Chapter 8
Summary, Findings and Suggestions

8.1. Introduction:

Whether an organization is large, medium or small, human resources management is vital to the success of any organization. Human resource is important to all managers because it provides managers with the resources (the employees) necessary to produce the work for the organization. Beyond this role, HR is capable of becoming a strong strategic partner when it comes to establishing the overall direction and objectives of key areas of human resource management in order to ensure that they support the achievement of business goals. The major shift of modern economy from manufacturing to service providers has enhanced the importance of human resource more than ever. Human resource is the most important asset to attain competitive advantage.

The present work entitled “A study of various Human Resource Development Policies and its impact on Motivation and Performance of Employees with reference to selected industries in Nashik” is aimed at finding the impact of HRD Policies and Practices on Motivations provided in five sample companies to improve performance of employees.

8.2 Summary

The theme of the present work is distributed in this chapter. A brief summary of the contents in each of the chapters is narrated below:

Chapter 1: Introduction to Human Resource Management

Chapter 2: Review of Literature and Research Methodology

Chapter 3: Profile of Nashik vis-à-vis Maharashtra

Chapter 4: Profile of Selected Sample Companies

Chapter 5: Impact of HRD Policies on motivation and performance related to Managers

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Chapter 6: Impact of HRD Policies or HRD Practices on motivation and performance related to Supervisors

Chapter 7: Impact of HRD Practices on motivation and performance related to Workers

Chapter 8: Summary, Findings and Suggestions

In the next part that follows findings on Managers, Supervisors and Workers perception on various issues in five sample companies are discussed in detail.

8.3 Findings Related to Managers, Supervisors and Workers of Five Selected Companies–

In the findings, Researcher has focused main general findings related to five sample companies, findings on perceptions of Managers, Supervisors and Workers, an aggregation of all employees on various key issues such as HRD Policies and Practices, Motivational Techniques, Performance Appraisal etc. The main findings of the research can be summarized as follows.

8.3.1 General Findings of Five Selected Companies:

It was observed that out of total 25 supervisors in five sample companies, three supervisors in Bosch, Two supervisors each in Jyoti structure, Crompton, Glaxo and one supervisor in CEAT graded their company’s HRD Policy Manual as ‘excellent’ (36 per cent). Three supervisors in Jyoti structure, two supervisors each in the Bosch, Crompton and one supervisor in CEAT, Glaxo graded as ‘very good’, (36 per cent) whereas no supervisors in Jyoti structure and Bosch, two supervisors each in CEAT and Glaxo and one supervisor in Crompton graded this element as ‘Good’ (20 per cent). None of the supervisors in all five sample companies graded ‘average’ to their company’s HRD Policy Manual. Only one Supervisor from CEAT graded ‘poor’ to in his company’s HRD Policy Manual. Hence the overall score of satisfied supervisors in sample companies is 92 per cent and that a small minority of remaining 8 per cent is dissatisfied on HRD Policy Manual of their companies (Table 6.35).
1. Findings on Perceptions of Managers

1) Company’s Goals, Visions and Missions It indicates that amongst all the investigated industries, cent per cent Sample HR managers are fully aware of the company’s goals, visions and mission statements of their respective companies.

2) Implementation of HRD Policies It indicates that, 80 per cent of the Managers expressed full knowledge about implementation of HRD Policy Manual in their companies and just 20 per cent from Jyoti structure alone said that the same is being partially implemented.

3) Functioning of Companies according to the Policies It indicates that all the sample companies, cent per cent managers perceived that their Companies are functioning according to the policies framed and implemented strictly, according to HRD Policy Manual.

4) Extent of Flexibilities in the Company Policies It indicates that 80 per cent of the Managers reported full flexibility in implementation of HRD Policy Manual in their companies and just 20 per cent reported that the same is being implemented only partially.

5) Managers Informed about HRD Policies of their Companies indicates that 70 per cent of Managers were informed of the policy from the date of their entry into the company. 30 per cent of informed them about the HRD policies after becoming HOD (head of department). (Table 5.5)

6) Extent of Motivation to Managers for better performance cent percent managers of five sample Companies have unanimously agreed that Companies provide full motivation to perform their best.

