CHAPTER VI

Conclusion & Suggestions
6.1 Conclusion:

The existence of management itself rests on the scarce resource. If the resources are in abundance there will be no need of decision making. Management's basic function thus is to take maximum output from the minimum input.

It is observed by the management specialist out of available resources human resources is having unlimited capabilities. If nourished properly, the output can be increased. This makes human resource separate from other resources. Law of Synergy says 2 plus 2 can be 5, 6, 7... etc. Mathematically this is false, but logically this is true. For proper nourishment of human resource, the Management should use various mechanisms. In Indian context there are different religions, culture, caste, sub-caste, races, regional differences, linguistic difference etc, which are the environment where organisation is to work for achieving its goal. Merely increasing the remuneration doesn't constitute human resource development. Scientific analysis synchronized with human needs and psychology has to be done.

Job analysis, job description, job evaluation, job enrichment, job rotation, etc. have to be done properly. Employee grievance has to be dealt with proper method. To nourish and take the full potential Personnel Department in each organisation is a must. Personal Officer should be form the discipline of Personnel Management, so that he can understand and keep touch of Personnel feeling.

Stone will be visualized by a layman as stone only, but an Architecture can convert it to a good statue. Same is the case with human beings. Human being unlimited potential can be carved out if properly treated. Management's basic thing is to find all these hidden capabilities. These capabilities have to be properly developed so that a human being is worth for the organisation. In this case knowledge, attitudes, values and skills have to be developed. Human resource development mechanisms are one of the best ways to develop these
The human potential can be used by creating a climate that can continuously identify, bring to surface, nurture and use the capabilities of people. Human resource development system aims at creating such a climate.

Human resource development is very much essential for an organisation. To become dynamic and growth oriented an organisation requires continuous development of its worth resource i.e. human resource. An organisation not endeavour for these directions will collapse somewhere in future.

Developed countries management Scientist has understood this need long long before. USA, Japan, Russia, Germany, Hong Kong, South Korea etc. are attaching much importance to service sector than product sector. A developing country like India should understood this need.

Day by day technology is changing in the world. The organisation has to cope up the changing technology in order to survive in the technological revolution. To get competitive advantage change of technology is essential. The man behind these technologies has to be trained in order to get maximum output. For example manual typewriter changed to electronic typewriter then changed to computers. These changes were drastic. Computers have numerous advantages over typewriter. Typist who is good in typing but he doesn't know how to use a computer becomes burden for the organisation. Removing him from service and to appoint computer professional is not easy and practical. Social, political and legal forces will create many problems. Sometime it may cause danger to the existence of the organisation.

Another noble method adopted by the organisations is to train this manpower for computer requirement. The training imparted should be scientifically done which would not disturb office in day to day working. First step in this direction is to motivate an employee for training. The employee should be convinced so as to have a feeling of brightness of his future, the advantage derived out of training. He should have a feeling that training is a tool
to help him to reduce his work load.

After an employee is motivated then the next step is to create an environment of training. The convenience of the employee, his limitation etc. has to be considered a lot. The employee should get counseling when and where required. After the training process the employee should be given on the job training. Continuous monitoring and back up assistance required a lot and when a person gets fully confidence till then this process is continued.

Human resource development exercise taken over by an organisation gives an employee confidence to work, update special skills, knowledge etc. which will reduce accidents to a great extent. For example an employee dealing with electrical components if not trained properly, may cause accidents which will result in loss of human life as well as cause great loss to the property.

Thus human resource development is very much essential for an organisation to survive the parameters or dimensions of HRD is Planning, Selection & Recruitment, Training & Development, Placement, Career Planning (Promotion etc.), Performance Appraisal, Incentives, Motivation Policies, Compensation Schemes, Public Relation System, Grievance Handling Mechanisms, Unions & Associations, Welfare Measures, Pension Benefits etc. The critical analysis of these HRD aspects are very important for overall organisational effectiveness.

Employee compensation is a vital part of human resource management. Wages, Salaries and other forms of employee compensation constitute a very large component of operating costs. One of the biggest factors affecting industrial relations is the salary or the wage as the compensation an employee receives for a fair days work. Majority of union management disputes are related to remuneration. No organisation can expect to attract and retain qualified and motivated employees unless it pays them fair compensation. Employee compensation therefore, influence vitally the growth and profitability of the organization.
Pay is more than a means of satisfying employees physical needs which provides them a sense of belongingness. Remuneration is directly or indirectly one of the main springs of motivation for the employees. Wages and salaries have significant influence on distribution of income, savings, employment and prices. This is more significant in an underdeveloped country like India, suffering from the problems of concentration of income, continuous inflation and unemployment problem.

