Chapter 6

Summary of Findings and Recommendations

6.1 Summary of Findings

The major findings have been drawn from different parts of the thesis and have been presented below.

- Ethics is a discipline related to moral duties and obligations. Ethics is concerned with what is good and what is bad. It is also concerned with the principles of behaviour that distinguish between the right and the wrong. Ethical behaviour is that behaviour that conforms to accepted standards of conduct.

- Business ethics is an application area of ethics and is the study of business situations, activities and decisions where issues of right and wrong are addressed. Ethical practices in business lead to positive and good impacts, of the business, on the stakeholders, community or society because their needs and expectations from the business get fulfilled. Business ethics pervades different functional areas of business namely human resources management, marketing and sales, purchases,
production, quality control, finance functions, information technology and other functional areas. An ethical organisation, which also experiences ethical HRM practices, can attract and retain human resources because ethical HRM practices ensure fair treatment of employees and hence ensure satisfaction of employees. This in turn leads to organisational excellence.

- Business ethics has its importance in terms of making organisations sustainable by satisfying all stakeholders, enhancing organisational excellence and contributing to the society and the country.

- Human resources being one of the important stakeholders must be kept satisfied through honest and fair practices related to them and hence business ethics pertaining to HRM is of vital importance to organisations.

- When organisation is ethical on employees' commitment towards ethical behaviour increases which is due to enhanced employee morale. This has important implications for organisational performance.

- Morale building of employees is an important job of any manager. Employees with high morale may make the work
more pleasant and this may help in improving productivity. If human resources are subjected to less ethical and/or unethical practices by organisations then their morale gets adversely affected.

- The domain of the study is select categories of organisations (namely educational institutions, manufacturing sector organisations and banks and financial institutions) in India.

- Since United Nations Global Compact (UNGC) stresses on organisational sustainability, therefore retention of proper human resources is an essential factor for organisations’ sustainability. That is possible by ethical HRM practices in organisations. The study examined ethical quality of different HRM practices across aforementioned organisational categories in India.

- The review of literature suggested a research gap in terms of a systematic analysis of the ethical implications and ethical quality of various HRM practices in aforementioned select categories of organisations in India as mentioned above and finding the association or relationship of such HRM practices with employee performance related dimensions or aspects. This
study addressed this research gap by using empirical research coupled with appropriate statistical analysis.

- Based on the research gap the objectives were established and were fulfilled i.e.

  - Survey was done on representative employees of aforementioned select organisations in order to get responses to the questions on HRM practices in their respective organisations. Data was collected by administering questionnaire.

  - Responses were also obtained on the corresponding dimensions or aspects that affect employee performance.

  - The data collected was analysed to find out ethical implications of the HRM practices across the said categories of organisations in India.

  - Associations or relationships (if any) were found between the ethical qualities of practices in HRM and the relevant dimensions that affect employee performance in the said organisations.
The summary of findings from data analysis is given below.

- There are several functional dimensions of HRM where less ethical practices can creep in. Organisations must have proper human resource plans whose implementation can ensure staffing with efficient manpower. 35 respondents from Educational institutions (Both Private Sector and Government / Government Aided Institutions) have answered that their respective organisations have formal (laid down) Human Resource plan. 38 respondents from manufacturing organisations (Both Private And Public Sector) have answered that their respective organisations have formal (laid down) Human Resource plan. 32 respondents from Banks and Financial Institutions (Both Sectors) have answered that their respective organisations have formal (laid down) Human Resource plan.

- In the context of the extent of following HR plans, it is found, from percentage analysis, that more of select private organisations have shown overall lesser ethical quality than public or government sector ones. Positive and significant
associations (at 0.01 levels) have been found between the ethical quality of the HRM practice regarding extent of following HR plans and the manpower efficiency in manufacturing organisations and banks and financial institutions (private sector) in India. The two variables are in agreement. In other words, more the plans are followed, better is manpower efficiency i.e. more ethical is the organisation in this matter the better is the staffed manpower efficiency. However, associations for educational institutions and public sector manufacturing organisations in India are positive but not significant (at 0.05 levels). Association was not found in the case of nationalized banks and financial institutions.