2. Findings on Perceptions of Supervisors

1) Rating Opportunities for career Advancement In Company that 36 per cent of the supervisors graded ‘excellent’ and ‘good’ to this element. Another 24 per cent graded it as ‘fair’. Only 4 per cent graded as ‘no opportunities.’ (Table 6.21) Satisfaction of the supervisors on career advancement front seems to be poor.
2) **Motivation to Perform Well In the Organization**
18 Supervisors (72 per cent) agreed ‘fully’ on provision of motivation to perform well, 6 supervisors in Bosch and Glaxo (24 per cent) supervisors agreed that company motivates workers ‘to some extent’, Only one supervisor from CEAT agreed ‘little’ with his company’s motivation for better performance. In aggregate, 96 per cent of the supervisors are happy with their company’s motivation drive. (Table 6.23)

3) **Performance evaluation of employees** all supervisors agreed positively that their company is evaluating their performance after regular intervals.

3. Findings with regard to Workers’ Perceptions:

1) **Implementation of HRD Policy** - 99.2 per cent of workers are aware of the HRD Policies being implemented in their companies. (Table 7.6)

2) **Offering of Special Incentive** - 360 (98.4 per cent) of total workers enjoy special incentive offered by their company. (Table 7.6)

3) **HRD Policy Helps in Improving Industrial Relationship** - 350 (95.6 per cent) of total workers agreed positively that their company’s HRD Policy helps in improving sound relationship between them and their superiors. (Table 7.6)

4) **Companies Provide Knowledge of existing Performance Evaluation system** - 258 of total workers (70.5 per cent) is aware of the existing Performance Evaluation system provided by their companies. Around 29.5 per cent of workers didn’t respond on this aspect. (Table 7.6) This implies ignorance of a large section of workers ignorant of existing PE system in their companies.

5) **PE system enhances incentives** - Aggregate positive response to this element is least at 238 (65.0) per cent as compared to other four elements. 35 per cent of workers are ignorant of incentives through performance evaluation. (Table 7.6).

In the next part that follows Feedback of Managers, Supervisors and Workers about Elements of HRD Policy and Practices is discussed in detail.
8.3.2 Feedback of Managers, Supervisors and Workers about Elements of HRD Policy and Practices:

An attempt in this section is made to compare the perception of employees at three different levels of management on HRD policies and practices so as to make generalised statement representing all the types of employees in sample companies.

Managers, Supervisors and Workers were asked to mention element of HRD Policies and Practices. It is revealed from the survey as per the following:

1) Awareness of Managers, Supervisors and Workers about Elements of HRD Policy and Practices: Aggregative views of Managers, Supervisors and Workers on different elements of HR Policy and Practices so as to enable the differences in perceptions, if any, on the various aspects of HRD Policy. The feedback of all categories of employees on HRD Practices is as following:

1) 90 per cent Managers are fully informed of recruitment and selection element of HRD policy. Supervisors in this category were 84 per cent and Workers in this category were 79 per cent and an aggregate of Managers, Supervisors and Workers constitute 79.6 per cent held the view that this is the element of HRD Policies and Practices.

2) Around 90 per cent of Managers and 84 per cent of supervisors and 79 per cent of Workers felt that training and development which gives us an aggregate of 79.6 per cent score.

3) With regard to Salary and Wages, 70 per cent of Managers, 84 per cent supervisors and 77.6 Workers were aware of this element of HRD Policy and Practices. This gives us a composite score of around 77.8 per cent.

4) 90 per cent of Managers and 84 per cent of supervisors and 77 per cent of Workers felt that transfer and Promotions which gives us an aggregate of 77.8 per cent score of awareness about this element of HRD Policy and Practices in their Companies.

5) With regard to HRD Planning, around 70.6 per cent of Workers were found aware of this element of HRD Policy and Practices which gives us an
aggregate of 68.8 per cent score. Managers and Supervisors were not asked their feedback on this issue.

6) With regard to **Health and Security** only 75.4 per cent of Workers were found aware of this element of HRD Policy and Practices, however, the Managers and supervisors didn’t comment on this issue. This gives us an aggregate of 68.8 per cent score.

7) With regard to **Performance appraisal** only 72.1 per cent of Workers felt that it is the element of HRD Policy and Practices however, the Managers and supervisors didn’t comment on this issue. This gave us an aggregate of 65.8 per cent score of awareness about this element of HRD practice.

8) With regard to **Employee benefits**, cent per cent of Managers and 76 per cent supervisors are aware of this element of HRD Policy and Practices in their companies. Workers didn’t comment on this issue.

