provide the job security to the employees in the organization.

6.5 SCOPE FOR FURTHER RESEARCH

It is fact that any research leaves ample scope for further study. Hence this section aims at indicating areas further and deeper study on the subject.

1. Similar researches may be taken up on several organisations at time to examine variations in participation across organization.

2. This research involved only respondents from the productive centres of the organization. Other non productive centres may also be studied to get a global perspective.

3. The present study has examined climate as a significant factor influencing employee performance. Other variables related to job performance may be studied in future research. Similarly, correlates of other variables with HRD Climate such as organization climate and job satisfaction may also be studied.

4. The present study had focused on HRD Climate in A.P. Rayons Ltd. A comparative study with other similar organizations in the power sector on HRD Climate can also be taken up for further research.