- Percentage wise, seemingly, there is poor ethical quality of the practice of maintaining time frames of HR plans in private sector organisations of select categories. Associations between ethical quality of the said practice and the manpower efficiency are strong, positive and significant (at 0.01 levels) in government or government aided educational institutions and private sector manufacturing organisations. The two variables
are in agreement. For other select sectors and categories of organisations, measures of associations are positive but not significant (at 0.05 levels).

- On analysis, by cross referencing of HRM practices related to HR planning, it is apparent that percentage wise government or government aided or public sector organisations of the select categories are better in terms of ethical quality (in respect of the extent or frequency of following HR plans vis-à-vis ethical quality of time frame of HR plans followed) than private sector ones. In educational institutions and private manufacturing organisations, associations are strong, positive and significant (at 0.01 levels) between ethical quality of the extent or frequency of following HR plans and the ethical quality regarding time frame of HR plans followed. The ethical qualities of the two practices are in agreement i.e. more (or less) ethical the organisations are in respect of extent of following of HR plans, the more (or less) ethical they are in respect of following time frame of HR plans. For public sector manufacturing organisations association is strong, positive but
not significant (at 0.05 level). For private banks and financial institutions, association is extremely low but negative and not significant (at 0.05 level). No association found in the case of nationalized banks and financial institutions.

- One of the HRM functions is to recruit and select suitable personnel without being biased in the process and following established norms or relevant prescriptions as per HR plan. Percentage wise, ethical quality regarding the practice of using of employee referrals and direct recommendations to select employees in select private sector organisations appears to be poorer as compared to public or government sector ones except in manufacturing organisations.

  - Positive association but not significant (at 0.01 level) found between staffing manpower through employee referrals and direct recommendations and the staffed manpower efficiency for select organisations other than educational institutions. This hint that more the frequency of selecting through referrals or recommendations, the less the manpower efficiency. Low
but negative and not significant (at 0.01 level) association found in the case of educational sector which hint at inverse relationship.

- In the context of ethical quality of practices related to recruitment and selection i.e. the extent of dependence on a particular recruitment agency, percentage wise, more of private sector manufacturing organisations and private sector banks and financial institutions appear to be less ethical than the public sector ones. However, in the case of educational institutions private institutions have shown better ethical quality than government or government aided educational institutions.

  - Positive but not significant (at 0.05 levels) associations found between dependence on a particular recruitment agency and the manpower productivity or efficiency for those positions. These only hint that better the quality of the practice regarding depending on a particular recruitment agency, the better is the manpower productivity or efficiency for those positions in those select organisations. Negative associations (as found for
government or government aided educational institutions and nationalized and private banks and financial institutions) hint at inverse relationship.

- In the context of ethical qualities associated with the practice of employing different proportions of temporary employees in select organisations it is found that percentage wise, more of public sector manufacturing organisations and banks and financial institutions have shown better ethical quality than the private sector ones. Percentage wise, more of Government / Government aided educational institutions are moderately ethical than private educational institutions.

  - The associations found, between portion of temporary employees and the performance of temporary employees in comparison to permanent employees, are mostly weak and are not significant at 0.05 level. However, for Government or government aided educational institutions, associations are moderate but positive. For private banks and financial institutions the association is moderate but negative. Negative association indicates or
hints that lesser the portion of temporary employees, better is the performance of temporary employees in comparison to permanent ones. This in turn means that better is the ethical quality in this matter, better is the performance of temporary employees in comparison to permanent ones.