9) Around 90 per cent of Managers are aware of the **Leave and Travel** element of HRD Policy and Practices. Since there were no responses from supervisors and workers, which gave us an aggregate of 2.5, per cent score of awareness about this element.

10) Around 60 per cent of Managers found aware of the **Retirement benefit** as one of the elements of HRD Policy and Practices. Since there were no responses from supervisors and workers which gives us an aggregate of 2.5 per cent score. However, this reflects very poor level of awareness among Managers.

11) 60 per cent of Managers felt that **Loan facility** is the element of HRD Policies and Practices which gives us an aggregate of 2.5 per cent score. Supervisors and Workers were not given any comments on this issue.

**The entire analysis** indicates that in aggregate, if we wish to rank elements of HRD Policies and Practices, Recruitment and Selection, Training &Development ranks first with 79.6 per cent score, followed by Compensation Package and Transfer and Promotions ranks second (77.8 per cent), HRD Planning ranks third with 70.6 per cent, Health and security ranks fourth with 68.8 per cent, Performance Appraisal ranking 5th with a core of 65.8 per cent, Employees Benefits ranks sixth with 29.8 per cent, Leave and Travel ranks seventh with
2.5 per cent, Retirement Benefits ranks eight with 2.2. Per cent and last loan facility ranks nine with lowest per cent 1.5.

(2) Managers, Supervisors and Workers Perception on Benefits of HRD Policy and Practices:

Following data presents feedback on the perception of employees at all the three levels on benefits of HRD Policy and practices. It seems that the optimism amongst Managers about possible benefits of policy and practices was observed at the top, followed by workers, ranking second and supervisors at the bottom. This aggregative response was received on the elements the respondents were asked to give their feedback.

Responses received are summarised below:

1. *Motivation Promotes Performance*, Cent per cent of Managers and 92 per cent supervisors felt that this is the benefit of HRD Policies and Practices. Workers were not asked to comment on this issue. This gives us a composite score of around 96 per cent. (Table 5.6, 6.22)

2. *Sound industrial relationship* About 90 per cent of Managers and 84 per cent of supervisors felt that gives benefits from HRD Policy and Practices which gives us an aggregate of 87.0 per cent score. (Table 5.6, 6.22)

3. *Accomplishes Goals and Targets*. Another benefit is HRD Policy and Practices help 90 per cent Managers and 80 per cent supervisors reported this benefit. Workers were not asked comments on this issue. Overall score of this benefit is 85 per cent. (Table 5.6, 6.22)

4. *Benchmark of Performance* With regard to, 80 per cent of Managers, 84 percent supervisors felt that this is the benefit of HRD Policies and Practices. Workers were not this is the benefit of HRD Policies and Practices. Workers were not asked to comment on this issue. This gives us a composite score of around 82 per cent. (Table 5.6, 6.22)

5. *Equal Employment Opportunity* It is revealed from the survey that 80 per cent Managers and 76 per cent Supervisors were found fully informed of benefit of
HRD policy. An aggregate of Managers, Supervisors constitute 78 per cent held
the view that this is the benefit of HRD Policies and Practices. (Table 5.6, 6.22)

6. **Helps HR Development** Another benefit of HRD Policies and Practices are that. 80 per cent Managers and 60 per cent supervisors reported this benefit. Overall score of this benefit is 70.0 per cent. (Table 5.6, 6.22)

7. **Promote stability** Just 50 per cent of Managers and 68 per cent of supervisors and 65.3 per cent of Workers felt that HRD Policy benefits in Industrial relations that gives us an aggregate of 65.1 per cent score of awareness. (Table 5.6, 6.22, 7.14)

8. **Enables to Accept New Work** With regard to benefits desire to from the HRD Policies and practices, 63.9 workers shown awareness of this element of HRD Policy and Practices. (Table 5.6, 6.22, 7.14)

9. **Enables face Technological Advances** With regard to benefit of competence to from the HRD Policy and practices, 50 per cent of Managers and 64 per cent supervisors and 57.1 workers felt that this is the benefit of HRD Policies and Practices. Overall score of this benefit is 57.4 per cent. (Table 5.6, 6.22, 7.14)

10. **Enlarges Welfare Facilities** Another benefit is HRD Policy and Practices is. Only 45.6 per cent workers reported experience of this benefit. (Table 7.14)

    Next part that follows feedback of Managers, Supervisors and Workers about types of motivation in their companies.

