CHAPTER 6
SUMMARY AND CONCLUSION

1.1. SUMMARY AND CONCLUSION
To collect the information from different areas and finding out the appropriate solutions for the research questions is the main purpose of our research work. Once the methodology problems are assessed, General Analysis methodology will be followed to reach to the solution.

After weighing the pros and cons of the alternative methods of data collection, the direct and face to face questionnaire method is to be adopted to collect data focusing on alternative training and development program for expected performance.

To carry out research work in the company, data will be collected through both Primary and Secondary sources.

Recruitment:
“The way of finding potential workers and encouraging them to work with the organization is known as the process of Recruitment”.

Identifying the need to fill the available vacancies, qualification needed along with the desired skill set for available job position and also the location factors into the organizations staffing plan is the initial phase of the recruitment process. Once the recruiter or an in house recruiter receives notification about the job position needs to be filled, recruiter along with the department supervisor that can be a manager identifies the specific talent or qualification needed by the department. This is the phase where HR and operation manager takes a fundamental step in identifying the suitable talent for the specific job.

With a specific conclusion our goal is to enlarge the helpfulness and preservation of the employees, and it’s important to execute a suitable Recruitment process. Recruitment process is the system that the organization relates to distinguish the HR requirements of the association and invite in appropriate competitors. Selection is the way toward gathering a predefined number of contenders from different possibility to fill the open columns in the affiliation.
This is the crucial step taken by all the organization heads as they need to select the best suited candidates for the role, as their small mistake in selecting the wrong candidate will affect the overall productivity performance and the atmosphere within the organization.

Is Standard Operating Procedure [SOP], which can also be implemented in any other sector.

Job analysis should be done on the newly created position in demand to modify the existing place to what is the current need of the department and to ensure the proper classification. For completing and reviewing the HR Classification Analyst will help in completing. With the help of HR understand the position needs.

Once you identified the need for position and understand the requirements properly start to advertise the job opening within the department for any references and also external marketing is needed to grasp the maximum talent so that to get the best employee for that suitable role with the required skill set. This can be done through either internal source or external sources.

Once Recruitment process is done the next step is to provide the induction and orientation program to the new Employees and give them sufficient training.

Induction: The term Induction originates from the Latin inducer, which means to acquire or present. Similarly, as the sources propose, acceptance is a sort of an orientation. Acceptance is the procedure of formally conceding somebody to a post or an association. It is the way toward acquainting another representative with the association and the other way around. In this stage, the new representative figures out how to end up noticeably a piece of the association.

Induction is the way toward familiarizing the new representatives with the current culture and practices of the new association.

Induction can incorporate making the newcomer mindful of the authoritative progressive system and friends outline. So it can incorporate data like mission, vision, goals, history of the organization, customers, approaches and clothing standard, and so forth. Acceptance has a shorter span and can be led on the day the new representative joins the association itself. Acceptance can be led through video sessions or PowerPoint introduction.
Training:
Trainings are provided to the new employees once He has been hired by the company for developing the skill sets. Trainings are provided with some particular guidelines. These trainings are provided by the industry experts.

Education:
This is nothing but learning which can be done in a classroom. Here, the main motive is to understand the theoretical thoughts and start to develop new sentiments. Each change in the programs or any plans must contain the preparing segment which should be known by the HR specialist. As for such program the organizations has resources in the form of teachers who individually enlighten the theoretical learning of all those topics which is being proposed to look at. Regardless preparing is typical to all agents, their assessments regardless. Frankly, most of the organizations ask the agents to do some courses before entering the industry. Boss of the organization also likely to refresh the courses, which is being provided by the business universities. This particular education is more important for the heads of the company or the boss as compare to other employees. It is more important for the bosses as compare to other company workers to enhance the educational set as per time for the overall growth.

Development:
Improvement suggests those education starts proposed to help delegates to create. Progression isn't basically aptitudes arranged. Or maybe it helps in general learning of manners which is having the highest priorities for the companies managers who used to be at the higher positions within the company. As per times various attempts are made for improving the organizational programs. As per business conditions, organization will change the models and the techniques for the proper growth at the right time.

