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CONCLUSION & SUGGESTIONS

The Management of Man is a very important and challenging job: important because it is a job not of managing men, but of administering a social system. The management of men is a challenging task because of the dynamic nature of the people. No two persons are similar in mental abilities, traditions, sentiments and behaviour; they differ widely also as groups and are subject to many and varied influences. People are responsive-they feel, think and act; therefore, they cannot be operated like a machine or shifted and altered like a template in a room layout. They therefore need a tactful handling by management personnel. If manpower is properly utilised, it may prove a dynamic motive force for running an enterprise at its optimum results and also work as an elixir for maximum individual and group satisfaction in relation to the work performed.

In this concluding part of the study the researcher presents his observations, findings and subsequent recommendations for the officials as well as supervisors and rank and file employees of BEL Ghaziabad. The recommendations have been given after observations and analysis of the findings and will hopefully get due consideration by the people and management of BEL. If management of BEL is alert and finds out the new ways of motivating people at work, it will be possible to build the morale of the people concerned as well and may help raise the productivity level of people leading to organizational development.
In a developing economy with increasing population sustained production is inescapable. While morality exhorts man to work, he works purely for selfish motives, such as to earn livelihood and a comfortable leisure to satisfy his craving for a social status to derive satisfaction by exercise of mental and physical faculties. While appeal to emotions and self-interest during emergency such as war might motivate people to work to capacity, appeal to logic in peace times seldom does. The remarkable cause of failure of industrial incentives in affluent countries is due to the fact that modern industrial society is hierarchical in nature and it is difficult to adapt it to the egalitarian nature of the society.

Thus, management, the world over has been concerned with the problem of motivating men to such an extent that each individual contributes to his maximum ability. However, the search for an answer to the question 'How men can be motivated' has been elusive and bewildering to say the least. This is why the problem of job-satisfaction has fascinated maximum researchers in the field of management. Various studies have been carried out in India as well as abroad to find out the motivational factors responsible for better performance.

Motivational theories that have been developed and discussed are usually based on foreign researches. As a result, researches in our country have been more or less pre-occupied with the question of applicability or non-applicability of these theories in the Indian socio-cultural milieu. An effort would be made in this concluding chapter of the thesis to suggest guidelines for a motivational policy relevant to our socio-cultural matrix on the basis of conclusions
arrived at, in the study of the BEL Ghaziabad and other important allied units of Bharat Electronics Limited.

The dynamic element of any organization is men. We can identify three such distinct groups, the managers, the supervisors and the workers. Generally speaking, individuals seem to share the satisfaction of fundamentally similar needs. Managers, supervisors and workers are concerned with the satisfaction of both the so-called primary and secondary needs. This is a common goal irrespective of the level at which one may be working. Given an option, all the three groups would emphasise satisfaction of all their needs rather than satisfy one need at the cost of the other.

Workers as compared by their superiors - supervisors and managers on the other hand are not only less secure paid much less, have no decision making powers but their jobs are also repetitive, boring, monotonous and offer hardly any challenge. Further, family, socio-cultural background, ambitions and opportunities for growth are not only dissimilar for the two groups, they also create distinction between the expectations of managers and workers, within an organization. More or less the same situation prevails for the man in the middle namely the supervisor. This does not mean that there is no meeting ground. Thus complex and seemingly intractable phenomenon can be negotiated by adopting techniques which are engaging the attention of scholars and policymakers connected with the corporate world.

Here are few suggestions in respect of the working of BEL Ghaziabad.
SUGGESTIONS

Though the people at BEL are by and large productive, cooperative disciplined and are self-motivated, yet there is still scope for further improvement in the direction and the same can be achieved by following certain rules of motivating people at work.

➢ Management should provide assembly line employees with more than minimum training. Providing some sort of formal training for a factory employee beyond the required minimum should result in greater personal involvement in the job. For example some days spent in vestibule training might make the job more meaningful and thus contribute to the employees feeling of importance.

➢ Sub-goals should be created to measure accomplishment. A sense of completion is important to good motivation. When people work towards clearly defined goals, they perform better. Moreover they are likely to be more interested in the work which will reduce monotony and mental fatigue.

➢ Regular feedback on performance should be provided. Psychological studies show that people perform better when they receive positive, as well as negative feedback about their performance on a regular basis.