- Regarding ethical implication of the HRM practice of appointing casual employees / non-permanent employees (at an ad-hoc basis) for permanent vacancies, percentagewise, seemingly, select private sector organisations have shown poor ethical quality than government or public sector ones. Significant positive associations (at 0.01 levels) found between frequency of appointing casual employees / non-permanent employees (at an ad-hoc basis) for permanent vacancies and the productivity (or efficiency) of employees in government or government aided educational institutions and banks and financial institutions. These indicate that lesser the appointment of casual employees / non-permanent employees (at an ad-hoc basis) for permanent vacancies, better is such employees'
productivity / efficiency. For others, the associations are positive but not significant at 0.05 level, hint at the same. However, negative association shows inversion namely in the case of private sector manufacturing organisations.

- Cross reference analysis was done regarding ethical quality of practice of appointing of casual employees / non-permanent employees (at an ad-hoc basis) for permanent vacancies vis-à-vis the use of employee referrals and recommendations or direct recommendations to select employees. It is apparent that, percentagewise, government or government aided educational institutions are almost at par in terms of ethical quality (in respect of both the said practices) with private sector ones. Percentagewise, nationalized or public sector banks and financial institutions are better in terms of ethical quality (in respect of both the said practices) than private sector ones. It is also apparent that percentagewise, public sector manufacturing organisations are less ethical in terms of ethical quality (in respect of both the said practices) than private sector ones.
• Positive and significant (at 0.01 level) association found (between ethical quality of practice of appointing of casual employees / non-permanent employees (at an ad-hoc basis) for permanent vacancies and the use of employee referrals and recommendations or direct recommendations to select employees) in private educational institutions. Positive measures of association indicate that ethical qualities of the two practices are in agreement. However, for other select organisations, associations are positive but not significant and only hint at the same. Negative association (as found in the case of nationalized banks and financial institutions) shows inversion of the ethical qualities of the two practices.

• Percentagewise, more of Government or Government aided institutions or public sector organisations are having better ethical quality than private sector ones regarding the HRM practice of appointing trainees or freshers for full time responsible jobs. Low or weak but positive associations (not significant at 0.05 levels) found between frequency of
appointment of trainees or freshers for full time or responsible jobs and the job performance of such employees. Low or weak but negative association (found in the case of private sector banks and financial institutions) indicates inverse relationship.

- Percentagewise, government or government aided institutions and public sector manufacturing organisations and banks and financial institutions have better ethical quality than the private sector ones in respect of both the said practices (i.e. the practice of appointing casual employees / non-permanent employees (at an ad-hoc basis) for permanent vacancies and the ethical quality of the practice of appointing trainees or freshers for full time or responsible jobs).

  - Significant positive associations (significant at 0.01 levels) found in the cases of public sector or government or government aided organisations or institutions. Associations are between ethical quality of the practice of appointing casual employees / non-permanent employees (at an ad-hoc basis) for permanent vacancies and the ethical quality of the practice of appointing trainees or freshers for full time or responsible jobs. This
imply that as there is decrease (or increase) of ethical quality of one practice, there is also decrease (or increase) in the ethical quality of the other practice. In other words, the ethical qualities of the two practices are in agreement. No association found in the case of private sector manufacturing organisations. Very low and negative association found in the case of private sector banks and financial institutions thereby hinting that ethical qualities of the two practices may be in inversion.

- Regarding the HRM practice of confirming employees timely, ethical quality of Government or Government aided institutions are better than private sector educational institutions. Majority of manufacturing and selling manufacturing organisations are ethical in this matter. Percentage wise, more of public sector or nationalised Banks and Financial institutions have shown better ethical quality than private sector ones.

- In select sectors and categories of organisations in India, except public sector manufacturing organisations, positive and significant (at 0.05 levels) associations
found between employees not being confirmed in time and the concerned employee morale deterioration. The two variables are in agreement. Moderate & positive association found in the case of public sector manufacturing organisations.