Conclusion:
Recruitment is many organization is done using the conventional methods, which is a time consuming process and sometimes there is need for screening the candidate at an initial or a later stage which leads to exhaustion of resources from the HR fraternity, we have also identified during the research that the resources finalized for hiring were not
fully screened on all parameters, for example: pay scale of employees with the previous employer was not confirmed by comparing their pay slips and bank account statements, which led to falsification of data by the applicants, in this case the applicants had to be dropped after completing almost half of the hiring process, thus we can say that the time which was spent on screening the candidate who did not fit on a specific parameter was a man hour loss which is negatively adding to the cost of the company, apart from this there are many other parameters discussed and suggestion/solutions have been given to mend them which will not only enhance the recruitment process however it also ensures that the recruitment process is streamlined across all business verticals of the organization, be it related to production or services for onshore and offshore delivery models, the SOP proposed in the research work ensures screening of candidates on all parameters like skill sets required for the job, professional experience required for the job profile, ensuring correctness of the information furnished by the applicants related to their previous employment, for instance: job profile, pay scale/previous CTC (cost to company) can be only deemed genuine after performing back ground checks, which ensures hiring of right candidates for the right job.

Performance Appraisal

Moving further we will also analyse the performance appraisal methods followed in the industry and a thorough study will be done on the pros and cons of the appraisal methods followed, we will also study the areas that will be affected by the performance appraisal like employee promotion, compensation, employees’ development and selection validation, the conventional performance appraisal methods like weight checklist method, critical incident method, graphic rating scales method, behaviourally anchored rating scales method, paired comparison analysis method, management by objective, method,essay evaluation method, performance ranking method, 360 degree performance appraisal method, forced ranking method, behavioural reflection measures will be researched and studied in depth to list out their advantages and disadvantages.

Performance Appraisal is the way toward assessing the execution of a representative in a specific day and age and scanning for approaches to enhance their performance.
Many organizations assert that performance appraisal process takes a great deal of time and has no esteem even subsequent to investing such a great amount of energy in it. And furthermore gripe that it isn’t adding to engagement. Truly, old and conventional strategies are never again giving compelling outcomes. It is the ideal opportunity for you to patch up the procedure.

The methodology used by Minds SolvitPvt Ltd in employee’s performance Appraisal is

- Ishikawa 360
- Performance appraisal with root cause analysis of any performance issues
- Focus on overall performance of employee with assistance on areas of improvement

The study was undertaken in Minds Solvit to understand the concept of Fishbone analysis and its applicability in HR department to identify the causes for employee low performance appraisal.

The 360-degree system for PA is used to influence the examination clear objectives, process, and participation. It displayed the thoughts for self-assessment dependents’ examination, peer assessment and examination by customers. This can be known as a 360-degree strategy since it incorporates the valuation of a labourer by individuals who are above, underneath to it and near to it. Sorted out reviews are recycled to accumulate data among the subordinates, seniors and mates. The agent to be surveyed in this way secures a fundamental position and every person around him partakes in the assessment system in the 360-degree strategy.

**Conclusion:** Every Company want to apprise employee of respective, but they fail to reduce employee dissatisfaction because of tolls they are using for identifying the reasons and the solutions they are implementing. Here with they can use fishbone analysis to identify the causes and effect of the employee dissatisfaction and increase performance by providing proper facilities training and proper Appraisal.

**Minimizing Attrition:** However as mentioned in the title more emphasise will be given on minimizing attrition, which I understand can be fully achieved by following modern day unconventional methods where the employees are retained in case if there is any capability issues or issues related to the skill set required for the job where the employee has a sense of doubt regarding his/her capability of carrying out the job or if
has something to deal with the dipping performance of any employee, although the option for hiring new employee is always available however what has to be treated as a crucial point is the product knowledge the existing employee carries with him/her.

The objectives of our research is to

- To identify the reason for frequent transferring of jobs by employees
- To minimize the rate of attrition
- Identifying the attrition effect on output of organization
- To study the retention measures
- To know about Attrition.
- To know, what are the reasons for voluntary attrition?
- To know various strategies that can be used to improve voluntary attrition rate.
- To fulfill the future need and employee aspirations in the organization.
- To verify the employees satisfaction level.

Identifying the rate of attrition among Attrition rate of fresher employees, Infant humanity Attrition by critical resources, Attrition due to poor performances

A brief explanation about the

- attrition rate,
- calculation of attrition rate,
- Types of attrition.
- Causes/Reasons of attrition.
- Impact of Attrition.

After this we have explained detailed description about how to retain the employees in the organization, methods/ techniques used to minimize the attrition rate.

A work plan will be recommended based on the findings after identifying the areas of improvement for any specific employee so that the employee can be assisted with his area of improvement in turn benefitting the organization with his/her productivity which will yield tangible results for the organization.