8.3.3 **Feedback of Managers, Supervisor’s and Workers about Types of Motivation:**

Managers, Supervisors and Workers were asked to mention their perception about types of motivation they received from their organizations. The related findings are:

1) **‘A word of appreciation’**: It is revealed from the survey that 80 per cent Managers, 68 per cent supervisors and 66.4 per cent Workers have enjoyed this motivation. An aggregate of all respondents constitute 73.2 per cent.

2) **Subsidized Canteen** as one of the types of motivation, only 66.4 per cent workers enjoyed. Managers and Supervisors were not asked their comments on this motivation
3) **Cash Prize** With this regard, 40 per cent Managers, 28 per cent supervisors and 53.3 per cent Workers enjoyed this type of motivation. Overall score of this benefit is 56.3 per cent. The rating of this motivation observed is Workers at the top, followed by Managers and least score is those of supervisors.

4) **Scholarships to Children** as one of the types of motivation, only 50.5 per cent workers enjoyed. Managers and Supervisors were not supposed to receive this benefit that has a shed of charity.

5) With regard to **Promotion** as a motivation, 40 per cent Managers, 32 per cent supervisors enjoyed this motivation in their companies. Workers were not considered for this motivation. Overall score of this benefit is 36 per cent.

6) **Sports and Cultural Activities** which is one of the types of motivation, only 33.6 per cent workers enjoyed this benefit. Managers and Supervisors were not asked to comment on this motivation.

7) **Additional Increment** as a motivation, 20 per cent Managers and 20 per cent supervisors enjoyed this motivation. Workers were not considered in this element of motivation. Overall score of this benefit is 20.0 per cent.

(Table 5.15, 6.24, 7.21 indicates)

The next part that researcher tries to focus on various issues of performance evaluation of employees i.e. Periodicity of performance evaluation, Performance Evaluation System in detail.

8.3.4 Feedback of Managers, Supervisor’s and Workers about Performance Evaluation in their Companies-

1. Periodicity of performance evaluation of employees:

1) Only Managers and Supervisors were asked to mention periodicity of performance evaluation of employees. 80 per cent of Managers and 60 per cent of Supervisors agreed that the performance evaluation of employees was done once in a year, where as 11.4 per cent of them reported the performance evaluation is a continuous process in their companies. Neither the managers nor the supervisors reported the practice of monthly performance evaluation in their
companies. Only 8 supervisors reported a system of Quarterly performance evaluation system existed in their companies. None of the Managers reported existence of this system in their companies.

*The entire analysis about period of Evaluation system or Method* in aggregate, if we wish to rank *annually* are in the first rank with 65.7, Second rank *quarterly* with 22.9 per cent score, *As a continuous Process* and *monthly* ranks third with 5.7 per cent score.

2. Performance Evaluation systems in their Companies:

Perceptions of Sample respondents on performance evaluation systems in their companies are as below:

1) **Confidential Report System:** Managers and Supervisors in five sample companies were asked to mention system or method of performance evaluation in their respective companies. It is revealed from the survey that 10 per cent of Managers and over 56.0 per cent of supervisors told that confidential report system of performance evaluation is applied in their organizations. Workers were not asked to comment upon this issue. An aggregate of Managers and supervisors constitute 15 respondents (3.7 per cent) to assessment under this system. Overall score of this system utilization is 0.2 per cent.

2) **Self Assessment System:** Overall 60 per cent Managers and 28 per cent Supervisors reported that this system of performance evaluation is used in their company. Workers were not inquired into this issue.

3) **Performance Appraisal:** Only 90 per cent of Managers and 52 per cent Supervisors are subject to this system of performance evaluation. Total respondents facing this assessment are 22 (5.5 per cent).

4) **Peer Appraisal** is a performance appraisal system applied mainly to supervisors and workers. No Manager from any of the sample companies found to have been evaluated through this method. In this category, 118 workers (32.2 per cent) and just one supervisor were evaluated for their performance. An aggregate of supervisors and workers constitute 119 numbers, 29.7 per cent of total respondents.
5) With regard to **360° Feedback System**, 20 per cent Managers and Supervisors each responded that this system of performance evaluation was used to evaluate their performance. Workers were not subjected to assessment under this system. An aggregate of Managers and supervisors constitute 1.7 per cent of their population.

6) Only one Supervisor said that his performance evaluation was conducted by **MBO Method**. Managers and Workers were subjected.