Employees satisfaction generally leads to the fulfillment of organizational goal. A satisfied employee can form a good structure and create environment for the overall development of the organisation. Compensation package if scientifically formulated may help to create harmonic relationship between the employer and the employee. Though salary administration is a tripartite afford of states, employers and the employee, still the important part in this effort is played by the employer or the management. It is the inherent nature of the employee to get highest compensation to discharge their might for the development of the organisation.

Wage and salary administration is a systematic procedure for establishing a sound compensation structure. By reducing inequities between employees' earnings, a good wage administration programme raises individual morale and reduces intergroup friction.

Instead of setting one rate for each job, many organizations establish a series of rates or steps. A new employee normally starts at the base rate of the job: then, as he gains proficiency and seniority he advances through merit rating to higher steps.

Organisations with incentives plans pay the base rate only for a “normal” amount of production, as determined by time study. If a worker produces more than normal, he receives an extra incentive bonus. Similarly, salaried personnel may qualify for bonus earnings of one kind or another.
The personnel department is normally responsible for the administration of the wage and salary program and often has a special division that concentrates on this function. Top management, however, has a continuing responsibility to review wage and salary policies and every level of management may become involved in merit rating and introducing a new job-evaluation program.

It has been found from the studies of managing men of industrial workers that when employees take risks, initiate and make things happen, the organisation become dynamic and growth oriented. This is possible when sense of belongingness comes to operate in the minds of employees. The sense of belongingness comes through the help of scientific compensation package and other motivational forces. An employee may work hard when he is mentally, physically and financially satisfied.

It is therefore, concluded that compensation package is the driving force to develop the present or future employees of the organisation.

It has been observed from the analysis of compensation package and salary administration in the selected six organisations that the following aspects are to be considered for the development of human resource in modern organisation.

6.2 Suggestions:

The study has revealed some important points which are already given in the conclusion. After analyzing all the facts from field survey following suggestions are put forward for the development of human resource through compensation plan.

1) Human resource development should be the primary concern of all organisations because other material resources are handled by the human being. It is therefore necessary to develop the quality of human resource for the achievement organizational goals. It is therefore suggested that an enabling climate should be created to develop the potential of the workers
2) There is a large number of mechanisms to develop the human resource of an organisation. These mechanisms should be used properly to develop the human resources. The select organisations do not use all the mechanisms for the development of human resource. It is therefore, suggested that modern scientific mechanism should be implemented in the organisation to get fruits from the working force.

3) However, it is observed that the Govt. departments do not adopt the modern performance appraisal. They are using old method of confidential report which don't serve adequately the performance of the employee. The modern performance appraisal 360\(^{0}\) should be implemented to satisfy the working force and this would help in bringing cordial relationship between the supervision and subordinate.

4) Compensation is the main motivating factor before the employee. A scientific and adequate compensation package compels the workers to do hard work for the organisation. A compensation package should support the living cost of a family of five members. It is therefore, suggested that each and every organisation should formulate acceptable compensation package for its employee.

5) Our economy is exposed to fast changing environment. The mobility and turnover of the employee would be high if uniform compensation policy would be implemented. It is therefore suggested that uniformity of compensation package should be on equi-marginal concept.

6) Along with the basic pay there are a large number of other components such as, dearness allowance, medical allowance, house rent allowance, city compensatory allowance, special allowance and bonus under special category of employment. It is therefore suggested that take home pay should be sufficient to maintain five members family. The standard of living is also raised to a higher level which should be noted by the employer.
7) It is also observed that in case of some organisations compensation package is at a minimum level but welfare measures and social security measures are at a maximum level. An intending worker considers both the compensation package as well as other measures in deciding to enter in the organisation. So it is suggested that there should be a balance between compensation package and other incentive provided by the employees.

8) The employee of all organisation specially officer cadre complain the one fourth of their annual salary is paid as income tax to the government. As soon as an employee is entitled an increment, his income tax rate is also raised due to the increment and ultimately the employee receive no financial benefit although he receives an increment. Therefore, employer should consider the incidence of direct tax while formulating compensation package.

9) It is also noted that the house rent allowance given to the employee of 4th grade and 3rd grade is not sufficient to cover the rent paid by those employees in the metropolitan cities, because of higher rent of accommodation is the urban areas. It is therefore suggested that the house rent allowance should not be on percentage basis on basic pay but should be a reasonable flat rate for the lower level of employees.