**Conclusion**

First the respective has to effectively investigate why it happens & where or when it happens; this information is relevant in solving such cases. Until you have known & understood the above questions, you can never come up with the best solutions of that
problem, if you know & understand the real problem, how it occurs, when or where it occurs & to what extent it can be eliminated, you can never eliminate it. Sometimes it might be the management's problem, employees' problem or internal & external pressure. As we know one cannot stop the attrition process what we have done is we tried to minimize the attrition rate by using various methods. We used methods such as training the employees, wages, performance Appraisals etc. Taking into account all the above information the operations of HR Fraternity can be enhanced to meet current market trends and the same can be implemented in other business units and furthermore the HRM fraternity can take advantage of the research work to counter real time HRM issues.
1.2. RECOMMENDATIONS

In order to ensure that the desired outcome is attained it is very much crucial to have strong HRM policies in place, this can be achieved through a solid blueprint of the desired policies and implementation of the same, also extensive training of the HRM resources involved in this process should be taken into consideration, this will help smooth implementation of the policies and the methods recommended in the research work.

Below are some of the steps that can be followed for rolling out the policies.

- Prepare a draft of policies in co-ordination with the HR fraternity within the organization. Gather inputs from all the personnel who are going to be affected by the implementation of the policies Identify bottlenecks if any and make necessary changes as required.
- Propose the policies to the management and have a round of discussion to understand Pros and Cons for approval from the management/board of directors
- Roll out the policies and educate all the personnel about the same through open house sessions, publishing the policies on the internal corporate portal, highlight benefits of the policies through mails like that of promotional mails where you can focus on one policy at a time that can be done on weekly or fortnightly

Although the existing resources from the HR fraternity will suffice the need for rolling out new policies however involving the supervisors/team leaders/team managers and personnel from higher level can be done in order to fill the gap in case we feel we are falling short of manpower resources in rolling out the new policies recommended, this way it will also benefit the resources to get a brief idea about the operations of HR fraternity which will definitely help the resources when they plan to transition into HRM roles in future through IJP (Internal Job Programs).

Furthermore the training, orientation or other processes like running surveys can be outsourced to consultants who are experts in KPO services, which will definitely help the organization to complete the tasks within the time frames and without the need of having resources hired for this specific purpose which I consider to be carried out as per the IJP plans of the organization.
The above recommendations will surely benefit the organization to install a sense of encouragement and confidence in employees as the employees will get to know about the fair practices being implemented to meet the organizational goals and to identify performers and reward them accordingly, also the employees loyalty towards the organization will be increased since the organization will be able to portray that the policies framed are in line with the organization’s strategy to nurture and grow its employees career, the PIP (Performance Improvement Plan) will definitely help the employees to attain perfection in the skills required for their job to be done in an efficient manner, which in turn will benefit the organization as trained and skilled employees will positively impact the organization growth by means of optimum productivity in their area of work.

Since the recommendations are concentrating more on employees wellbeing development of an employee which helps in the growth within the organization, job security and retention we can say that the proposed policy will be welcomed and seen as a major step taken by the organization for safe guarding employees’ rights.

An evaluation plan can be developed to determine the effectiveness of the proposed recommendations/policies which I am sure will have positive outcome and the same can be attained in no time, as the survey data reveals that more and more employees are optimistic towards the upright shifts of organizational policies which will impact them in a positive way we can consider the survey data to be the first step to support the policy implementation in the organization.
1.3. FUTURE SCOPE

- Research carried out in the IT sector can be applied in various sectors involving production and services in any business vertical.
- Since we are implementing the methodologies based on the international standards there is a huge scope for the implementation of the research in any region regardless of geographic limitations.
- Since the PIP (Performance Improvement Plan) here is recommended for employees under IT services sector, the same can be modified/enhanced for other industry verticals as discussed above.
- The SOP for recruitment can be further taken to a next level where it can be customized based on the specific needs of any organization and can be seen as a best practice to be shared across the HR fraternity.
- Methods applied to minimize attrition rate can be also customized based on different retention methods that can be applied based on the real time scenario.
1.4. LIMITATIONS OF RESEARCH WORK

- Changes in organizational structure could impact the appraisal system.
- Financial Details are confidential
- The sample selected was small in size and in habit generation so, generalization of the outcome is complex.
- The impact of training on employee’s performance needs specialized skill which was not carried out due to various constraints including limited time, confidentiality of information in organization.
- Time was also a hindrance since the sessions were impacting the employee’s productivity.
- The time was only the constraint after 100% survey as compare with the other industry performance.