7) **Grading System** was reported to have been applied to 166 workers (31.2 per cent) Managers and Supervisors were not subjected to this system of performance evaluation.

8) **Performance Evaluation through Supervisors** is applicable only to workers. In all, 150 workers (41 per cent) were subjected to this system of performance evaluation.

9) **Comparison with Standards** is the performance evaluation system applicable to workers only. No Manager or Supervisor was evaluated under this system. Only 98 workers (26.8 per cent of them were evaluated under this system.

10) **The entire analysis about Evaluation system or Method** in aggregate, if we wish to rank performance evaluation systems, on the basis of strength of respondents, in the first rank Grading with 41.4 per cent, Second rank **Evaluation By Supervisors** with 37.4 per cent, ranks third, peer appraisal with 29.7 per cent Fourth rank score **Comparison with Standards** with 24.4 per cent ranks, fifth performance appraisal with 5.5 per cent. Rank sixth, **Confidential Report System** with 3.7 per cent, Rank seventh, **Self Assessment System** with 3.2 per cent. Rank eighth, 360 feedback systems with 1.7 per cent and rank nine, MBO method with 0.2 per cent to this evaluation system in sample companies. (Table 5.17, 6.33, 7.24 indicates)

In the next part that follows impact of HRD Policies and Practices on Motivation and Performance of all employees in five selected companies is discussed in detail.
8.3.5 Feedback of Managers, Supervisor’s and Workers about Impact of HRD Policies and Practices on Motivation and Performance:

Responses received are summarised below:

1. **Recruitment and Selection**: Ninety per cent of Managers, 84 per cent supervisors and 70.50 per cent Workers felt that Recruitment and Selection policy helps in improving sound industrial relationship. This gives us a composite score of around 71.8 per cent.

2. **Training and Development**: About 90 per cent of Managers and 84 per cent of supervisors and 70.50 per cent Workers felt that it improves their job knowledge and skills which give us an aggregate of 58.6 per cent score.

3. **Performance Appraisal**: 70 per cent Managers, 72 per cent supervisors and 51.1 per cent Workers reported that performance appraisal in their company improves their performance. Overall score of this benefit is 53.6 per cent.

4. **Career Planning**: With regard to, 90 per cent of Managers, 72 percent supervisors felt that this HRD Policy helps them in achieving career opportunity. Workers were not asked to comment on this issue. This gives us a composite score of around 77.1 per cent.

5. **Salary and Wages**: It is revealed from the survey that 90 per cent Managers and 56 per cent Supervisors and 67.2 were found it improves their salary. An aggregate of Managers, Supervisors constitute 67.1 per cent held the view that this is the impact of HRD Policies and Practices.

6. **Transfer and Promotion**: Another impact of this Practices it helps in their promotions and 80 per cent Managers, 60 per cent supervisors and 65.3 per cent Workers reported this impact. Overall score of this benefit is 65.8 per cent.

7. **Leave and Travel**: Just 70 per cent of Managers and 68 per cent of supervisors and felt that this HRD Policy helps promoting stability. Workers were not asked any comment on this issue. That gives us an aggregate of 68.6 per cent score of awareness.

8. **Employee Benefits**: With regard to this HRD practices, 90 per cent Managers, 72 per cent Supervisors and 53.3 per cent workers shown that through this practices
company provides reward in various forms. This gives an aggregate of 55.4 per cent score of awareness. (Table 5.20, 6.36, 7.27).

Next part that managers and supervisors perception in five sample companies on their company’s HRD Policy Manual are in detail.

8.3.6 Company’s HRD Policy Manual in Five Selected Companies:

1. Managers and Supervisors Perception-

1) It is revealed from the survey that 80 per cent of Managers and 60 per cent supervisors agreed that HRD Policy Manual is Comprehensive. Aggregate of both works out to 65.7 per cent.

2) Another 20 per cent each, of Managers and Supervisors, confessed that the manual is Silent on Certain Issues. None of the Managers either said that the manual is inadequate or unsatisfactory.

3) However, a minority of 2 supervisors (8 per cent) complained that it is Inadequate and rest of 1 supervisor (4 per cent) said that it is unsatisfactory. (Table 5.19 and Table 6.34)

2. Feedback of Workers on their knowledge about HRD Policy Manual

1) Out of a total of 366 workers, 100 workers (27.3 per cent) of total workers agreed that they were informed of the policy immediately after the Policy was formulated.