- Another function of HRM is to see that employees get promotions for their growth in organisations. Regularity of promotions has relationship with employee performance.
  - Perceived ethical quality of select private sector organisations appears to be poorer as compared to public or government sector ones regarding HRM practice of maintaining regularity of promoting employees.
  - Positive and Significant associations (at 0.01 levels) for educational sector (particularly private ones) indicate that better the ethical quality regarding the practice of maintaining regularity of employee promotions, the better is the employee performance. However, for other select organisations, associations are weak, positive but
not significant except for private sector banks and financial institutions, where it is weak and negative and not significant.

- Regarding the HRM practice of retrenching or dismissing surplus manpower private sector organisations have shown poorer ethical quality than the public sector or government sector organisations. Significant (at 0.01 levels) and positive associations found in the cases of select private sector organisations. The associations are between retrenching surplus manpower and acceptability of the practice amongst employees. This indicates that lesser the compensation given while retrenching or dismissing employees the lesser is the acceptability of such policy and/or practice by the employees. In the case of government sector educational institutions association is very high or strong and positive but not significant. In the case of public sector manufacturing organisations association is moderate and positive but not significant. However, the association is negative and moderate for nationalised banks and financial institutions.
An organisation has to provide training to employees as and when required as per training needs without doing partiality. There is scope of discrimination or showing favouritism or showing partiality in providing training to employees and hence there is scope of less ethical practice in this regard.

- In the context of discriminating or doing partiality between employees for providing training & development, select private sector organisations have shown poorer ethical qualities of the practice than the government or public sector organisations.

- Positive and significant (at 0.01 levels) associations found (between discriminating amongst employees or doing partiality in providing training & development opportunities and the demoralisation of employees) in the select organisational categories and sectors except public sector manufacturing organisations and private sector banks and financial institution. In the case of public sector manufacturing organisations, association is
strong and positive and in the case of private sector banks and financial institutions it is weak but positive.

- Seemingly, percentagewise, more of private sector organisations among the select categories have perceived poorer ethical quality than public or government sector ones regarding the HRM practice of discriminating or doing favouritism by giving special facilities, promotions or more increments to only few people.
  - Significant (at 0.01 levels) positive associations found between discriminating or doing partiality or favouritism in giving special facilities, promotions or more increments to only few people and the deterioration of employee morale. This indicates that lesser ethical the organisation is, more is the employee morale deterioration. In other words, better (or poorer) the ethical quality regarding the said HRM practice, lesser (or more) is the employee morale deterioration. The two variables are in agreement. For private sector manufacturing organisations, the association is high but
significant at 0.05 level. For public sector manufacturing organisations the association is low or weak and positive.

- On cross reference analysis it is found that in the cases of educational institutions and private banks and financial institutions, positive and significant (at 0.01 levels) associations found between ethical quality of discriminating or doing partiality by giving special facilities, promotions or more increments and the ethical quality of discriminating between employees or doing partiality for providing training & development. The two variables are in agreement. However, for other select organisations associations that are not significant but positive, only hint at the above agreement.

Select private sector organisations seemingly have shown less ethical quality in respect of both the said practices than the public or government sector ones.

- Another function of HRM is to act upon rewarding the employees i.e. fixing salaries and incrementing salaries as and when needed and providing incentives and benefits. Less ethical practice can be fixing salaries that are unfair and inequitable relative to others in the organisation or other
organisations. Committing benefits but not giving is also less ethical practice.

- Percentagewise, more of select private sector organisations have shown poorer perceptible ethical quality of the HRM practice of fixing level of salaries and wages. Positive and significant associations (at 0.01 levels) found between wages & salaries and the employee morale in educational institutions (both sectors), private manufacturing organisations and nationalised banks and financial institution. The two variables are in agreement. For other select sectors, associations are positive but not significant.

- In the context of the practice of not giving committed benefits to employees, private sector educational institutions and private sector banks and financial institutions have shown lesser perceived ethical qualities than the public sector or government sector ones. For all select sector of organisations, strong, significant (at 0.01 levels) and positive associations found between benefits committed to employees but not given and
employees getting demoralised. This indicates that better (or poorer) the ethical quality of the said practice more (or less) is the employee motivation. The two variables are in agreement.

