Conclusion and Scope of Future Research

From the literature of Human Resource Management it is well known that promotions are used to fulfill the firm’s needs and for reasons of personnel motivation. Those reasons will provoke pull and push promotions at the same time.

Further area of research should aim to clarify the mechanisms through which attrition factors affect cognitive processes involved in the decision to leave. Second, there is a need to study whether attrition occurring in large firms differs from that taking place in smaller and medium sized companies. In other words, do these identified push and pull factors hold in both large corporation and SME’s? Finally, the impact of specific approaches to intervention in staff turnover requires deep investigation so that the most effective strategy for talent management can be identified.

HR Information Systems (HRIS) serves several objectives. It describes the organization’s present workforce, it aids in forecasting the future personnel need. It can give possible effects of any change in policies of the organization.

HRIS can be gainfully used for matching internal candidates to job openings in the organization. HR Planners are not only able to compare employees skills, competencies, persons descriptions and job requirement but also variables such as employees career aspirations. HR Planner can also maintain records of employees attitude survey, subjective measures etc.

HRIS in a vital starting point for any HR planning effort. It gives centrally all about the organizations work force. HRIS can generate regular reports based on quantitative criteria on attrition rates, absenteeism, attitude survey results. HRIS can be used as a tool to monitor HR progress report in the areas of recruitment, career management, training and development etc. Each organization has to design their own HRIS based on their culture, policies and requirement.
The autonomy in respect of learning and job acceptance needs more research as very little literature is available today in this area. Although clear task goals appear to help MBA interns develop skills on the jobs, an alternative explanation is that interns attracted to their employer report more learning, consistently with both cognitive dissonance (Festinger, 1957) and the observed higher learning means associated with pre-internship (time 0) and higher job acceptance intentions. Interviews prior to the internships indicated that most students were interested in future employment with their summer employer. Thus, lesser goal clarity-learning relationship is unlikely.

Today young employees are slightly different from the older employees due to big technological change in style of working, so called Gen Y or internet generation has a different set of values, by understanding the young generation the organization may make handle them slightly differently so that they do not go haywire. Employees retention is closely related performance management system of the organization, Philips and Roper [2009]. Therefore to address the problem of high staff turn over especially fir the Gen Y, the employer should provide fair compensation and also to be more productive in developing creative and innovative strategies to attract and retain the bright brains.

Further research may be taken up to understand the mechanism through which attrition factors affect cognitive processes involved in the employee’s decision to leave. Also there is need to investigate whether attrition rate causes in large companies, SME’s and small companies are different or identical.

Representativeness is also a concern. It was presumed that the sample of respondents is reasonably comparable to their school’s MBA population. Also, the participating business schools were drawn from different locations within India. As such, we believed that our sample is representative of the broader population of MBA interns. More research is needed especially in selection of the sample covering more business school from the length and breadth of the country.

There is a urgent and crying need for the unemployable youth of India to become employable in today’s vibrant economy. Much more research in needed to first bridge the gap between academic training and industry requirement. Secondly, a separate deeper
research is badly needed to find ways and means to make those unemployable youth who have already passed out from various colleges and institutions within India to become employable. The regulator body of education in India must ensure that curriculum followed in our universities and institutions are regularly revised based on industry requirement. Colleges/Institutions contributing substantially to unemployable youth owe explanation to the nation. More research on such institution, identifying the causes will mitigate the sufferings of millions of unemployable youth in India.

Further research is needed for HR Planning at national level as to how many (numbers), what skills, competencies, knowledge are required in various courses (both technical and non-technical) to meet the requirement both at national and international level. Sectors such as education, tele-communication, oil, steel etc. in which a cluster of organizations have a lot in common. In the education sectors the players can interact directly or indirectly with the educational institutions. (Both private and Governmental) as to how to first reduce the gap between academic training and the corporate economy. More research is needed for using special internship as one of the methods for helping a large population of Unemployable youth in India. Enactment of a Govt. Act on the lines of Appendices act may be another area of research.

Institutes attach a lot of importance to the job placement of the MBA students and less for internship placement. More importance to internship placement will foster better learning and the job placement will be the by product of summer internship. Students must have goal clarity before they go for internship. They should know what they are looking for themselves, preferred company or companies, area of interest, kind of experience etc. should be clear in their minds. Organization as far as possible should give autonomy to the innovative students for conduct of their research projects. Interns, by not being part of the company may provide fair and unbiased results. The kind of jobs assigned to the inters should be matched between the companies requirement and the knowledge, skills, abilities and interest of the interns. Routine jobs such as cold calling, database management, book keeping etc. can be assigned to those inters who need filling up the gap between academic training and industry requirement. This will assist in reducing the percentage of unemployable interns and the same time companies will get free labor for doing certain jobs that companies
hitherto are getting done on payment. Summer Internship is a mandatory requirement in B-schools. This means a large population of MBA interns are available every year as free labor, as they work to gain experience and as a part of their course. Companies can plan utilizing this free labor for the benefit of both the companies and the interns. In fact, organization can pay some kind of stipend or honorarium to better motivate the interns to give out their best. Companies can also take this opportunity of selecting certain interns for regular employment. The duration of the internship can be taken as the period of testing and interviewing inters for the regular employment.

This paper primarily focused on the task goal clarity whereas task goal difficulty may also be a factor in both interns learning and performance.

HR managers from across the globe thrive to achieve efficient level of output from their resources & human asset being the most important and crucial factor in the growth of the company, is always a top priority for them. In such a scenario where overall effectiveness of instruments used by the organization is to be given high importance, our proposed model based on overall utility derived from the use of combination of any of these instruments, aids manager not only adjourn relatively less important instruments but also systematically plan out this combination of instruments based on the total utility derived from them. In considering the overall effectiveness of all the instruments together assists in explaining both the perception of employees and the employer to the organization.

The relative importance assigned to each of the instruments in the proposed model highlights the employer’s perspective towards that instrument and provides better insight in overall estimation of the utility value. These weights can be made more robust and this weight assignment can be considered as the future area of research.