10) The satisfaction of the working force leads to healthy atmosphere and use of own initiative of the worker in turn it enhances to productivity of the organisation. Hard working man power can be expected only by offering them high compensation package. It is therefore, suggested that the productivity and profits should be linked with the compensation.

11) Employment condition in the country naturally affects wage policy. When there is a great deal of unemployment, a non unionized organization may be able to hire all men it needs at little more than the legal minimum wage. When the labour market is tight, an employer may have to pay more than the going rate if he is to recruit qualified new employees.
12) Unionized companies may be forced to pay high wages as a result of union pressure. Non unionized companies may pay equally high wages to keep the union out. On the other hand, sometimes the organisations may be forced to pay better compensation just to keep the union out of the plant.

13) An organization’s performance or profitability sets limits on its wage policy. The organization that is losing money cannot afford to pay more than the minimum; the organization that is known to be profitable is expected by its employees to pay liberally. In some cases the “ability to pay” also becomes a factor in determining the compensation level. An organization’s profitability and also size set the limit on compensation. Small organization with low profitability often find it unaffordable to pay higher compensation level.

14) Wages policies may be influenced by other factors too. Organization known for their stability of employment need not pay wages as high as those in which layoffs are frequent. Substantial fringe benefits may also reduce the need for higher wages. And pay levels in unionized organizations are inevitably affected by collective bargaining agreements providing for wages increases based on changes in productivity or the cost of living.

15) In the Indian context compensation paid on region-cum-industry basis becomes the benchmark for determining one’s own compensation. Organisation cannot afford to pay less than region-cum-industry for fear that they may get people or existing employees may leave for better prospect. On the other hand, they cannot afford to pay unusually higher compensation because of pressure from the other organizations. Higher compensation by one organisation may put the organisation in the same situation as it would be, should others offer better compensation. Large disparities in compensation are also not approved by employers association.

16) In India, though we have wage Act, 1948, labour is a state matter and minimum wages in any case are based on the cost of living index. Hence
minimum wages may vary from state to state which applicable to state organisation only but organisation having all India may pay equal compensation.

17) An organisation wish to attract and retain talented people, they have to be “better pay masters. A good compensation level may generate large numbers of applications and may provide a better opportunity to select the best among those who applies.

18) Salary and compensation policy: It is noticeable from the opinions of the respondents of officer that 9.74% of employees are not at all satisfied, 18.18% employees are satisfied, 38.96% are moderately satisfied and 33.12% one highly satisfied with the present salary and compensation policy. They feel that salary and compensation package given by the Govt. of Assam is very low compared to Central Govt. So, the Govt. employees of Assam are struggling hard to live and maintain their family with dignity. It is true that salary and compensation package of the Govt. of Assam is in the lowest position in comparison to other states of India. Therefore, Govt. should give proper attention on the parity of salary and compensation policy which requires immediate review.

The wage policy of an organisation is related to its recruitment and selection policy, for high wages attract more job applicants and permit management to choose employees from a wider reservoir of talents. Moreover, they help maintain morale and make employees more reluctant to quit their jobs. High wages in themselves do not guarantee motivation for high productivity unless the employee somehow perceives that harder work will in fact be rewarded by higher pay. But a sound merit rating and promotional policy may provide such motivation.

19) Awareness of benefits and allowances: As per the opinion of the respondent it is revealed that 93.51% of officers and 76.6% of non-officers are aware with the existing benefits and allowances and 6.49 of officers cadre and
23.4% of non-officer are not aware of the benefits. Employee should be well informed and made aware of the change in compensation package provided by the organisation. A programme in the form of meeting or conference must be conducted between the management and the employees so that there is active and open interaction between them and invite suggestion from the employees side. The meaning of compensation must be clear among the employees especially in the non-executive cadre.

20) Medical benefits: It is noticeable from the responses of questionnaires that 31.8% of officers are highly satisfied 22% of non-officer are also highly satisfied but most of the employees are not satisfied partially and some are not satisfied at all. Many respondents have complains about the medical facility with the scheme of reimbursement of any kind of medical treatment. Most of the employee stated that instead of referring some cases to other hospital specialized doctors should be appointed.

21) House Rent Allowance: It is revealed from the opinion of the respondent that 22% of non-officer are highly satisfied whereas 40% of this categories of employee are not satisfied at all and the other hand 31.8% of officer category are found highly satisfied and 15.7% are not satisfied at all. Therefore it is observed that house rent given to 3rd grade and 4th grade should be paid to cover the rent paid by the employee in the urban areas.