- On cross referencing analysis of the ethical quality of HRM practices of keeping the commitment of giving benefits to employees vis-à-vis the ethical quality of the practice of fixing level of salaries and wages, select private sector organisations seemingly have shown less ethical quality in respect of both the said practices than the public or government sector ones.

  ▪ Very strong, positive and significant associations (at 0.05 levels) found between ethical quality of the practice of keeping the commitment of giving benefits to employees and the ethical quality of the practice of fixing level of salaries and wages in government or government aided educational institutions and nationalised banks and financial institutions. The two ethical qualities are in agreement. However, for other select sectors and
categories of organisations associations are positive but not significant (at 0.05 levels).

- HR manager and his team has to do the work of appraising the performance of employees. A mistake in this matter is to have employees not doing their best. Performance appraisal feedback should be given to employees to give an opportunity to them to develop themselves and better their performance.
  - Seemingly, percentage wise, majority of the educational institutions are either least ethical or less ethical. Percentagewise, more of public sector manufacturing organisations are moderately ethical than private sector ones. Majority of banks and financial institutions are ethical. In educational institutions (particularly private sector ones) and manufacturing organisations, positive and significant (0.01 levels) associations found between cases of providing post-performance appraisal, feedback to employees and the improvement in employees’ performance. This indicates better (or poorer) the ethical quality of the said HRM practice,
more (or less) is the improvement in performance of employees. The two variables are in agreement.

- However, in the case of private banks and financial institutions association is very weak and is not significant but is positive. No association was found in the case of nationalized banks and financial institutions.

- Percentagewise, more responses of select private sector organisations have implied lesser ethical quality of the HRM practice (of making employees work for long hours without any extra benefits or less benefits) than the public sector or government sector ones. In select manufacturing organisations, strong, positive and significant associations (at 0.01 levels) found between ethical quality of making employees work for long hours, without any extra benefits or less benefits and the employee de-motivation. The two variables are in agreement. In select educational institutions associations are moderate, positive and significant at 0.05 levels. However, in the case of banks and financial institutions, associations are not significant
at 0.05 levels but are positive, thereby only hinting at the above relationship or agreement.

- In the matter of the practice of giving provident fund facilities to employees, select organisations of private sector have lesser perceived ethical quality than the public sector or government sector ones. Strong, positive and significant associations (at 0.01 levels) found between portion of employees not getting Provident fund and the employee de-motivation in private sector organisations across the select categories. The two variables are in agreement in private sector.

- HR manager has to do the task of communicating (interviewing, counseling, disciplining, etc). Considering percentage, more of select private sector organisations have shown lesser ethical qualities than the public or government sector ones regarding the practice of not communicating (or suppressing) information regarding HR policies / benefits to the employees. Associations (between not communicating or suppressing information on HR policies / benefits and the employee morale deterioration) are strong, positive and
significant (at 0.01 levels) in select private sector organisations across categories and in public sector manufacturing organisations. The two variables are in agreement. For govt. or govt. aided educational institutions and nationalized banks and financial institutions associations are strong, positive but not significant at 0.05 levels.

- In the context of leadership practices, apparently, percentagewise more of select public or government sector organisations have shown better ethical quality than the private sector ones. In educational institutions and private sector manufacturing organisations associations are strong, positive and significant (at 0.01 levels). The associations are between democratic leadership and employees' inspiration. For public sector organisations of other select categories associations are high, positive but not significant at 0.05 levels.

- It is apparent that select public or government sector organisations have shown better ethical quality than the private sector ones regarding the practice of discriminating (or doing partiality) in enforcing discipline. Associations are strong,
positive and significant (at 0.01 levels) in manufacturing organisations (private sector), educational institutions (private sector) and banks and financial institutions. Association is moderate, positive and significant (at 0.05 level) for public sector manufacturing organisations. For the rest of the sectors across select categories of organisations associations are strong, positive but not significant at 0.05 level.