➢ The management of the company should maintain a neat and orderly work area. If the foreman does not care about neatness employees may feel that they need not care about it, and this attitude may also affect the quality of their work.
- Work situations should be arranged in such a manner as conversation between employees is either easy or impossible. Experienced workers can do routine jobs with little attention to the task. Conversation while working may reduce monotony and fatigue and thus have a favourable effect on output. But in those operations where conversation is not desirable due to complexity of the job, all opportunities to talk, while working should be removed.

- The management should increase the number of operations performed by one employee. This can be done by the simplification of manual operations. It offers several advantages viz., (a) the risk of errors is reduced, (b) training costs are minimized, (c) management can hire employees.

- Jobs should be structured so that workers can at least occasionally move about the work area. Besides, job-rotation there are other ways to provide for physical movement, such as letting employees secure their own tools or by adding operations which require some physical activity.

- Ways should be explored to assign greater personal responsibility. Increased responsibility means, greater self-esteem and greater job meaningfulness. One way to enlarge responsibility is to let an employee inspect his own work.

- The first stage of motivation is to make sure of motivational needs. Every employee needs motivation. However all people do not react in exactly the same way to the same
stimuli. Keeping this in mind the executive shall size up how much and what kind of motivation is needed and when and by which individuals.

➤ Having determined the motivational needs of a particular person or group an executive must have a list from which he should select and apply specific tools of motivation. An executive from his personal experience should prepare a list of what devices are likely to work with what type of people and under what circumstances.

➤ Proper application of motivational plan is very important. This involves selection of the appropriate technique the method of application and the timing and location of application. Having selected appropriate techniques thought must be given to its application.

➤ Rewards are to be administered in a differentiated manner to different individuals based on some standards of performance. High performance individuals have to be given more rewards than low or average performance individuals.

➤ The managers of the company should take the precaution not to punish the erring subordinate in front of other. This will damage his image and gives rise to negative side-effects.

➤ Managers have to make it very clear to their subordinates what is expected of them in terms of behaviour and performance. Goals and tasks have to be clearly spelt out,
when only they know what to do to get the desired rewards and avoid unpleasant situations.

- Managers have also the responsibility of cautioning their subordinates when they go wrong in their performance and behaviour and why particular rewards penalties are administered.

- The supervisors should examine the self-record and feedback of information of each employee or worker and praise the positive aspects of employee performance with a view to strengthening subsequent motivation and effort. There could also be other reinforcement apart from praise such as monetary rewards more freedom on the job higher status, opportunity for advancement etc.
SPECIFIC SUGGESTIONS

➢ A notice should be displayed on the notice boards if there is any amendment made in the existing policies.

➢ The divisional head of the respective department can discuss the circular with its colleagues about the new policy or the existing policy so that at least even department-wise the employees are aware of the policies.

➢ The management can arrange various awareness programmes in small batches so that each & every employee knows about all the welfare policies & is aware of the voluntary benefits provided to him.

➢ A get together can be arranged yearly or half yearly or half yearly as a whole rather than department-wise so that each & every department must know about the activities of the other department.

➢ The welfare department should provide proper feedback formats to the employees & can take the feedback on Quarterly basis.

➢ By arranging awareness programmes the employees must know the difference between the legal & voluntary facilities provided to them & may thus try their best to give their best to the organization.

➢ The management should take considerable steps in areas like vaccination of hepatitis 'A' & hepatitis 'B' by providing camps within
the premises for vaccination of employees & their families by charging no or a very nominal and affordable amount.

- Like medical facility in which a booklet is provided to employees about the panel of doctors & Hospitals, a booklet too can provide to the employees about the welfare policies, which tells the benefits of all the policies.

- More facilities should be provided in the M.I. Room latest equipment for blood pressure & blood group testing should be kept in M.I. Room.

- Cultural activities need revision & they should be extended to a greater number of employees and more activities should be included.

- More emphasis should be given to scholarship schemes and the amount should be revised yearly.

- In M.I. Room booth Homeopathic & Ayurvedic doctors should be provided, as some of them are allergic to Allopathic medicines.

- The facility of air tickets should be extended to non-executive according to the wage group & it can be fixed up to which non-executives too can travel by air.

- Uniform & shoe policy need revision and the quality should be improved.
These suggested properly and sincerely heeded and implemented in right corner can go a long way to ensuring job satisfaction to the employees and thereby increasing their productivity resulting in improvement of the overall health of the organization. Absolute perfection is hard to achieve but it is worth trying for!