Chapter No. 10

Recommendations
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The findings of the study noticed that there is positive and significant relationship between employee satisfaction and productivity, so it becomes important for all the factories to consider their employee as their asset and take care for them, as when these employees are happy, stress free they will give maximum to the factory which will help to increase productivity. Findings suggest that even age, qualification, designation, gender & tenure also has an impact on employee satisfaction level. Survey across 32 factories in 4 different cities reveals that employee are happy with their monetary, non – monetary benefits, welfare policies and are happy & feels proud working in their present unit, but there are areas of improvement, suggestions / remedial measures for change to be brought as follows:

1. **Training program for employee should be more specified and practical oriented:**

   As it is analyzed and observed during study that employee are not happy with the training provided to them. Training provided to these employees more specified and practical oriented. At the time when training needs are identified they should be at the organisational level, occupational level & Individual level. Individual should feel that training provided to him will be an added advantage to his or her career growth and to does their current job with more accuracy and efficiency thus improving his/her performance, this will benefit the organisation as productivity will increase.

   Job Site training is a crucial part of teaching an organisation’s employee the proper way to do business within the company. It allows the employee to understand exactly what will be expected of them while being employed by the company, as well as teaching them the conduct rules of the organisation. Job site training is a must for every level of employee within the business. Many people assume training is only for
new employee, but it is important for seasoned employee to be reminded of their tasks. Training is also useful as employee can learn new scenarios that might arise in their practice. Training provides a source for the individual to achieve competence in technical and technological aspects, in performing job tasks, and improving skills.

Figure 10.1: Training Process

The above figure 10.1 explains the various steps to be followed in the training program. If this steps are followed properly the training program becomes effective and in the later stage the benefits of it can be seen in the way of smooth functioning of operation and increase in productivity and also increase in employee satisfaction.
2. Effective communication system:

Communication is one of the fundamental processes that management needs to follow. Effective communication helps to develop positive working relationships between the employee and supervisor or manager. It helps to improve feedback system form employee to management and management to employee this will help in reducing wastage which will lead in better performance and productivity.

The communication and interaction is required within all jobs and communication is the transformation and exchange of information. One critical problem in organisational communication is failure to receive or understand a message.

Good communication between management and staff, and working with friendly colleagues are vital to being happy at work. But the individual's attitude plays a major role, and by adopting a happy, positive attitude, the employee may get much more out of their job.

Communication will help to build trust and helps to eliminate misunderstanding. Communication will help management to communicate that there is no discrimination on the basis of sex, age or religion. Management should ensure that the proper communication channel should exist between factory staff, supervisor and management as depicted in the improved communication model in Figure 10.2.
3. **Open Forum:**

Management should have an open forum on every month in the factory where each and every employee should get an opportunity to speak about the difficulties faced by them, what changes or improvements can be brought in production process. In this forum even management can also express their views to their employee they can make employee aware of where is the factory lacking behind, is factory making profits or they are in loss.

What are the production targets which all of them have to achieve and what is the vision of the factory. Open forum will help to build trust relationship between employee and factory management. This open forum will help management to utilise knowledge and skills of their employee at maximum level.
This will even help senior employee to express their views and utilise their skills. This will help in improving communication in the organisation which will improve productivity.

**Figure 10.3: Flow of open forum**

4. Team Building Activates:
Team building activates should be carried in each department on every month. This will help to encourage team work and will help in creating healthy working environment which will increase cooperation among team members and will help employee to understand benefits and way to work in a team and give best performance.

The main goal of team building is to improve productivity and motivation. Taking employee out of the office helps to reduce their personal barriers and helps them to improve their relationship between them. In today’s competitive world when in a company if the employees have no personal barriers and they work as one team then it helps the company to sustain in market and will be able to compete with its competitors. If in a week team building activities are done for 5 minutes then it helps the employee to build trust in each other helps to understand each other abilities and also helps in improving communication, this will also improve working environment.

Mostly the main goal of team building activity is to improve productivity. As employee will learn to work together effectively as a team this will improve their efficiency. No time will be wasted in correcting errors and work can be divided according to team member abilities. It will also help employee to improve process and come up with new and effective ideas which will in turn improve productivity.

Team building activities will help in increasing employee motivation level. If employees succeed in team activities they will become more confident which will also boost their moral. Employee feels more motivated when their colleagues demonstrates trust in them and feel that their team will be recognized for their work done.