22) Dearness Allowances: It is seen from the opinion of the respondents that 29.3% of officers cadre and 22% of non-officers as highly satisfied but most of the employees are not satisfied with the present dearness allowance given by the employer, workers need to be paid compensation adequate to maintain an acceptable level of living. However wage/salary fixed once becomes in adequate to maintain the required level of living due to increasing cost of living. In order to offset the increased cost of living, comparison is fixed by increasing dearness allowance base on the cost of living index.
23) Conveyance Allowance: Since 59% of non-officer and 32% of officers are not satisfied with the existing conveyance allowance, therefore, employer should give proper attention on that aspect also. In order to facilitate employees to come to the work place comfortably and in time, employers provide conveyance allowance for availing better transport service or maintaining and using own vehicle. This however is not sufficient to employees for the days in which he receives as per opinion given by the employees.

24) Overtime Allowance: It is revealed that only 13% of non-officers and 27% of officers cadre of employees are found highly satisfied. Apart from this most of the employees are not satisfied at all with the existing mechanisms. Most of them opined that authority should review these mechanisms are action should be taken in proper way i.e. at least double the ordinary rates of wage to develop their inner potentiality for the overall development of the organisation.

25) Selection and Recruitment: It is observed from the opinion of the respondents that most of the employees are not fully satisfied with the prevailing mode of selection and recruitment procedure. They suggest candidates having special knowledge or experience management should be given priority in selection. Therefore, authority concern may heed on the subject matter and should give due interest on it. Also there should be recruitment of officers and non-officer employee every year to avoid creation of manpower void by retirement of employees.

26) Training: Training is a process of learning a sequence of programmed behaviour. It is application of knowledge. It gives people an awareness of the rulers and procedures to guide their behaviour. It attempts to improve their performance on the current job or prepare them for an intended job. Training is the corner-stone of sound management for it makes employees more effective and productive. It is actively and intimately connected with all the personnel or managerial activities. It is an integral part of the whole management programme with all its many activities functionally inter-related. It is known from the
respondents that officers and non-officer have undergone training within and outside the state of Assam so far. But among them, only a few employee is fully satisfied with training

1) Up-to-date in-service training should be made mandatory in regular interval to cope-up with the changing working environment and continuing technical innovations and modified IS codes.

2) It is seen that some of the operational personnels have to do administrative work also, but they are not trained on management techniques, public relations, relevant laws etc. This creates administrative problems. Such officials should be given training by specifying their needs.

3) As the trainee acquires new knowledge, skills or attitudes and applies them in job situations, he should be significantly rewarded for his efforts.

4) The trainee should be provided with regular, constructive feedback concerning his progress in training and implementation of the newly acquired abilities.

5) The trainee should be provided with personal assistance when he encounters learning obstacles.

Moreover, majority of the respondents suggest that management training is mandatory before implementation of any such training programmes are expected to be helpful to the officers at various levels to manage the situation smoothly and effectively.

27) Present Transfer Policy: It is surprising that respondent is not satisfied with the existing transfer policy. Somebody say that the policy is alright but it is not strictly followed by the Department. In some cases, officers are transferred under political influence or in the interest of higher authority, not as per Govt. norms/circulars. Therefore, these practices should be discontinued
and transparent transfer policy should be adopted so that technical officers get equal opportunity to work in the field as well as office/Secretariat. Moreover, while an officer is transferred from one place to another, his or her suitability to the work of that place along with the nature and integrity of the officer to tackle the different problems to be evolved in that place should also be looked into. In actual practice transfer should only be made strictly on the recommendation of higher officer not under the influence of political or other favouritism and nepotism.

28) Promotion Policy: Most of the respondent are not satisfied with the existing promotion policies, therefore, we should give proper attention on this aspect also. For the promotion of senior officers, his special knowledge/qualification/experience/performance in the previous post etc. should be the parameters and it should be totally devoid of political intervention, favourism, nepotism etc. To encourage promotional aspects, time scale promotion policy may be implemented by the organisation. Most of the respondents opined that the promotions should be given on merit basis and not on the seniority basis. Merit should be evaluated with request to work performance, conduct and integrity.

29) Existing Service Rule: It is seen from the opinions of the respondents that employees are not fully satisfied with their existing service rules. They feel that existing service rules are not able to satisfy the interest in respect of regulating the recruitment, and conditions of service. So there is an urgent need to formulate the existing norms and guide lines laid down in the service rules regarding promotion, departmental exam, training etc.

