Chapter VI
Summary, Conclusions and Suggestions

This Chapter highlights on the overall summary of the present study, Major conclusions drawn by the researchers and important suggestions made by the researchers to overcome the problems before Automobile Industry with reference to Two-wheelers.

After a careful presentation of the introduction and concept of Human Resource Development. This study finds some conclusions about different aspects of the topic under consideration and observations about the survey made so far. The conclusions drawn in this chapter are based on the primary and secondary data collected and concerned parties interviewed during the field survey and systematically analyzed in the different chapters. The hypothesis has been tested and verified with the object of this research work. Recommendations are made after a detailed and objective analysis of the Human Resource Development. Recommendations therefore, are related to the improvement in Human Resource Development.

Human Resource Development (HRD) is the framework for helping employees to develops their personal and organizational skill, knowledge, and abilities. Human Resource Development includes such opportunities as employee training, employee career development, performance management and development, coaching, mentoring, succession planning, key employee identification, tuition assistance, and organization development. The term “HRD” is loosely used. Scholars do not fully agree regarding the boundaries of the field. In “Models for HRD Practice,” McLagan (1989) affirms that HRD consists of three interventions: training and development (T&D), organization
development (OD), and career development (CD). Swanson and Holton (2001) also include training and development and organization development as part of HRD, but leave out career development in their model or definition. Professional organizations such as the Academy of Human Resource Development (AHRD), the American Society for Training and Development (ASTD), and the International Society for Performance Improvement (ISPI) more or less discuss HRD issues, although they may use different frames or approaches in looking at the field; this is also an indication that HRD is an ambiguous field.

In practice, the term “HRD” is not a standard one, and it is often interchangeably used with other terms. For example, a company might call its HRD unit a training division, an HRD department, a training department, a performance department, a corporate university, or the like. HRD programs or activities might be called training, training and development, staff development, employee development, adult education, and so forth (Beder, 1989; Robinson and Robinson, 1996; Swanson and Holton, 2001). This study uses the term “HRD” as a broad umbrella and an interchangeable term with training and development, depending on the context of the discussion. Training and development is viewed as only one form of HRD, but it is the major form used and, thus, it might dominate the discussion. In this study, the term “HRD practitioners” refers to those who perform roles, hold positions, or are individuals such as trainers, training designers/developers, or other training administrators/staff in the organization highly involved in the HRD process. The term “HRD practice” refers to programs, events, activities, systems, and even viewpoints that the company or HRD practitioners might have or embrace.

As the world is becoming more and more global, scholars must be knowledgeable about the global environment and understand
viewpoints, needs, and experiences of others from different parts of the world or different countries. Scholars in the field of human resource development (HRD) are no exception and need to carry out even more global or international HRD investigation because the field is relatively young and not mature yet (Elliot, 2000; Marquardt and Engel, 1993; Swanson, 2001; Swanson and Holton, 2001), and the current discussion on HRD is dominated by American scholars and practitioners (Streumer, Van der Klink, and Van de Brink, 1999).

Osman-Gani (2000) further considers ASEAN (the Association of South East Asian Nations) a significant area for international HRD investigation. The association consists of ten member countries — Brunei, Cambodia, Indonesia, Laos, Malaysia, Myanmar, Philippines, Singapore, Thailand, and Vietnam— and is “ranked among the world’s largest host of foreign direct investment inflows” (p. 215).

Indonesia plays a significant role in ASEAN as the country is one of the founders of the association and has the highest population and largest area of all the members. With more than two hundred million people living in more than 13,000 islands, being strategically located between two continents (Asia and Australia) and between two oceans (the Pacific and the Indian), and speaking hundreds of different languages, the country is geographically unique, and culturally diverse. Under such circumstances, an international HRD investigation in India is a challenging endeavor.