• On cross reference analysis of the ethical qualities of the two practices namely discriminating or doing partiality or favouritism by giving special facilities, promotions or more increments to only a few people and discriminating (or doing partiality or favouritism) amongst employees while enforcing discipline it is found that percentage wise, more select government or government aided institutions or public sector manufacturing organisations or nationalised banks and financial institutions have better ethical quality in respect of both the said practices than the private sector ones. Associations are found between ethical quality of the practice of discriminating or doing partiality or favouritism by giving
special facilities, promotions or more increments to only few people and the ethical quality of practice of discriminating (or doing partiality or favouritism) amongst employees while enforcing discipline. The associations are strong, positive and significant (at 0.05 levels) in government or government aided educational institutions and public sector banks and financial institutions. The ethical qualities of the two practices are in agreement. For the rest of the sectors across select organisational categories associations are positive but not significant (at 0.05 levels).

- Regarding ethical implications of retaining employees by giving false promises, percentage wise, more of Government or Government aided institutions or public sector manufacturing organisations and banks and financial institutions are ethical than private sector ones. Associations (between retaining employees by giving false promises and the success in ultimately retaining such employees in long run) are found. In public sector manufacturing organisations association is high or strong (significant at 0.01 level) and negative. For other sectors
of select categories of organisations associations are extremely low and not significant.

• There is scope of less ethical practice in listening and handling employees’ grievances. OECD guidelines on Employee and Industrial Relations (2c) says to promote consultation and co-operation between employers and employees and their representatives on matters of mutual concern. So, this implies that unions and workers representatives should freely discuss issues at work with the managers in order to reach agreements that are jointly acceptable. Therefore, not listening or not acting after listening to employee grievances or demands, sometimes or many times, implies less ethical practice on the part of the organisations.

• Percentage wise, more of govt. or govt. aided educational institutions, public sector manufacturing organisations and banks and financial institutions have better ethical quality than private sector ones regarding the practice of failing to act after listening to the demands or grievances of employees.
Associations (between not acting after listening to employee grievances or demands and the deterioration of employee morale) are strong, positive and significant (at 0.01 levels) for all sectors across select categories of organisations except public sector manufacturing organisations. The two variables are in agreement.

- Regarding the practice of putting work pressure on employees, private sector organisations have shown less ethical qualities. Associations (between putting work pressure on employees and the deterioration of employee morale) are strong, positive and significant (at 0.01 levels) in educational institutions, in manufacturing organisations it is low and not significant. In banks and financial institutions associations are moderate and positive but not significant.

6.2: Recommendations

This research found that there are many cases of less ethical practices in HRM in select organisations in India. From the prior analysis (as given in chapter 5) and summary of findings as given above, the varying ethical qualities of HRM practices in select organisations in India have been
revealed. It is also revealed, there from, that such practices have associations with factors or dimensions that affect employee performance viz. employee morale, motivation, etc. As an attempt to make such practices more ethical and thereby improve upon employee performance affecting dimensions, the recommendations are given as follows.

1. As findings reveal that associations exist between extent of following of HRM plans and staffed manpower efficiency (in some cases they are significant) so, HRM plans, tuned with organisation’s long term perspectives, should be present and followed to the maximum extent possible. Considering the ethical quality in this regard, educational institutions in India are lagging behind in this respect. Private sector manufacturing organisations and private sector banks and financial institutions should follow HR plans to the maximum extent possible.

2. Findings reveal positive relationship between the time frame of HR plans and the manpower efficiency. Implication is that more the time frame of HR plans more is the manpower efficiency. Human Resource plans should be mainly long term with medium term and short term versions. Seemingly, educational institutions in India are lagging behind in this respect and therefore should stress more
on long term HR plans and implement them. Organisations should have mechanisms to evaluate HR plan implementations.

