CHAPTER – VII

SUMMARY OF FINDINGS,
SUGGESTIONS AND
CONCLUSION
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7.1 Background of the Study

Human Resource Development means bringing the best in the people or making people to give their best to themselves and to the rest of the world. Each and every individual has a lot of hidden talent. These talents will be expressed only when they are nurtured. So a talent nurturing climate has to be created to bring out the best in people. Creating such a climate and helping people to bring out the best in them is Human Resource Development.

The ultimate objective of Human Resource Development is to develop competencies in individuals, groups and collectives. Competencies may include knowledge, skills, attitudes and values. Developing competencies is a never-ending process. As one level of competencies is developed in an individual or a group, another set of needs may arise requiring the development of another set of competencies. The competencies so developed could enable people to act and improve their own lives and those of others. Thus Human Resource Development is a continuous process. The objectives of the study are enumerated below:

1. To study the conceptual framework of Human Resource Development.

2. To study the contribution of BHEL in general and Profile of Boiler Auxiliaries Plant, Ranipet in particular.

4. To analyse the opinion of Executives about Recruitment, Selection, Training and Development, Performance Appraisal of the unit considered for the study.

5. To study the extent of satisfaction of Executives in respect of their work, Performance Appraisal, Rewards and Welfare Measures provided by the unit.

6. To analyse the opinion of employees of HR Division about HRD policies, their implementation, HRD Issues and Barriers.

7. To offer suggestions for improving HRD Practices in Boiler Auxiliaries Plant of BHEL, Ranipet

The present study is an empirical one based on the sample survey method. First hand data were collected from the field through two separate interview schedules and observations. Primary data have been collected from the Executives covering 36 Departments of E1 to E8 Grades and employees in HR Division The researcher had a personal discussion with middle and senior level Executives of Boiler Auxiliaries Plant of BHEL, Ranipet.

Data which are not originally collected but obtained from published or unpublished sources are known as secondary data. The secondary data which contains compiled statistical statements and reports may be used by researchers for their studies. Data regarding organisation’s history and HRD activities were collected from records, annual reports, publications, websites and memorandum of agreements of the company.
Sufficient care has been taken to select the sample of respondents. Considering the massive manpower strength of the organisations, the sample covers only Executives. For this purpose, random sampling was used to select the respondents. The present study relied on primary data collected through the administration of structured Questionnaires.

The first questionnaire has been administered to 253 Executives constituting 70% of E1 to E8 Grades covering 36 Departments. It consisted of questions relating to Recruitment, Selection, Training and Development, Performance Appraisal, Welfare Measures, Organisational Development and HRD practices.

The second questionnaire which comprises of questions relating to Key Strategic Issues in the organisation, HRD Policy Development, HRD Implementation, HRD Issues, HRD Barriers, Best HRD Practices and latest trend of HRD Practices have been administered to 52 employees constituting 71% in different divisions of HR Department.

The information collected by the researcher has been systematically tabulated and analysed with the help of statistical tools. Chi-Square test, ANOVA, ‘t’ test, Friedman test, Mann Whitney U test, Correlation, Multiple Regression and Kendall Co-efficient of Concordance were applied for testing the hypotheses for arriving at appropriate conclusion.
7.2 FINDINGS OF THE STUDY

A capsule of the findings of the study are furnished in the following paragraphs.

7.2.1 Recruitment

➢ The study disclosed that the recruitment process in the management cadre is mainly done through advertisements. A significant majority 70.75% of the respondents have agreed to the statement.

➢ The study unfolded that no placement activity is undertaken by Boiler Auxiliaries Plant of BHEL Ranipet.

7.2.2 Selection Process

➢ A majority of 61.26 % of the respondents have stated that interview is the main process for selection. There is a general satisfaction about the selection procedures used.

7.2.3 Training and Development

Training is one of the strong points of Boiler Auxiliaries Plant of BHEL, Ranipet. The success of BHEL as a forerunner in the entire gamut of public sector organisations is mainly due to its efforts in integrating HRD as a part of its Corporate Strategy.

The study has brought to light the following facts:

➢ It is observed that training programme is one of the most important activities of HRD.
A substantial number of respondents forming 65.61% believe that the organization has a constructive approach towards its training programmes.

A majority of respondents constituting 48.62% find a gap between the training and development policy and their implementation in reality. Training had a positive impact on individual efficiency, but it was not adequate to meet the job requirements in the organisation.

An appreciable proportion of 88.14% has agreed to the fact that the company has a structured training system.

A vast majority of 75.49% of the respondents agreed that the existing training system really develops an employee.

It is observed that a majority of 77.87% agreed that the training policy of the company is fairly in line with the organizational requirements.

A fair majority 54.54% of the respondents agreed that the company sponsors its employees for outside training.

