CHAPTER - VI

Summary of Findings, Suggestions and Conclusion
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INTRODUCTION

As explained in the First chapter, the data, both primary and secondary, relating to the study were collected. The data thus collected were processed and analysed. The results of the analyses are given in the previous chapter. On the basis of the analyses, personal discussions held with various employees - both at management and non-management levels - of the organisation, and also from the observations, it was able to land at some findings. On the basis of the findings, some suggestions and conclusions are given to improve the HRD climate in the organisation. Thus, the summary of findings, suggestions and conclusions form the content of this chapter.

FINDINGS

The following are the findings of the study:

➢ The scope for improving HRD climate in the organisation is significant. It is evident from the fact that the respondents are not happy with the existing HRD climate.
➢ Both the personnel policies and other policies of the organisation do not either help the employees for their personal development or motivate them for higher performance.
➢ The potentials of the employees are not fully identified and utilized effectively.
The services of the employees are not recognized.

There is no provision / possibility for the employees to acquire competence.

The seniors do not guide the juniors for their growth.

Though various welfare facilities are available to the employees, they expect some more facilities / benefits.

The psychological climate in the organisation is conducive to acquire new knowledge and skills. This is due to the fear of instability of their service in the organisation.

The relationship between the superiors and sub-ordinates is satisfactory. This is evident from the fact that they discuss their personal problems with others for getting better solutions and very freely express and discuss their opinions with others. In other words, they work as a team.

Efficiency of employees is not recognized. Their promotions are based only on their period of service and not on their individual efficiency.

Sufficient training is not given to the employees. They are given training only at the time of entry into their services. This does not help them to acquire knowledge on new developments / system, etc. Hence, their efficiency is stagnant, it does not increase.

Almost, all the employees have grievances regarding their work, working conditions, conditions of service, etc. There is no proper system to redress their grievances.

The management is interested only in punishing the erring employees and not in correcting them. It shows that scientific management principles on personnel aspects are not followed in the organisation. Only the traditional approach, (ie) Master-Servant approach is being followed.
There is no possibility for the employees to offer their suggestions to management.

Special trainings such as cost savings, human relations, motivation, etc. are given only to the top management people and not to middle and lower level management people. Further, the managers who receive such trainings do not take interest to pass on the benefits either to other employees or to the organisation.

The employees feel that they have no career opportunities for their development. They feel that they have to retire from the same position to which they were recruited.

Sufficient authority has not been delegated to the employees concerned to take decisions in discharging their responsibilities. Lower level people have to contact their supervisors for all decisions and similarly, the top level people have to depend on the state government for all decisions.

Though the technique of job-rotation is in force in the organisation, it has not given any fruitful result either to the employees or the organisation. In fact, the employees feel that it is only a burden to them as they have to perform different jobs frequently for no benefit.

The employees do not work willingly. They work with a fear of either the closure or privatization of the company.

The employees do not welcome introduction of the Voluntary Retirement Scheme (VRS). Really they feel that in due course the VRS may be converted into CRS (Compulsory Retirement Schemes).
SUGGESTIONS

Having the findings of the study given in the previous pages in mind, the management of the organisation may take some steps to improve the HRD climate in the organisation. What steps the management must take are given below in the form of suggestions.

➢ **Removing the fear of losing jobs** : The management must take steps to totally remove from the minds of the employees the fear of their being sent out due to closure or privatization of the company. This will create a confidence in the minds of the employees about the continuance of their service in the organisation and hence will increase their involvement in their work.

➢ **Out-placement** : If the compulsory closure or privatization of the unit is inevitable, the management must take steps for the ‘Out-placement’ of the disturbed employees instead of sending them out with some money. (Out-placement refers to the placement of the disturbed employees in other organizations so that their services will be in continuation). This is very much essential because every one wants a permanent job to get regular income for his livelihood. Hence, if this confidence is created in the minds of the employees, they will perform their task efficiently.

➢ **Gearing HRD activities** : A satisfactory HRD climate is essential in every organisation for its successful functioning. As the HRD climate in the unit is not that much satisfactory, the management must gear up the HRD activities to create a favourable HRD climate in the organisation.
Policy improvement: The organizational policies in general, and the personnel policies, in particular, must be improved so that the employees feel that they have opportunities for the personal development, their services are recognized, their efficiencies are given due weightage, etc. This will motivate the employees for higher performance.