3. Organisations should have mechanisms to promote employees at regular intervals. Findings reveal that there is association between regularity of promoting employees and efficiency of employees. Educational institutions in India, particularly private sector ones, should promote employees on a fairly regular basis after following proper promotion norms.

4. Based on the findings it is recommended that organisations, specially private sector educational institutions and private sector banks and financial institutions may select only a few employees from referrals or direct recommendations but such employees must possess requisite qualifications and experience.

5. Analysis reveals that organisations belonging to government / public / nationalised sector depend on recruitment agencies (which might have been approved agencies with requisite expertise on recruiting and selecting employees). Organisations, specially the private sector ones, should recruit and select employees from open market to the maximum extent possible. They may take the help of recruitment agencies for few recruitments for situations where the
recruitment agency's expertise may be required. However, in such cases, selections should be done as per proper norms of the respective organisation. Public sector organisations should also recruit and select from open market as far as practicable.

6. Educational institutions, especially private sector ones, in India should increase the number of permanent employees but relevant measures should be taken, namely performance appraisal and post appraisal feedback, requisite training, etc. such that permanent employees perform well. Relevant analysis reveals that manufacturing organisations should also increase the number of permanent employees and there should be relevant mechanism to ensure that permanent employees enhance their performance.

7. Educational institutions and manufacturing organisations (particularly private sector ones) of India must have laid down norms regarding qualifications, experience, skills, required seniority, just remuneration, etc for different positions in the organisation. Organisation should adhere to such norms. In this regard, organisations should not be staffed with casual employees / non-permanent employees (at an ad-hoc basis) for permanent vacancies, either sometimes or on regular basis.
8. Based on findings, private sector organisations, particularly educational institutions, should try to minimise the intake of trainees or freshers for full time jobs that require responsibility and proper experience. The trainees should be given proper training on the job so that they can perform well.

9. Findings reveal that private sector educational institutions and private banks and financial institutions are ethically not as good as their government sector counterparts regarding confirming employees in time. Such organisations should not delay confirmations of employees (on probation). They should make timely assessments in this regard.

10. It is recommended, on the basis of the findings, that organisations in India, particularly educational institutions and other private sector organisations, should give good compensation to employees when such employees are retrenched or dismissed.

11. Analysis reveals that there are many cases of discriminating or doing partiality or favouritism in giving special facilities, promotions or more increments to only few people in select organisations in India. Organisations should avoid such selectiveness or partiality or favouritism because on relevant
analysis, it is found that that this has dampening effects on employee morale.

12. Many cases of discrimination or selectiveness or doing partiality found in providing training to employees in organisations in India. This is less ethical. Since relevant findings shows employee demoralisation due to such less ethical activity, therefore, organisations, particularly educational institutions and manufacturing organisations should minimize the occurrences of such selectiveness or doing partiality in providing training to employees of such organisations.

13. Organisations, particularly educational institutions, should give post performance appraisal feedback to all employees so that they get opportunity to overcome their drawbacks and be productive. This is because relevant findings show associations between providing post performance appraisal feedback and subsequent employee performance enhancement.

14. Since relevant analysis found association (in some cases it is significant) between wages and salaries and employee morale in select organisations in India, so organisations, particularly private
sector ones, should give wages and salaries to employees either as
per industry cum region specific standards or above that.

15. Private sector organisations viz. educational institutions and
manufacturing organisations and banks and financial institutions in
India should ensure that employees do not have to work for long
hours. Even if they are made to do so they should be duly
compensated for the additional hours of duty they put in. findings
imply demoralising effect on employees due to long hours of
working by them.

16. Considering relevant findings and perceived ethical qualities,
organisations should provide Provident Fund facilities either to all
or majority of employees as far as practicable.

17. False promises regarding remuneration and benefits should not be
made to employees as this has significant dampening effects on
employee morale in select organisations in India.