30) Disciplinary and appeal mechanisms: Disciplinary and appeal mechanisms are followed by Disciplinary and Appeal Rules, 1964 for the Govt. employees who misuse his power, misappropriates of Govt. money, misbehave, misconduct against any other Govt. personnel etc. But it is revealed from the responses of the respondents that the employees are not fully satisfied with the
existing mechanisms. Most of them opined that though it is well-defined and judicious, provisions for periodical review of these mechanisms are very essential and the action taken by the appropriate authority should not be interfered by the Civil authority or political intervention. Besides issuing show cause notice, the officer should be asked to explain his conduct. The step by step procedure indicated in the Disciplinary and Appeal Rules should be meticulously followed. In the event of non-disposal of the case within stipulated period (six months) the officer/employee should be reinstated. Time frame for disposal of the case should be fixed beyond which, without valid reasons the officer/employee should be made free of charges. Disciplinary action follows a procedures comprising a number of steps such as location of responsibility communication of policy, rules and regulations, framing charges and intimating the same to the accused employee, consideration of his/her explanation awarding punishment and follow up.

31) Personnel Relation Officer Cell: It is astonishing that respondents are not at all satisfied with the activities of P. R. O. Cell. It is an important fact that the activities of P. R. O. Cell play a very crucial role. It should maintain good relation bridging the gap between field level employees, operational officers and middle level officers, office and press media, proper highlighting of successful schemes, create cordial relationship between the allied organisation and parent organisations to achieve desired organisational goals. But from the opinions of the respondents it is revealed that P. R. O. Cell has failed to achieve its goal. Therefore much more attention should be given on this cell and all efforts should be made to make it effective.

32) Grievance Handling Mechanisms: It is observed that respondents are not fully satisfied with present grievance handling mechanisms. There is one grievance cell in the department which exists only with the name without any work. It should be made active entrusting an official independently under the direct control of higher officer so that employees grievances can be redressed
promptly. Also there should be at least one sitting in every month to handle the employees grievance smoothly. Moreover, the decision of the grievance cell should be transparent and it should be communicated to the aggrieved parties. A typically grievance procedure consists of six steps, namely timely action, acceptance of the grievance, identification of the problem, collection of facts, analysis of cause, taking decisions and implementation and follow up of the decision.

33) Performance Appraisal system: As per the opinion of the respondents it is revealed that employees are not satisfied with the present system of performance appraisal i.e. ACR (Annual Confidential Report). Present method of writing ACR does not have any scope for highlighting performance of an officer by the Reporting Authority. Therefore ACR should be written in more details of performance of each work done by the incumbent so as to support the ranking given by the single word like fair, good, very good, outstanding. Some of them suggest that ACR forms should be introduced in case of Annual Confidential Report for Technical Officers. Also it should be reported in time to the higher authority. It is recommended that modern P.A. should be initiated by discussing problems of the employees with the Supervising Officer by sitting for face to face interaction. It should be transparent.

34) Retirement benefits: Respondents are not satisfied with the existing retirement benefits given by the organisation. They do not feel that present retirement benefits are reasonable enough for Social Security to its employees. Therefore, pension of a pensioner should also be revised similar to the revision of pay scales of working employees by the Govt. and the R. O. P (Revision of Pay) Rules should extend same benefits to the pensioners for their financial & social support. Also there should be a special directorate to expedite pension cases in line with Central Govt. employees.

At the time of superannuation a Govt employees generally gets the following retirement benefits:-
a. Full Regular Pension: It is given after completion of minimum 33 years of continuous qualifying services. It is calculated as under: Rs(last 10 months average basic Pay x Nos of years completed in service/2x66). An employee who at the time of retirement has rendered qualifying services of 10 years or more eligible for pension.

b. Gratuity/D.C.R.G (Death –cum-Retirement Gratuity): A govt Employee is given Gratuity /DCRG at the time of retirement and the amount is calculated as; Last Basic Pay +D.A x66/4 subject to maximum amount Rs 3.50 Lakhs. in case of G.U and state Govt employees it is restricted to Rs. 2 lakhs.

c. G.I.S Contribution- It concludes contributed amount of the employee with interest as admissible. Full insurance money is given if death while in service. (Rs 30,000.00 for Grade III and Grade IV Cadres and Rs 1,20,000.00 for Class I and Class II cadres).