2) Majority of 260 workers (71 per cent) of the workers were informed of the policy few years later, after the policy was formulated. Whereas,

3) Remaining 6 workers (1.7 per cent) reported that their company never informed about the HRD Policy. Fortunately, the number of such aggrieved workers is small and negligible. (See: Table 7.7)

Next part that follows testing of hypothesis through using statistical test”Chi-square test” is discussed in detail.
8.4 Testing of Hypotheses:

H₁ There exists a positive relationship between HRD Policies and employees’ performance.

H₂ Sound HRD Policy promotes motivation among employees which leads to good industrial relationship

The observations are as follows-

H₁ There exists a positive relationship between HRD Policies and employees’ performance. This hypothesis has been proved in the study. This relationship is as follows

This hypothesis has been statistically proved.

Perceptions of Managers: Training and Development: Cent per cent of the managers. Performance Appraisal: Cent per cent managers, Career Planning: 90 per cent of the Managers, Compensation Package: 90 per cent of Managers, Leave and Travel: 90 per cent managers, Job Promotion: 90 per cent managers and with regard to practice, 80 per cent supervisors and. Reward: Clearly, 80 per cent managers and 96 per cent Supervisors, Loan Facility: 80 per cent, Appreciation of e-mail suggestions: 70 per cent. Managers were happy with these elements of HRD Policy.

About supervisor specific observations; Job Satisfaction: 96 per cent supervisors (Table 6.26), Job Promotion: 80 per cent Supervisors (Table 6.28), Compensation Package: 72 per cent Supervisors (Table 6.29), Reward: 96 per cent supervisors (Table 6.30) were found fully satisfied with these elements of HRD practices which is the motivational technique improve the performance of Supervisors. This hypothesis has been statistically proved through using the following ‘Chi-square test’.
Table .8.1.

Testing of HypothesisH₁: Using Chi-Square Test

<table>
<thead>
<tr>
<th>Table Nos.</th>
<th>Statement of Hypothesis There is no association between:(H₁)</th>
<th>H₀ Null Hypothesis</th>
<th>Observed Value</th>
<th>Table Value</th>
<th>Degrees Of Freedom</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.29</td>
<td>Compensation package as HRD Policies and the best motivational technique improve performance.</td>
<td>H₀ Accepted</td>
<td>4.678</td>
<td>9.49</td>
<td>4</td>
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<td>6.28</td>
<td>Job promotion as HRD Policies and the best motivational technique improve performance.</td>
<td>H₀ Accepted</td>
<td>2.991</td>
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<td>4</td>
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<td>6.30</td>
<td>Reward as HRD Policies and the best motivational technique improve performance</td>
<td>H₀ Accepted</td>
<td>3.063</td>
<td>9.49</td>
<td>4</td>
</tr>
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</table>

*Values are calculated at degrees of freedom
Calculations are related to Managers and Supervisors Primary Data

In all tables indicates that their calculated value of $X^2$ is less than the table value. Hence, it may be suggested that the null hypothesis may be accepted and alternative hypothesis “There is a positive relationship exists between HRD Policy and employee’s performance” may be rejected.

2) **Sound HRD Policy promotes motivation among employees which leads to good industrial relationship**

**Sound industrial relationship** 70 per cent of Managers and 84 per cent of supervisors, (Table 5.6 and 6.12) were convinced of this fact. *Supervisor’s and Worker’s Ranking of HRD Practices in Improving Industrial Relationship- Leave and Travel facility* 88 per cent respondents, (Table 6.20). *Compensation Package* 82.4 per cent, (Table 6.16 and 7.5 indicates). *Appreciation of e-mail Suggestions:* 76 per cent supervisors, (Table 6.19).

**Career Planning:** 72 per cent respondents, both, Managers and Supervisors, (Table 6.15 and 7.6). **Reward:** In aggregate, 88 per cent of supervisors, (Table 6.17). **Training and Development:** 70.4 per cent, (Table 6.13 and 7.9). **Job Promotion,** 68.8 per cent, (Table 6.18 and 7.13). **Performance Appraisal,** 61.9 per cent respondents were found happy with these elements (Tables 6.14 and 7.11). The overall score is quite satisfactory to say that majority of the respondents are better off.
This proves Second Statement of Hypothesis that motivations provided in HRD Policies have created sound Industrial relationship through using the following ‘Chi-square test’