18. All relevant HR related policies, norms, etc should be
communicated to employees in organisations in India otherwise
relevant analysis and findings say that it has significant dampening
effects on employee morale in select organisations in India.
19. Training should be given to managers so that they follow democratic leadership style. Democratic leadership has inspiring effects on employees in select organisations in India.

20. Selectiveness or doing partiality or favouritism in enforcing discipline should be minimised in organisations in India. It is apparent from relevant analysis and findings that less ethical practice in this regard has deteriorating effect on employee morale in select organisations in India.

21. Organisations must take necessary actions to the maximum extent possible after listening to the grievances of employees because findings tell that extent of non-action after listening to the grievances of employees have association with employee morale in select organisations in India.

22. Optimal work pressure should be given to employees in organisations because findings reveal associations between putting work pressure and dampening of employee morale in select organisation in India particularly in educational institutions.

23. The employers and managers must be trained in proper ethics programmes related to Human Resources Management. Such programmes must be held at regular intervals.
24. In the Ethics training programmes various ethical dilemmas related to HRM should be discussed and ways to overcome such dilemmas should be communicated to the participants.

25. Ethics officers should be appointed to weave ethics in the conduct of the employees of various departments at different levels in organisations in India. They should ensure ethical practices in the HRM area.

26. There should be written ethical code of conduct. Such standards of ethical conduct should be developed by referring to international standard codes of ethical conduct viz. principles of United Nations Global Compact, International Labour Organisation principles, OECD guidelines for multinational enterprises, etc.

27. The codes of ethical conduct should be communicated to all employees.

28. Grievance cell should be set up to redress grievances of employees regarding less ethical practices by employers and managers.

29. It was revealed from cross question analysis that associations exist between ethical quality of the extent or frequency of following HR plans and ethical quality of time frame of HR plans followed. Thus select organisations in India should maintain ethical quality regarding both the said practices because individually, ethical
qualities of both the said practices have associations with efficiency of manpower.

30. It was revealed from cross question analysis that associations exist between ethical quality of practice of appointing of casual employees / non-permanent employees (at an ad-hoc basis) for permanent vacancies and the use of employee referrals and recommendations or direct recommendations to select employees. Thus select organisations in India should maintain ethical quality regarding both the said practices because individually, ethical qualities of both the said practices have associations with manpower efficiency.

Cross question analysis also revealed that associations exist between ethical quality of practice of appointing casual employees / non-permanent employees (at an ad-hoc basis) for permanent vacancies and the ethical quality of the practice of appointing trainees or freshers for full time or responsible jobs. Select organisations should practice the said HRM dimensions with better ethical quality because individually, ethical qualities of both the said practices have associations with manpower efficiency and manpower performance.
31. On analysis it was found that there exists association or relationship between the ethical quality of discriminating or doing partiality by giving special facilities, promotions or more increments and the ethical quality of discriminating between employees or doing partiality for providing training & development. The two practices have been found to be in agreement in the select organisations under study. Such organisations particularly the private sector ones must be ethical and must constantly try to enhance the ethical qualities regarding both the said practices because both these said practices affect morale of employees (as found earlier).

32. Association was found (on cross question analysis) between ethical quality of the practice of keeping the commitment of giving benefits to employees and the ethical quality of the practice of fixing level of salaries and wages. The two practices have been found to be in agreement in the select organisations under study. Such organisations particularly the private sector ones must be ethical and must constantly strive to enhance the ethical qualities regarding both the said practices because both these practices have been found to affect employee morale.
The ethical quality of the practice of discriminating or doing partiality or favouritism by giving special facilities, promotions or more increments to only few people and the ethical quality of practice of discriminating (or doing partiality or favouritism) amongst employees while enforcing discipline are found to be in agreement in select organisations. Private organisations must make every effort to better the ethical qualities regarding both the said practices because it was found that both these practices have relationships with employee morale.