A well-known literature review about international HRD investigation was the work of Hansen and Brooks (1994). Essential of the review was the identification of two major shortages of international HRD investigations. The first shortage pertained to the approaches utilized in the investigations. The review indicated that most international HRD studies lacked in-depth understanding of the settings investigated
because of the typically dominant use of positivistic approaches. To enrich the body of knowledge of international HRD with a more in-depth understanding of the settings investigated, Hansen and Brooks suggested a more qualitative or naturalistic study. The second shortage of international HRD studies pertained to the issue of who performed the studies. With regard to this issue, Hansen and Brooks found that the results of international HRD studies tended to be biased by American scholars and practitioners’ HRD perspectives because most of the studies were conducted by non-native researchers, typically Americans, who were by and large unfamiliar with the local settings being investigated. Hansen and Brooks then called for international HRD studies performed by native researchers. In short, Hansen and Brooks’ review of international HRD investigations revealed the need for more qualitative or naturalistic studies performed by native researchers. This dissertation is a naturalistic endeavor and the researcher is a native person of the setting being investigated.

This chapter is divided into four different parts i.e.

A) Summary of the present study.

B) Major Conclusions

C) Important Implications and.

D) Overall Conclusions

A) Summary of the present study.

1) Introduction

The chapter first deals with the introduction. It gives the detailed information about the significance of the study, objectives of the study, hypothesis tested, research methodology with collection of data and the presentation of the study.
2) **Review of Literature**

This chapter deals with the overall review of the literature available on the particular topic. Literature is the most important part of any research. In this topic, the review is taken of articles and books regarding the research topic. This chapter is divided into two parts i.e. Review of Research Articles, Review of Books, thesis and other related published or unpublished literature on this particular topic.

3) **Socio-Economic Development of Marathwada region in Maharashtra state**

The third chapter highlights on the basic premise of research by taking an overview of the area of study. Geo-economic, topographical context is also presented in brief. The chapter gives the district wise socio-economic development of Marathwada region like classification of main and marginal worker, progress of small saving programme, life insurance business, employment in different sector, the chapter also highlights the investment and employment in approved SEZ in Maharashtra state, status of co-operative industrial estates, MIDC at a glance, the chapter also gives the details of the financial service in Marathwada region like the banking service and also the mutual fund industry at glance in Marathwada region.

4) **Recruitment, Selection, Retention and Retraining of Professionals in the Field of Engineering and technology in India**

The fourth chapter highlights on the Recruitment, Selection, Retention and Retraining of Professionals in the Field of Engineering and technology in India, it gives the detail of the recruitment process, Selection as a source for competitive advantage, Training and
development of employees, Components of remuneration, Retention Strategies, training and development in India and Objective Methods Evaluation.

5) Data Collection and Analysis.
This chapter aims at analyzing the data collected like the Methodology and respondents profile, the nature of Human Resource Development, the structure of Training and development programme. The chapter also gives the details about the Methods of Training Programme at a glance in selected industries, the chapter also highlights on the Criteria for performance appraisal in the selected Industries.

6) Summary, Conclusions and Suggestions
This Chapter highlights on the overall summary of the study, important conclusions drawn by the researchers and important suggestions made by the researchers regarding to this study.

B) Major Conclusions

1. From 2500 respondents, 1310 that is majority of the respondent's educational background level of satisfaction on recruitment and selection have been moderate i.e.52.4%. While130 (5.2%) replied to have low level of satisfaction and 1060 (42.4%) said to have high level of satisfaction on recruitment and selection. (Table 5.5)

2. Out of 2500 respondents recruited and selected by gratitude or indebtedness, 1435 said there level of satisfaction is moderate that is more than half of the respondents (57.04%), while 140(5.6%) said to
have low level and 983 (39.34%) high level of satisfaction on recruitment and selection. (Table 5.6)

3. Majority of the respondents have been selected through ‘Interview’ and more than fourteen percent have been selected by ‘written test’ about eleven percent of respondents have been selected by other methods while the remaining stated that they have been selected on fitness grounds. (Table 5.7)

