CHAPTER- 7
SUMMARY OF FINDINGS, SUGGESTIONS AND
CONCLUSION

The primary aim of the HRD is to build and enhance the competency of the human resource in an organization, enhancing the climate of collaborative work and continuous improvement in the process of job satisfaction along with work-life balance of the employees of the selected sample organization i.e. Hutti Gold Mines Company Limited. The organization has made attempts to balance the work and life so that better productivity can be ensured in an employee. HRD implications can be made more effective and result oriented when the subsystems of the HRD serves as aid in increasing motivational levels of the workforce so that team building can take place and spirit to work in a team can be improved to achieve job satisfaction.

The present study i.e. HRD in public sector undertakings: A case study of Hutti Gold Mines company Limited”, inferred some important findings pertaining to HRD in general and specific to the sample organization. In particular the findings are drawn on the basis of analysis of the data collected by conducting a survey.

In the light of empirical study and analysis of the data, the following salient Findings were drawn.

- Majority i.e 326 (93.1) are male employees.
- 108 (31%) employees are in the age group of 31-40 years.
- Majority i.e 306 (87.4%) sample respondents are married.
- A good number i.e 196 (56%) employees were working in the cadre - D
92 (26.3%) sample respondents were with general qualification as background of education but another feature of respondents’ education is that it is quite heterogeneous and diverse.

More number of respondents are with relatively better experience i.e 86 (24.6%) of them are having above 15 years of work experience in the sample unit.

Majority i.e 147 (42%) sample respondents have attended between 1-5 training programme in the last 5 years.

168 (48%) respondents felt that duration of the training programme was found to be 1 week and it is found to be sufficient.

116 (33.1%) sample respondents fall in the salary range of Rs.21000-25000.

Majority i.e 226 (64.6%) are not committed to the HRD function.

A substantial number i.e 202 (57.7%) feel that growing problems of the employees led to the emergence of HRD.

A good number i.e 236 (67.5%) sample employees feel that increase in awareness to quality has led to emergence of HRD.

292 (83.4%) sample respondents feel that globalization was a major factor for the emergence of the HRD.

A significant number i.e 307 (87.7%) sample respondents feel that globalization has led to emergence of the HRD.

263 (75.1%) employees feel that increase in the expectation has lead to the emergence of HRD practices.

173 (49.4%) sample respondents are quite aware of the HRD concept.

Majority i.e 315 (90%) sample employees feel that the HGML has treated them as valuable resources.

314 (89.7%) sample respondents feel that HRD was supporting the organizational climate.
- Large number i.e 335 (95.7%) sample employees feel that it is the responsibility of the manager to develop them.
- A significant number i.e 276 (78.8%) respondents feel that the top management was very much committed towards the HRD.
- 204 (58.2%) sample respondents feel that the existing HRD policy is facilitating HRD.
- Majority i.e 278 (79.4%) respondents feel that HRD was always in favor of the employees.
- 215 (61.4%) employees feel that the top management was not taking initiatives on organizing workshop and conferences.
- Majority i.e 292 (83.4%) respondents feel that through the HRD all the basic needs are fulfilled.
- A good number i.e 298 (85.1%) respondents believe that workshop and seminars are very much beneficial.
- 196 (56%) sample respondents feel that the HRD philosophy was communicated to all the staff.
- A substantial number of 201 (57.4%) sample respondents feel that they are not resistant to the issues of HRD.
- A good number i.e 264 (75.4%) sample respondents feel that the top management was not resistant to the issue and implementation of the HRD.
- A maximum number i.e 178 (50.8%) employees lacks in willingness to innovate and technological change.
- A significant number i.e 225 (64.2%) sample employees feel there is proper linkage of employees’ qualification and measures used for the HRD.
- Majority i.e 204 (58.2%) employees felt that there is no absence of feedback and appraisal system.
191 (54.55) sample employees state that there was no pressure from the trade union.

A good number i.e 194 (55.4%) employees feel that there were no negative and wrong perceptions for the HRD implementation.

Majority i.e 277 (79.1%) sample respondents agree that sample organization is not considering training as part of overall organization strategy.

A substantial number i.e 125 (35%) sample employees feel that training was more emphasized based on the requirement.