Table 8.2

Testing of Hypothesis H₂: Using Chi-Square Test

<table>
<thead>
<tr>
<th>Table Nos.</th>
<th>Statement of Hypothesis</th>
<th>H₀ Null Hypothesis</th>
<th>Observed Value</th>
<th>Table Value</th>
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<tr>
<td>H₂</td>
<td>There is no association between: Sound HRD Policy and Motivation</td>
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<tr>
<td>5.6,6.22</td>
<td>Motivation and Performance</td>
<td>H₀ Accepted</td>
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<td>3.84</td>
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<td>5.6,6.22</td>
<td>Sound Industrial Relationship</td>
<td>H₀ Rejected</td>
<td>136.25</td>
<td>3.84</td>
</tr>
<tr>
<td>5.6,6.22</td>
<td>Accomplishment of goals</td>
<td>H₀ Rejected</td>
<td>11.9</td>
<td>3.84</td>
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<tr>
<td>5.6,6.22</td>
<td>Helps HR development</td>
<td>H₀ Accepted</td>
<td>1.27</td>
<td>3.84</td>
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<td>5.6,6.22,7.14</td>
<td>Promotes stability</td>
<td>H₀ Accepted</td>
<td>1.105</td>
<td>5.99</td>
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<td>7.14</td>
<td>Enables to accept new work</td>
<td>H₀ Rejected</td>
<td>53.6</td>
<td>5.99</td>
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<tr>
<td>7.14</td>
<td>Enables to face technological advancement</td>
<td>H₀ Rejected</td>
<td>53.6</td>
<td>5.99</td>
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<tr>
<td>6.16,7.5</td>
<td>Compensation package as HRD Policies areas of HRD Policy maintain sound relationship</td>
<td>H₀ Accepted</td>
<td>7.159</td>
<td>9.49</td>
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<td>6.13,7.9</td>
<td>Training and development as HRD Policies areas of HRD Policy maintain sound relationship</td>
<td>H₀ Rejected</td>
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<td>9.49</td>
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<tr>
<td>6.18,7.13</td>
<td>Job promotion as HRD Policies areas of HRD Policy maintain sound relationship</td>
<td>H₀ Rejected</td>
<td>11.03</td>
<td>9.49</td>
</tr>
<tr>
<td>6.14,7.11</td>
<td>Performance Appraisal as HRD Policies areas of HRD Policy maintain sound relationship</td>
<td>H₀ Rejected</td>
<td>11.9</td>
<td>9.49</td>
</tr>
</tbody>
</table>

*Values are calculated at degrees of freedom

Majority of elements, i.e. 8 out of 12 elements have rejected null hypothesis. Hence alternative hypothesis has been proved in sixty seven percent.
Justification of Table -

1. Motivation and Performance: In this table the calculated value of $X^2$ is (0.845) less than the table value (3.84). Hence this $H_0$ is rejected.

2. HRD Policy and Sound Industrial Relationship: In this table the calculated value of $X^2$ is (136.25) greater than the table value (3.84). Hence this $H_0$ is accepted.

3. HRD Policy and Accomplishment of goals: In this table the calculated value of $X^2$ is (11.9) greater than the table value (3.84). Hence this $H_0$ is accepted.

4. HRD Policy and helps HR development: In this table the calculated value of $X^2$ is (1.27) greater than the table value (3.84). Hence this $H_0$ is accepted.

5. HRD Policy and promotes stability: In this table the calculated value of $X^2$ is (1.105) greater than the table value (5.99). Hence this $H_0$ is rejected.

6. HRD Policy and enables to accept new work: In this table the calculated value of $X^2$ is (53.6) greater than the table value (5.99). Hence this $H_0$ is rejected.

7. HRD Policy and enables to face technological advancement: In this table the calculated value of $X^2$ is (0.68) greater than the table value (5.99). Hence this hypothesis is rejected.

8. HRD Policy and enhances welfare facilities: In this table the calculated value of $X^2$ is (27.3) greater than the table value (5.99). Hence this $H_0$ is rejected.

9. Compensation package as HRD Policies areas of HRD Policy maintain sound relationship: In this table the calculated value of $X^2$ is (7.159) greater than the table value (5.49). Hence this $H_0$ is rejected.

10. Training and development as HRD Policies areas of HRD Policy maintain sound relationship: In this table the calculated value of $X^2$ is (9.70) greater than the table value (5.99). Hence this $H_0$ is rejected.