4. Majority (69.1%) of the respondents opined that opportunities for employee training and development are poor, more than 22% respondent's opinion was ‘average’, whereas nearly 7% of the respondent's opinion was good and the rest stated that the training and development programs were Excellent. (Table 5.8)

5. Programmed instruction is most favored training program of employees (50%). While (25%) respondents preferred, conference/discussions, (12.5%) class room teaching, (5%) lecture method and (7.5%) improvements in work and work culture. (Table 5.9)

6. 57% felt that the criteria of performance appraisal are poor they felt the elements of the criteria are mostly related to behavior traits rather than traits related to performance. (Table 5.10)

7. 18.08 % of employees preferred self appraisal system. Out of the 250 who preferred self appraisal were managerial level employees. But the 90% of the non-managerial category didn't preferred self appraisal system. (Table 5.11)
8. 70% of the respondents have not received any training organized by the company while nearly thirty percent of the respondents received good training. (Table 5.12)

9. Thirty seven percent of the respondents stated that their probation period was one year whereas the remaining said that it was six months. (Table 5.13)

10. Out of the 2500 respondents 1415 (56.60%) replied that there are no frequent promotions whereas 1135 (45.40%) respondents replied positively. (Table 5.14)

11. At the second stage on job training facility provided by the companies any to the 180 employees whereas 260 as canteen facilities, 190 providing and travel concession facilities and 180 companies are providing housing loan to the few employees and housing rent to the executive employees residing in the Selected Industrial Area in Maharashtra. (Table 5.16)

12. The (68.%) Employees were satisfied and (32%) Employees were not satisfied with their welfare facilities provided by the companies. (Table 5.17)

13. 16.67% of the industries preferred management and staff conferences and recommendations, observations and analysis of job performances are preferred by 8.33% where as analysis of job
requirements are chosen by 8.33% of the selected industries in the study area. (Table 5.19)

14. 57 percent were satisfied with their work, 65% preferred their jobs and the kind of work they were doing, and 75 percent felt that the company concerned their performance. (Table 5.20)

15. Retraining is not only important for companies development but it helps employees in (80%) personal growth, Development of new skills (50%), improves earning capacity (15%), Helps to adjust with changing Technology (90%), increases safety awareness (62%), and improves Confidence (50%). (Table 5.22)

16. 50% of the respondents feels that the training offered by the organization has proved to be highly successful. It may be inferred that the trainees have perceived the effectiveness of training offered by the organization. (Table 5.26)

17.30% of the respondents agreed that the training program did not cater as per the expectations of to organization. Whereas 30% agree that retraining program helps in the realization of objectives. (Table 5.27)

18. Job posting and inside moonlights is used in industrial area as 5% and 4% respectively. In external sources direct advertisement is mostly used by the industrial area i.e. 31% and 30% respectively college and campus interview is also a easy and non expensive method of external recruitment process, which is used 15% mostly by the a industrial area companies. (Table 5.29)
19. training criteria for their employee’s in the organization it is evident that 45% conducting the training, follow up 20%, Assessing training needs in the enterprise 10%, Preparation of Training 8%. (Table 5.30)

20. Overall 10% of the initial preliminary training and non supervisory training programme are adopted and used by the employers to train their employees, 35% of the companies preferred refinery process as well as 25% of the industrial units adopted management development programmes for the development of managerial skill’s for their employees. (Table 5.31)

**Important Suggestions**

**Suggestions about Recruitment**

In the light of the finding of the study and the conclusion drawn by the researcher following suggestions are made for improving recruitment, Selection, Retention and Re-Training Process.

1. Indian Engineering and Technology industry is growing and the key factor which could contribute to the development in the Engineering and Technology industry are infrastructure improvement reduction in bureaucratic set-ups increasing investments in marketing, strong product focus, acquiring competencies in end to end consulting in specific domain segments. Mergers and acquisitions can help companies in moving up the value chain.

2. As the study indicates, during the campus recruitment process, in order to attract talent at times organization does tend to oversell themselves. This leads to disillusionment among new employees.