In Team building activities team members have to solve a problem give to them collectively as a team effort this helps team to identify problems and solve them collectively as a team which also helps at workplace for a team while performing team task. Team building activates encourages employee to be more creative and the employee understand that the creativity is encouraged and welcome and
appreciated. Creativity in completing task will help employee to transfer to their workplace.

**Figure 10.4 : Process of Team Building**

5. Staff Picnic:

Once in every quarterly employer can arrange one day picnic and outdoor training programs for employee. At a time small group of employee from the same department or combination of employee from different department can go for picnic
which will even not hamper production. This recreational facility will help employee to understand each other better and will create bonding and also help in learning. Picnic group should also include different age group employee which will even help to reduce age gap between employees. It will also help in creating healthy working environment.

Company picnic helps to integrate the company regardless employee position, rank and department. Conversation between employees helps other employee to understand roles and responsibilities of other employee working in the company. It help employee to understand that what other collogues are doing in the company, what work they do etc.

Company picnic helps employee to know and understand each other better. It helps to promote good relationship between employees. Company also helps to promote team work and it help employee to ask each other questions, give feedback, understand work. Effective team work helps to increase efficiency and productivity of the company.

Company picnic help to boost employee morale, it boost their motivation. Company picnic helps in motivating employee and it also give the employee a break from their regular schedule and work. It gives employee a chance to relax and adds fun to their life. It helps to create healthy and cooperative working environment.

Company picnic helps the employer to understand personality traits, behavior, and talent which the employer might not have known before. Company picnic is great time for the company to share important information.

6. Financial planning for all employee / Planning Finances Better:

Seminar on financial planning for all employees can be organized on every month. This will help all employees from different age group to understand as how to plan
their finances. This will also provide them knowledge how to plan finances for their retirement which will reduce insecurity level of the employee to those who are near retirement and will help young employee plan their future in a better way. Provide some awareness for financial planning through workshop and discussions. This will help employee to plan for their future and take necessary steps today. It will help employee to understand where to invest and how to get best returns this will make them confident and will make them tension free, this will help employee to perform better at workplace.

7. Star of the Month:

Every month one employee from every department could be nominated on the bases of his / her performance for the given month and should be given appreciation certificate and a gift or cash price. This will help in motivating employee and will help increasing performance of them. Star of the month will also help employee to give their best performance. The company later down the line will also be able to find the eligible person for promotion as the person who is nominated for maximum times he is the most hardworking person in the department and most eligible to get promotion this also helps in succession planning in the future the company will have an idea who all have to be promoted and this will also help to bring out the hidden talent of employee which will help them to progress.

8. Best Team of the Month:

Every month best team could be selected from each department and given appreciation certificate and a gift / gift vouchers for their best performance. This will help the company to encourage team building in the company. This will also increase productivity and will create a healthy and cooperative working environment. Employee will feel to come at work place and this will reduce negativity at work place and will reduce absenteeism.
9. Department of the Month:

Every month best department could be awarded for their performance with a departmental certificate and a trophy. This will help to encourage different department to perform and give their best performance. The best department can be selected on the bases that the production or the process they do are done properly, wastage reduction efforts taken up by the department, cost reduction. The company has to setup different parameters to select best department.

10. Scholarship Awards / Financial Assistance:

Every year scholarship awards or financial assistance could be provided to the children’s of the employee those who have excelled in their education. This will help the employee in the way of finical help for their children’s education. This will help the employee to encourage for getting their children’s educated and grow in future.

11. Day of Honors:

Day of Honors once a year should be celebrated for all employees. On this day service awards should be provided to those employee completed 5, 10, 15, 20, 25, 30 and 35 years of service in the company and contributed towards the growth of the company. On this day there could be some recreational activities and get – together party can be organised. This will give a feeling to employee that management cares for their hard work and it is appreciated. This will create healthy working environment and will also promote good relations between employee and company’s management.

12. Yoga and Health Education Sessions:

Once a month employer can have a session for employee in which they are guided by an external person on health tips and will teach yoga which will help employee to
know how to take care of their health and family members health. In a way this will reduce sickness in organisation which in a way will increase production as employee will not fall sick very often.

Changes in the working environment causes great stress to employee due to this employee feels depression, reduction in performance, anxiety absenteeism, low morale, accidents and employee turnover. Taking breaks in the workday with yoga helps employee relive stress and become refreshed and more focused.