A significant majority 80.24% has agreed that the in-house training programmes are handled by competent faculty.

Training has a positive and significant relationship with HRD dimensions in general.

The following benefits of training have been identified in the study:

An average of 46.64% of respondents stated that the training is aimed at improving job related skills and problem solving skills.

A substantial majority of 86.56% of the respondents agreed to the fact that the induction training provides an excellent opportunity for new comers to...
learn comprehensively about the organisation.

The overall observation and analysis bring to light that Training and Development efforts at BHEL have been well accepted by a large number of employees.

7.2.4 Organizational Development

The study has brought to sharp focus on the following facts:

- 42.69% of the respondents agreed that the union is aggressive. It is natural that in any public sector organization the union plays a bigger and stellar role.
- 57.71% of the respondents have stated the formal communication from workers to management is through union. This again reflects the strength of the union.
- The analysis of survey data unfolded that about 54.55 % of the respondents agreed that the relationship at shop floor level is normal and reasonable which is a tribute to both the workers and the management.
- A shocking disclosure of the study is that, a significant majority of 72.33% of respondents has stated that the company has no professional counsellors.
- 48.22% of the respondents have agreed that the grievances are settled through Grievance Redressal Committee
- A significant majority 91.80% of respondents agreed to the existence of Workers Participation Scheme.
A vast majority of 68.38% of the respondents accepted that the union negotiations are conducted at regular intervals.

The attrition rate in Boiler Auxiliaries Plant is low / not significant. A simple majority of 53.75% of the respondents have agreed to the fact. The reason for low attrition rate is BHEL is one of the renowned corporate, unparalleled and unopposed from any competing industries. There is plenty of job satisfaction and job security among the employees. Hence they seldom leave the organization.

It is quite shocking that 46.25% of the respondents agreed that the attrition rate of the company is high. This is due to the fact that the company has introduced a good compensation package for voluntary retirement scheme.

A simple majority of 56.52% of the respondents are familiar with exit interviews.

In Boiler Auxiliaries Plant of BHEL Ranipet, the industrial relations have been found to be satisfactory.

### 7.2.5 Rewards

BHEL is well known for awarding its employees.

A majority of 76.68% of the respondents agreed to the fact that performance based incentive system has resulted in increased productivity.

70.76% of the respondents agreed that they get compensation on par with the industry standards.
85.77% of the respondents agreed that the company has the practice of rewarding employees for cost reduction, waste management and innovative suggestion.

7.2.6 Performance Appraisal System

- It is quite shocking that 37.15% of the respondents preferred that the techniques used for performance appraisal should be improved.
- A vast majority of 81.82% of the respondents were of the opinion that the performance appraisal system should be discussed openly.
- A fair majority of 53.36% of the respondents has stated that there are possibilities for the immediate supervisor to be bias in the present system of performance appraisal.
- A majority of 44.27% of the respondents were of the opinion that the performance appraisal does not include weightage for training hours spent by them.
- A simple majority of 51.38% of the respondents has expressed that 360 degree feed back and a balanced score card is used as part of performance appraisal.

7.2.7 Welfare Measures

BHEL has been in the forefront as far as the welfare measures are concerned. BHEL stands alone in the welfare of its employees. Welfare function is being performed by a separate department in the unit.
An average of 90% of the respondents has expressed that the welfare measures provided by the organization are incomparable.

7.2.8 HRD Practices

- The study revealed that latest trend of HRD practices are not much practiced. A majority of 90.52% of respondents stated that only traditional method of job sharing is followed.
- A significant disclosure of the study is that Training / Work-based learning, HRD planning and Professional development are ranked as most valued HRD practices.
- A vast majority of 86.56% of respondents agreed that the company has designed a corporate strategy for the organization as a whole.
- A significant majority of 64.82% of the respondents agreed that the organization has a transparent HRD policy.
- It is quite shocking that only 42.69% of the respondents have stated that the company has not done annual review of HRD objectives and achievements.
- It is quite shocking that only 53.85% of the respondents have perceived that the HRD policy has not addressed career path for the staff.
- A vast majority of 74.7% of the respondents expressed their opinion that the management treats Human Resources as an asset.
- A significant majority of 66.8% of the respondents opined that the organization encourages individual’s initiatives.
- It is quite shocking that only 55.77% of the respondents are aware of the tributes received by the company.
7.2.9 HRD Issues and Barriers

The respondents perceived strongly in favour of the following statements:

- Training Managers and HR Managers are responsible for HRD policy development.
- General Managers, CEO and HR Managers are responsible for HRD implementation.
- Staff training, Professional development and Managerial skills are ranked as the key HRD issues in the organization.
- Time and work load, Management issues and Ageing work force are ranked as major barriers to organization’s HRD efforts.