111 (31.7%) respondents feel that time was major constraint in training and development.

A good number 145(41.4%) sample respondents feel that selected external training as mode to train.

A significant number i.e 118 (33.7%) employees felt that the duration of the training is sufficient.

Majority 147 (42%) sample respondents are of the opinion that all the set training objectives are met.

A good number i.e 181(51.75) sample respondents feel that technical training was the type of training imparted to new staff.

161 (46%) respondents felt that the needs and demands of the employees was a major driving force for the training function.

140 (40%) employees felt that adequate assessment of the training need is done before the respondents are sent to the training programme.

A substantial number i.e 145 (41.4%) sample respondents feel that they participated enough in determining the training need.

174 (49.7%) respondents are motivated to go for training programme.

A significant number i.e 119 (34%) respondents felt that doesn’t possess the right climate so that the employees can bring new ideas and innovation.
A substantial number i.e 117 (33.4%) sample respondents feel that sample organization was inadequately identifying potential trainers among the existing line managers.

103 (29.4%) a significant number of the sample respondents feel that HGML was conducting the briefing sessions effectively, before sending the respondents to training.

128 (36.6%) respondents felt that sample organization was involved in seeking suggestions and expectations of the employees before the training programme.

A good number i.e 178 (50.9%) employees agreed that training has bought attitudinal change.

113 (32.3%) sample respondents feel that the performance appraisal was a method used in training need analysis.

Majority i.e 236 (67.4%) respondents felt that interview was not a type of the method used for training and identifying the need analysis.

Large number i.e 245 (70%) sample employees feel that no test was conducted to identify the TNA.

Significant number i.e 188 (53.7%) respondents felt employee suggestion was used as method in TNA.

A good number i.e 181 (51.75) respondents felt that survey was a method used in the TNA.

Majority i.e 323 (92%) sample respondents felt that recommendation of the top management was a method used by the HGML in identifying training need analysis

A significant number 226 (64.5%) sample respondents accorded that the sample unit was not lacking in systematic training need analysis.

187 (53.4%) respondents disagree to that they lack in motivation pertaining to training in the HGML.
222 (63.4%) sample employees feel that there has been weak interaction between the trainer and trainee.

181 (51.7%) sample respondents felt that the organization is possessed with clarity in the training policy.

A significant number i.e 224 (64%) respondents perceived that the organization has not failed in evaluating the effectiveness of training and development programmes.

191 (54.5%) sample respondents feel that there was acute shortage of skilled trainers.

Majority i.e 295 (84.2%) sample respondents feel that the performance appraisal system is development oriented.

Large number i.e 325 (92.8%) sample respondents felt that the appraisal system is systematically maintaining the records.

A significant number i.e 228 (65.1%) employees agree that the performance appraisal system is fair in the HGML.

223 (63.7%) respondents feel that the promotions in the sample unit were based on the performance appraisal.

141 (40.2%) sample respondents are satisfied with the performance appraisal.

A good number i.e 224 (64%) sample employees feel that performance appraisal is helping them in analyzing career advancement chances and develop them accordingly.

213 (60.8%) respondents were satisfied with feedback mechanism communicated by the superior.

A substantial number i.e 198 (56.5%) employees believes that the sample unit is communicating the performance by organizing review meetings.

A good number i.e 209 (59.7%) respondents agree that the appraisal data is used for identifying training need.
 Majority i.e 242 (69.1%) respondents feel that the company is communicating performance analysis result to the concerned managers.

289 (82.5%) sample respondents felt that the HGML is rewarding and recognizing the services.

A good number i.e 290 (82.8%) respondents feel that the HGML is taking all measures which are pre-requisite for tackling the stress.

A significant number i.e 277 (79.1%) sample respondents feel that the sample unit has constituted with effective quality of work life.

Majority i.e 324 (92.5%) respondents opined that the sample organization has taken all the necessary steps to prevent accidents.

266 (76.5%) respondents agree that the company has taken adequate welfare facilities.

Majority i.e 317 (90.5%) respondents feel that the management is serious enough pertaining to performance appraisal.

Large number i.e 330 (94.2%) sample employees possessed changing perception towards HRD.