This will help employee to take better decisions, be more productive, and have more positive attitude and good relationship with other co workers. Yoga at work practices can provide following benefits:
1. Reduces individual stress management
2. Improves the immune system and overall health, resulting in decreased absenteeism and sickness level.
3. Increase productivity, motivation, and work performance
4. Improve decision making and creativity
5. Improves moral, job satisfaction, and positive thinking pattern
6. Improve memory, focus, concentration, physical strength and flexibility.

13. Knowledge Transfer by Senior Employee:

Newly joined employee should be trained by the senior employee based on their work experience. This helps the senior employee to utilise their professional skills effectively and also benefits the company to increase its productivity. Company need not invest on bringing external person for training.

14. Zindagi Ek Safar:
Zindagi Ek Safar – Name of the session, where employee will be trained by an external trainer that how to have positive view towards any given situation. This will help in bringing the behavioral and attitude changes in the employee. It will also help to motivate employee and help them to learn situation handling in the company and even in their personal life.

15. Soft Skill / Educational Training :

Employee having less qualification and no computer knowledge can be trained by soft skill or educational program that will help them for their personal development and in a way it also benefits the company. Educational training will motivate employee and will give them motivation and will increase their confidence level. This will also help in creating a good relationship and bonding between employee and the company. Employee will have feeling to give their best performance and will take active part in company development and progress.

16. Proper Feedback system :

Proper feedback system should be in place so that employee can be informed about their performance where they are lacking and how to improve and at the same time employee should also provide their feedback to the employer. Fair and unbiased Annual or Bi-annual Appraisal system can be implemented for the smooth functioning of this feedback system. The feedback system should be such where employer can easily give feedback to an employee on his performance and other traits and where employee can share his / her difficulties faced by them.

17. Celebrating Festivals :
Celebrating festivals in the company will help to increase bonding between employee and management this will help to create cooperative and healthy working environment. This will also help management to convey message to employee that they do not feel that management discriminated on the basis of sex, age and religion. Employer can celebrate festivals. Celebrating festivals will create a feeling of unity it will also create cooperative and healthy working environment. It will increase bonding between employee and between employee and management.

18. Canteen / Drinking Water Facilities :

Management should also provide proper canteen and clean drinking water facilities to all employee. Canteen facilities should be such where employee can sit and have their lunch or dinner properly. Company can also provide coupon facilities to all employees where employee can pay certain minimum amount and can utilise those coupons whenever they want for lunch or dinner. Clean drinking water is very important as majority of diseases are due to impure water, so providing clean drinking water is very important as if the water is not clean that will cause sickness sue to which employee will fall sick and not come to work causing reduction in production.

19. Transport Facilities :

Management can also start pick up and drop facilities for their employee this will help employee in daily commute between factory and home. Employee can contribute minimum amount of money for this facility which can be mutually decided between management and employee. This will help in bonding between employee and management and employee will have feeling to give their best performance to the company.

20. In house physician Facilities :
Management can appoint a doctor in the factory for particular hours so that he can treat sickness of employee and can advice employee how to take care of them or their family members this will help to reduce sickness in factory and thus will reduce absenteeism and will in turn increase productivity. Doctor can keep track on employee health and can also try to identify that is there any cause of sickness to employee due to the work they do or and production process that is causing employee sick.

21. First aid facilities and safety measures :

Proper first aid facilities and safety measures should be maintained in all the departments of the factory so that in case of emergency first aid facilities can be utilised and proper safety measures will help in reducing accidents in the factory. First aid box should be kept in all departments and maintained properly from time to time. Few employees should be given proper training on how to give first aid in case of emergency and then this trained employee will give training on first aid to other employee in the company.

22. Neat and clean rest room and wash room facilities :

Rest room and wash room in the factories should be maintained neat and clean. This gives a feel of hygienic and cleanliness to the employee. Hygiene is very important as this protects employee with getting sick and reduces illness. Due to sickness employee will remain absent and will in turn cause reduction in production. Employee will not be happy and will not have feeling to work. Proper cleanliness of washroom should be maintained from time to time as it is the basic necessity for both male and female employee.

23. Wastage reduction feedback process:
Management should promote employee to give their suggestions from time to time for reducing wastage and procedures or any changes in the production process which can help in increasing productivity this will increase organisation profits. Management should reward such employee. This process will also help employee to freely communicate with the management thus will improved relationship between management and employee. Senior and experience employee can also utilise and share their experience which will make them feel better.

24. Establishment of employee credit cooperative society:

Management could provide and support the establishment of employee credit cooperative society so that fund which is collect in the cooperative society can be utilised by employee in the way of short loan at minimum interest rate. They can take short loan from the employee credit society which will support them financially when they require it.