3. It seems that the organizational socialization process of the fresh recruits gets highly influenced by socializing agent such as mentors immediate superiors and co-workers. They are the most credible source of
information about organizational goals, objective work culture etc. It is important to see that besides improvement in the campus recruitment plan and orientation is given to the selection and training of socializing agents, so that organizations can inculcate the kind of values which they want to develop in the new recruits.

4. Nowadays as a part of cost saving measures, many corporate outsource the recruitment activities to consultants. But rarely do they keep an eye on the credibility of the recruiter.

5. These are the areas to be addressed in general. These may apply to every organization but needs to be customized according to their industry and size. So it is the key responsibility of the top management that they choose the best recruiters, team and ensure, the team further recruits the genuine and motivated people.

6. The paradigm shifts in the business environment future growth prospects economic and social networking, supply demands ratio of employees in an indicator that corporate recruitment is no more daily task but an ant to be mastered upon.

**Suggestion about Selection**

Recruitment and selection is the process by which a firm finds and chosen its employees, are perhaps the most critical tasks of the organization faces without the right people, on firm can function effectively.

1. The challenge to take recruitment and selection decision, which is immense for a less established organization, trying to become big is even more challenging. Since the organization success to a great extent depends on the kind of people are is recruitment hence, one need to take care of every possible alternative which are there to get the right fit.
2. The purpose of selection is to screen the applicant's abilities and traits in order to assess the degree of success and compatibility of the individual in the organization.

3. Traditional interview methods are seriously handicapped to identify talented employees. The traditional interviewing methods which focus more on resume reference and past experience fail to capture the complexity of identifying the right candidate for the right job.

4. The management needs to keep its eggs open on such instance and make sure the consultant is not interested only in his profit making but also prospects of the organization.

5. The paradigm shifts in the business environment future growth prospects, economic and social networking supply – demands ratio of employees is an indicator that corporate selection is no more a daily task but an amount to be mastered upon.

**Suggestion about Engineering and Technology employee’s retention**

1. The market not the company that determines the movement of employees. Therefore the old goal of HR-to minimize overall employee turnover has to be replaced by a new goal. To influence who leaves and when if managing employee retention in the past is akin to tending a dam that keeps a reservoir in place. The objective is not to prevent water from flowing out but to control its speed and direction.

2. There is a virtual war to poach and retain talent amongst companies as the quality work force is the nest insurance against cutthroat competition. Effective recruitment plays the key role and retaining talented employees can take the company to greater heights.

3. Though staff retention is an important issue for every organization and is a particularly important issue for many software companies due to the
potential of losing valuable knowledge and skills, providing training alone does not have significant impact on retention.

4. Every employee should remember to recognize and reward their employees and be competitive in companion packages. They salary or pay check is what every employee receive, but it is the recognition of his work and relevant rewards for his work that he expect in the end.

5. The retain is the best of the organization’s talent the organization should follow a very systematic process as mentioned below:-
   
   **Step1:-** Calculate the company present retention and employee duration in specific position.
   
   **Step2:-** A survey as to why people are leaving.
   
   **Step3:-** Prioritizing the cause of turnover.
   
   **Step4:-** Strategies to increase the retention rate within the boundaries of company policies.
   
   **Step5:-** Revising the strategies for retention on a timely basis.

6. It is widely felt that the findings of the “exit interviews’ can motivate the management to concentrate on the job of” nurturing the organization.

**Suggestion about Engineering and Technology employee retraining**

1. A well-designed re-training program has built-in reinforcement. It is not necessary to reinforce learning of the skill and competences emphasized during the training really assist employees in performance of their duties and responsibilities.

2. Successful employee re-training programs results from thoughtful and serious planning. A great attention must be paid to details in order to get desired outcomes. Difficulties arise when there as lack of coherent
foreign regarding what training is expected to accomplish and rewarded. If these preliminary considerations are not given careful though and the program is not implemented in a logical, systematic and sensitive manner it will be very difficult if not impossible to execute successful employee re-training.