Imparting new knowledge: Due to R&D, new techniques, systems, concepts, etc. are being developed continuously. The employees must be made aware of these developments and improvements. For this purpose, the organization must arrange for training programmes, guest lectures, seminars, etc. to impart new knowledge to the employees. Also, the management may subscribe for technical and commercial journals and magazines and they may be placed in the library. Such activities will make the employees aware of new things and it will increase their efficiency, behaviour, morale, etc.

Welfare facilities: The existing welfare facilities may be improved. Facilities such as subsidised canteen, productivity linked annual bonus, etc. may be improved. The employees feel that their wages have not been revised as per the agreement. The management must take steps to revise the wage structure as per the agreement. Though these facilities will lead to additional expenditure to the organisation, it can be made good by improving production and productivity. Production and productivity will increase if the employees have job satisfaction; job satisfaction can be brought in by the provision of good welfare facilities.

Employee participation in management activities: The employees must be given opportunities to put forth their
reactions, opinions, etc., on the functioning of the management and the organisation. The participation of employees in management activities must be encouraged by providing Worker Director, Works Committee, Joint Management Council (JMC), etc. This will help the management to get more new ideas, solutions for problems, etc from the employees. It will make the employees to adjust with the management.

- **Motivational Measures**: People are becoming more knowledgeable day-by-day. This helps them to develop their skills and talents continuously. They search for opportunities to utilize this skills and talents. So, if the organisation provides them opportunities to use their skills and talents, both will be benefited; the employees will get mental satisfaction and feel happy and the organisation can reap the fruits of such knowledge. To achieve this twin objectives, it is suggested that the organisation introduces measures such as ‘Suggestions scheme’ ‘Quality circles’, etc. Also, the management may conduct competitions to the employees on some important occasions such as Independence day, Republic Day, Deepavali, Pongal, etc, and during the celebrations of organizational functions such as Safety week / month, Quality week / month etc. These measures will bring out the skills and inner talents of the employees which will give benefits to both the employees and the organisation.

- **Introducing Performance Appraisal System**: Employees feel that their efficiency is not respected. It is suggested that Performance Appraisal system may be introduced. On the basis of the results of the performance appraisal of each employee, the employee whose performance is significant, may be given some benefit such as promotion or additional responsibility.
with requisite authority, etc. This will induce other employees also to increase their performance.

- **Autonomous Status**: The organisation is a Government of Tamil Nadu undertaking. So, for anything and everything, the management of the company has to seek guidelines and instructions from the State government. This not only delays action but also fails to achieve efficiency. Hence, it is suggested that the Government of Tamil Nadu grants autonomous status to the company by fixing responsibility and accountability to the management in terms of target production and pre-determined profits. This will make the management to work hard very sincerely to achieve the objective of the organisation. Because, they know clearly that if they fail to achieve the objective, they will be held accountable under the autonomous status situation.
CONCLUSION

The success or failure of an organisation depends, apart from other factors, primarily on the efficiency of its human resources. Hence, the human resources of the organisation must be better developed and utilized for the success of the organisation. In other words, there must be a favourable HRD climate in every organisation for its success. For this purpose, the management must take some steps to create a favourable HRD climate in the organisation.

The present study on the HRD climate of the organisation has revealed some facts. Some of the facts are: (i) The present HRD climate in the organisation is not satisfactory. (ii) All the employees are working with a tension or fear of their being retrenched due to the closure or privatization of the organisation, (iii) The managers are not able to take any decision of their own, as they have to depend upon the government for anything and everything, etc. Such of these facts and other facts are given under the title 'Findings of the study'. Based on the findings, some suggestions are given to improve the existing HRD climate in the organisation. What is atmost important at present is that the management must take steps to totally remove from the minds of the employees the fear of their retrenchment. The employees must be made to feel that their position is safe in the organisation and that they can continue in service till their regular retirement. It is hoped that if all these suggestions are implemented in the organisation in real spirit, the HRD climate of the organisation shall get improved and this will lead to the success of the organisation.