d. Leave Encashment Benefit: It includes maximum 300 days of unutilized leave and the amount is calculated as Rs [(Last Basic Pay+D.A)/30 days].

e. G.P.F.- It includes full contributed amount of the employee with interest as admissible.

f. Commutation of Pension- 1/3 of last Basic Pension x 12 (maximum) x 10.56.

g. Family Pension –It includes 50% of last Basic Pay upto 7 years of 65 years of age of the pensioner from the date of death of the incumbent in enhance rate. As per state govt. of Assam and GU rules, an employee retiring after 33 years of qualifying service shall be entitled to pension @ 50% of the last ten months average pay subject to a minimum of Rs. 1,225/- and maximum of Rs.
8,500/- (pm) Thereafter the pension will be continued till the death of legal heir of the employee.

Moreover, an employee can opt for voluntary retirement after he has attained the age of 50 years or has completed 20 years of continuous service. In that case also he is eligible for pension benefit.

35) Incentives & Other Welfare Mechanisms: It is seen from the data analysis that only a few respondents are fully satisfied. While majority are partially satisfied or not at all satisfied with the existing incentive package and other welfare mechanisms. Therefore, there is a need to reformulate such mechanisms so that employees feel comfort and get motivated towards organisational goals. These measures should not be the provisions confined in the papers (Finance Rules, Service Rules etc.) but must be exercised in reality.

Human Resource Development:

It is revealed that of respondents agreed that human resource is the most important resource in any organisation. It shows that employees are well aware of human resource and good HRD system should exist in the organisation. A few respondents state about the shortcoming of HRD practice.

From the personal observation and interview following important points regarding HRD can be outlined

i) Identification and proper utilization of human resource is a very important task for the organisation. Planning for training to the persons at appropriate time shall enhance the employees efficiency to achieve organizational goals,

ii) Keeping a track of output from the persons shall improve the system to march ahead and proper HRD planning will help the employees to generate innovative idea.

iii) It is important to all concern that all the organisations are the proficiency of the employees. So, it is essential to initiate
more towards creation of quality circles, work groups, and enhancing overall work culture.  

iv) Above all, as HRD environment in Govt. Departments are not yet practice in the right direction, therefore, proper HRD policy should be initiated and enacted by the Govt. so that employees themselves get attracted and motivated towards organisational goal in particular and overall organisational health, spirit of work and culture in general.

36) Career Planning: Most of the respondents opined that there was no any active career planning mechanisms in the said organisations. Among them most of the employees feel that without any well defined career planning, employees incentives to work hampered. Therefore, it is very important that introduction of proper career planning mechanism is a paramount importance. It stimulates the employees towards organisational goal and motivates them to work sincerely and effectively in the organisation.

37) Reform and Restructuring: It is seen from the opinion of the respondents that employees are fully agreed that reform and restructuring of all the departments of an organisation will improve its present status. But it is equally important that the implementation of the reforms and restructuring are to be executed in true sense. Also the management concept should be incorporated in all the organisations in proper way. Again the improper HRD policy is one of the main reasons of poor performance of the organisation. Therefore, organisation should pay need for the implementations of proper HRD policy in the organisation.

38) Quality of Work Life: It is revealed from the opinion of the respondents that most of employees are not satisfied with the quality of work life. So, it should be improved in right direction so that employees feel comfort during office hours. Proper sitting arrangement, hygienic drinking water facility,
office canteen facility, provision for good toilets, parking facility, conference hall, office library, heating facility, air condition etc. should be provided in a better way.

39) Employee - Employer Relationship: Regarding employee-employer relationship, a few respondents simply express as good and most of the employee expresses it as bad. But nobody feel comfort to express their relationship as best. Therefore, there is a need to improve the employee-employer relationship to some extent. We may adopt the following measures to improve the present status.

a) Maintain good co-ordination between employee and employer.
b) To the possible extent minimise bossism / authoritarian leadership.
c) To take care of employees needs during working hour by the higher authority.
d) Settle employees grievances at the earliest possible time without prejudice.

40) Compensation Insurance: It is also suggested an accident benefits should be given by the organisation either covering risk insurance with a minimum premium from the employees or by the organisations on itself as a social security measure. This accident amount should be uniform for all levels of employees.

Thus a number of factors influence the decisions and final profile of the compensation level. Besides the economic factors other components of the compensation package may also determine the final compensation. These factors may be the benefits and perquisites, Payments in kinds, structures that help save income tax and the post employment benefits. Final compensation package represents an amalgam of a large number of variables in additions to the economic factors.

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