A significant number i.e 203 (58%) sample respondents are serious towards performance appraisal.
SUGGESTIONS:

Public sectors are not an exception in carving the skills of the people and make them robust in nature so that they feel motivated and recognized as a key asset in any organization with the intention of creating a human touch with all the staff and make them feel that their prominence and presence is felt by the management of the organization. To meet the emerging challenges and to explore the opportunities there is demand for constant development of the workforce sensing for momentum of updating, skill development in the right direction so that the set objectives can be accomplished and aim is to crate HRD friendly environment in the any organization irrespective of size, nature and operation.

In the view necessary suggestions are recommended with the intention of building strong organization climate in sample unit. These suggestions are made on the findings drawn from the opinion and effective feedback of the employees in specific way and generalized suggestions are made on the basis of interaction, interview, discussion and observations on the officials and employees of the Hutti Gold Mines Company Limited.

- The organization should encourage employees to pursue higher education so that, organization may ensure sound environment for HRD.
- Organization should take necessary steps to motivate employees to ensure commitment to HRD.
- Organization should emphasize on sharpening skills of employees in the lights of emerging challenges.
- There is growing demand for quality HR so the organization has to highlight the significance of the quality HR to the employees.
- Organization should create healthy working conditions. This in turn will have positive impact on effective adoption of HRD.
Some employees are hesitant to respond and stayed as neutral this should be converted to positive behavior of the employees can have desired conditions for the HRD implementation.

The employees should be made to innovate and adjust to technological change in the light of present time. So that issues of the employees can be self solved.

Organization should make effort to change the mindset and confidence of the workforce to make them prepared to face challenges of innovation and change.

The organization should transform the few respondents perception into positive and make effort that there should no negative thinking so that implementation of the HRD can be carried on smoothly.

The organization should take active steps to ensure high quality workforce in the wake of emerging time of bigger challenges and responsibility.

The sample organization should take active steps in organizing seminar and workshops related to job, to keep the interest and motivation of the employees.

In the wake of changing times sample organization has to make effort for the development of all the staff.

Managers should participate more in developing the workforce by implicating and imposing and sharing their experiences with the subordinates.

The organization should make the employees to fulfill their needs through HRD.

Communicating HRD to all the staff should be more robust so that it can be turned to motivate all the staff.

The HR department must be segregated and suggested that to the need to have a professionally trained and competent staff. The systematic
development of the people through the efforts of the HRD alone will solve the problems and associated challenges.

- As a public sector some of the weakness is common so the sample unit has to overcome and effective impact.

- The organization is struggling to find out quality internal trainer and inviting external training is cost expenditure for the unit so that it is to suggest that company should identify the talented employee and make him an internal trainer who can be consulted when ever needed.

- Some of the respondents were hesitant and remained neutral this should be transformed into positive behavior of employees can have desired condition for implementation of HRD.
CONCLUSIONS:

The present study on the HRD in PSU’s shows that there is a very conducive environment is prevailing for the adoption of effective HRD initiatives in the sample organization, since the employees are quite receptive for HRD initiatives like training and Development, performance appraisal, welfare measures etc, therefore the organization should make effort to implement. The HRD principles for improved employees performance and their inflated productivity. Further The study on the sample PSU shows that the organization has conducive environment for implementation of the HRD and it can lead to manage it in an effective manner. As the respondents were very receptive and inclined towards the HRD activity it is observed that there are no obstacle for implementation process of the HRD. By making use of the HRD activities the organization can improve the people’s performance and their productivity at large. The PSUs reveals that in the sample organization the environment is very much conducive for adoption of the HRD philosophy and initiatives as employees are quiet receptive to the concepts like HRD policies and philosophy, training and development, performance assessment, welfare measures etc. HRD makes a positive effort in overcoming the inflated productivity of the employees and improve the performance constantly.

Scope for the Future Research

After the accomplishment of the present study, still there exists a scope to go for broader research in the sample organization on the present topic or any other related topic of research. A more in-depth analytical study can be suggested in the sample organization on the topic to observe the changes taking place from time to time. Further a broader research can be undertaken on the topics such as HRD interventions in HGML, HRD practices in Gold mining: A case study of the HGML, training effectiveness and efficacy in the HGML, Quality of work life in public sectors: A study with reference to HGML, changing HRD practices in public sectors: An Empirical study of HGML.