7.3 SUGGESTIONS

- The study suggested that ‘campus recruitment’ may also be introduced by BHEL as a source of recruitment function.
- There is more scope for improving the training function, especially in the areas of self development and honing the technical skills.
- A majority of the respondents agreed that there exists in BHEL a sound and pragmatic training policy. However, their perceptions about the utility of the training differed. 22.31% of the respondents pointed out that the training programmes are academic and their practical application in day-to-day function is not optimal. It is suggested that the training programme should be revamped to suit their job requirements.
➢ It is suggested that the post training follow up activities are to be conducted by HR department.

➢ The company can sponsor their employees to outside training programmes so that they may improve their skills and update their knowledge. The increased training effort will reap huge benefits in the form of improved employee performance.

➢ The concept of training has to expand and training should not include only programmes involving face-to-face class room work. It should also include other ways of providing information and imparting necessary skills to people in organization.

➢ Opportunity must be provided through training workshops for supervisors and line managers to share their styles of supervision and dealing with workers. Group of workers may be used for role-play and training in such programmes.

➢ There is good scope for problem solving with professional counsellors. As the workers are drawn from the various strata of society, there is room for personal and job related problems and the services of professional counsellors will go a long way in improving relations.

➢ The study identified that career development and progression is available for the top and senior management levels only and does not mean anything to middle level management and other lower level employees. It is suggested that the career planning and development should be partly linked with manpower planning and long range planning of the company.
➢ It is suggested that the training hours spent by the employee should be given weightage in performance appraisal system.

➢ There should be a strong linkage between training and organizational development. It is suggested that organizational development activities should envisage what training inputs may be needed and training inputs may be designed in the light of organizational development findings at worth.

➢ No separate formal organizational development cell exists in the unit. It is suggested that a unit of organizational development may be set up at the near future.

➢ The system of Potential appraisal and career planning are to be introduced.

➢ Orientation programmes can be conducted for the executives on 360 degrees feed back and a balanced score card.

➢ It is suggested that the potential appraisal be implemented right from the time of recruitment of an employee.

➢ It is suggested that the company should create awareness among employees regarding the annual review of HRD objectives and achievements.

➢ 37.15% of the respondents felt that they are not satisfied with the present appraisal system of “e MAP” as they are reluctant to accept change and show disinterest towards technology. The organization can take some efforts to enlighten the employees on the positive aspects of technology and the advantages of using “e MAP” through training programme.
The organization’s HRD approach should concentrate on all levels of management.

Innovation in HRD programme across the whole training system is suffering because of the day to day demands on managers.

23% of the respondents have given suggestions to promote HRD in BAP, BHEL Ranipet for the future. They are:

- Exchange of knowledge and information about HRD
- HRD information needs to be relevant, timely, affordable and accessible.
- BAP of BHEL Ranipet HR practitioners should liaise with other HR practitioners outside BHEL.
- Attract HR professionals to work in the BHEL Ranipet to undertake a strategic HR role.

7.4 SCOPE FOR FURTHER RESEARCH

- Studies on similar lines can be conducted between the NAVRATNA Public Sector Undertakings.
- A comparative study on different Boiler Industries in India.
- A comparative study on HRD practices between two leading Engineering Giants like BHEL and Larsen & Toubro Limited.
- A study on innovative HRD practices in Public Sector Undertakings.
- A study on HRD practices in all the units of BHEL in India.
7.5 CONCLUSION

The success of BHEL as a forerunner in the entire gamut of public sector organisations is mainly due to its efforts in integrating HRD as a part of its corporate strategy. BHEL is one of the best managed public sector undertakings, which has successfully integrated the HRD policy in its corporate strategy. HRD focuses attention on the growth of the individual in the organization. Integration of individual’s goals with that of organizational goals has helped in improving performance of the individual as well as the group and the organization as a whole aiming at optimization and optimum utilization of human resources.

To sum up, in a well knit structured organization like BHEL, the Human Resource Development plays a very important role. One of the strong points of BHEL has been its international competitiveness, which the company has successfully proved by bagging over 86% of power plant orders under International Competitive Bidding. BHEL has maintained its track record of paying dividends uninterruptedly for the last 30 years. The fact that there was no stoppage of work in Boiler Auxiliaries Plant of BHEL, Ranipet, as the unit is well poised to achieve its target before schedule. The study identified that the dimensions of HRD will have a positive impact on increasing individual efficiency, organizational efficiency and productivity. It also revealed that the Top Management is committed towards HRD and the level of commitment is found to be very high.

"ONE MACHINE CAN DO THE WORK OF FIFTY MEN, BUT NO MACHINE CAN DO THE WORK OF ONE EXTRA-ORDINARY MAN".