11. Job Promotion as HRD Policies areas of HRD Policy maintain sound relationship: In this table the calculated value of $X^2$ is (11.3) greater than the table value (5.99). Hence this $H_0$ is rejected.
12. Performance Appraisal as HRD Policies areas of HRD Policy maintain sound relationship: In this table the calculated value of $X^2$ is (11.9) greater than the table value (5.99). Hence this $H_0$ is rejected.

Hence, majority of elements, i.e. 8 out of 12 have in proved. It may be suggested that the null hypothesis may be rejected and alternative hypothesis “*Sound HRD Policy promotes motivation among employees which leads to good industrial relationship*” may be accepted.

Next part that follows suggestions and recommendations for Managers, Supervisors and Workers in five selected companies is discussed in detail.

8.5 *Suggestions and Recommendations to Managers, Supervisors and Workers-*

1. **Managers**-

   It is suggested that all Managers in Jyoti structure and CEAT need be kept informed about the HRD policy from the beginning of their association with the company. This will update them on the issues of policies and enable them to be competent in maintaining sound industrial relationship.

   It is recommended For Bosch Company that the ‘additional increment’ incentive as a motivational technique neglected so far need be implemented. Bosch, Crompton Greaves and Glaxo Companies need to take care of the ‘leave and travel facility’ as an element of HRD Practices.

   Crompton Greaves, company need to provide detail information about ‘transfer and promotion’ and ‘loan facility’ available to their employees. In Glaxo, Company need to provide ‘cash prize’ and extend promotions for all category of employees as a motivational technique.

2. **Supervisors**-

   It is recommended for the Jyoti structure, CEAT that company need to reformulate some HRD Policies such as ‘Job promotion’. Company need to provide ‘Reward’, ‘Cash prize’ motivational technique to the employees. For CEAT, company
need to improve the quality of some HRD Policies such as ‘leave and travel’, ‘career planning’. Company need to provide ‘Cash prize’ incentive to make them perform better. For Bosch, Company needs to communicate about HRD Policy manual to supervisors in detail. Company has neglected ‘additional increment’. This need be extended further to all the employees. Authorities of this company need to find workable solution to this problem. For Glaxo, there is a need to improve the quality of some motivational techniques such as; Job satisfaction that will make the employees to perform better. Compensation package, Job promotion, leaves and travel, Training and development as an element of HRD Practice provided by the company is not at all satisfactory. Supervisors are not happy with it. Company needs to improve the quality of this HRD Practices.

3. Workers:

For Jyoti Structure, Company need to improve some motivational techniques such as ‘subsidized canteen’, ‘sports’ and ‘cultural activities’, ‘transfer at Desired Place’. Also improve the quality of this performance evaluation system ‘evaluation by colleagues’. For CEAT, Company should need to adopt and keep the employees informed of various methods of performance appraisal to evaluate them. Bosch Company shall pay more attention to improve the quality in some HRD Practices such as Increments and Bonus. Many workers Avail of the facilities offered under Sports and cultural activities provided by the company which made their promotion easy. For Crompton Greaves, researcher suggests that company has to improve the quality in some HRD Policies such as salary and wages, performance appraisal, health and security and Increments and Bonus. For Glaxo, researcher suggests that company need to improve the quality in some HRD Practices which lead to create incentives among workers such as ‘Increments and Bonus’, ‘Performance appraisal’. Company should give the more additional Increments and transfer as per demand to the employees after evaluating the satisfactory performance. Motivation in Glaxo, workers complain that it is too poor. Company needs to improve the quality of their best motivational techniques. Next part that follows areas for further research is discussed in detail.
8.6 Areas for Further Research

This investigation has added some knowledge to the existing fund of Knowledge. The researcher has explored several areas of study which she herself could not undertake on account of the limitations placed by the topic selected, the time and other resources at her disposal. Some of themes she can now suggest for upcoming Young researchers can probe into these areas if they wish to add something to existing fund of Knowledge.

1. HRD Policies and practices adopted in MIDCs in the selected Area.
2. HRD Policies for relief from stress: A Case Study of ……………… Industry
3. HRM in Educational Institutes imparting Higher and Technical Education
5. Impact of Non-economic factors on Human Resource Management in Manufacturing Industry: A Case Study of ABC Co. Ltd…………………

These areas are some just a few examples; in fact, numerous topics can be developed after careful reading of related literature.