3. We believe that re-training has a measurable impact on your company financial performance. The criteria presented above may guide you design, develop and implement your retraining programs.

4. The criteria will help you “walk the talk” and ensure that you help take the steps that are essential to ensure your training efforts lead to measurable and enable you to successfully document a positive for your company.

5. Actual work performance and is very reliable and authentic. She also says that assessors need to equip themselves with the skills required, which will enable them to do their assessments effectively.

6. Continuous learning is possible for an organization only through re-training and development of human resource. Only then the organization can bring the suitable changes which will transform the organization into a learning organization. To become a successful and compete in the global market a holistic approach towards training and development is required.

7. Retraining programs should focus on the organization priorities and objectives encompassing latest market driven techniques to equip their human resource competently.

8. It is an established fact that human resources are assets and strategic business tools in an organization to driven corporate performance that provides a distinct competitive advantage.

9. Finally, since training involves and investment its benefits or returns should be suitable quantified and measured.
Overall Conclusions:
The overall observations of this study is that every organization has to concentrate on the separate Engineering and Technology employees to work in industry. The selection and recruitment procedure of each and every organization is one and the same but the multinational companies are trying more to get the recruitment of the top executives to the casual employee by the help of recruitment consultant and by open ended Advertisement. Most of the companies are trying to get the short resume of the young and smart executive and they try to screen by the help of computer. The computer is much helpful to the employer to get screen the required applicant with suitable qualifications. Most of the companies are trying to provide re-training facilities to the new employees though who are selected latest in the organization, they don’t want to trust on the employees, the retention process and frequency of the employee’s is also very high, so to reduce the employee retention is also a mega challenge before the Engineering and Technology companies. Overall the human resources are playing important role in the field of Engineering and Technology. The overall process of the industry in each and every process is getting very critical due to major changes in the different environment i.e. political change over, Economic meltdown and slowdown and different recessions. So to face the challenges before industries are very critical. Most of the companies are not coming forward to face the critical challenges. Big industries are getting success but small industries are not getting success to face the latest competition. Overall in each and every industry the human resources are playing important role. Particularly in Engineering and Technology industries the human resources are became much valuable due to high and attractive packages. Every executive want to became prestigious Engineering and Technology Engineer due to high packages
offered by the Engineering and Technology industries, due to this packages also the economic recession has taken place not only in U.S.A., Japan and some European countries but also in China and India also. So it is a challenge before all the industries to concentrate over the skilled, well qualified and qualitative human resources to run the industries smooth and healthy. Overall human resource is the main and important resource for the industries.

Competitiveness demands a diverse workforce and up-to-date skills. The free market belief in ‘buying in’ skill has proven to be inadequate, even in times of high unemployment. HRD allows people managers to be proactive, focusing on employees as an investment for the organization. One of the great strategic contributions of HRD lies in the planning of skill availability in advance of need. Development programmes involve more than training. They begin with the induction and integration of new employees. They require constant accurate assessment, counseling and personal challenge. Development also involves the socialization of employees to fit the cultural requirements of the company. A much-publicized modern approach places development within the learning organization. HRD focuses strongly on management development. Career plans, performance objective-setting and training programmes are more often directed at managers than lower-level employees. With the integration of training activities into human resource development programmes, trainers are particularly concerned with the merits of formal as opposed to experiential training, cost-effectiveness and quality.

**Suggestions for further research:**
The training and development arena is gaining momentum in the recent years. Myriad of Studies are being conducted on various aspects of
training, but there are a number of upcoming areas to uncover. There is a lot of scope for further research based on the future trends affecting training. Some of the future trends affecting training will be:

• Use of new technologies for delivery of training will increase.
• Demand for training for virtual work arrangements will rise.
• Greater emphasis on storage and use of intellectual capital.
• Training departments will become virtual training organizations.
• Training will focus on business needs and performance.
• Training departments will be viewed more from a change model perspective.