CHAPTER 6

CONCLUSION

6.1 PREAMBLE

Chapter 1 provided an overview of automotive manufacturing firms in India. Chapter 2 provided an overview of definitions of capacity building, levels of capacity building, capacity building activities in India and International scenario and wide range of capacity assessment tools available to assess the capacity and theoretical framework for HRM function. The chapter 3 provided a comprehensive research methodology adopted for this study. The Chapter 4 presented a detailed analysis and discussion of the result. The chapter 5 presented the research findings of the study. The final chapter will present the revision of the research framework and describe how the findings from this thesis can be applied to inform capacity building in HRM function.

In today’s microscopic world of business, HRM practices are becoming a matter of paramount. The unremitting focus of organizations lay in designing HRM practices that helped them to identify, recruit, retain and train their employees so much so that it remains relevant and competitive in the industry. This research was based on the presumption that any business activity performed with the consensus of all its employees were performed to the maximum capacity of the organization. This could be viewed as the first stage in the process of accomplishing effectiveness in that activity. As a first
step, this research considered the HRM function amongst the automotive companies at SIPCIOT in Irungattukottai.

The following were the main extraction of this research work:

- The concept of CB was a quintessential non-profit phenomenon. This study sought to extend the concept of capacity building to the HRM function of for profit organizations.

- The significant assessment areas in the activities of HRM function were deduced after a rigorous and comprehensive literature review.

- As a part of the study, a validated and reliable new instrument called HR Capacity Building scale was developed and can be used for assessing the capacity of the HRM function and identifying capacity lag areas.

- Similarly, the statistically significant pushing practices that impacted an assessment area to achieve HC-HC were identified through GEE. GEE utilized the clustering concept. All the six organizations were viewed as six heterogeneous clusters and each organization as homogenous.

- Adopting the pushing factors and avoiding the pulling factors would help organizations achieve capacity excellence in their HRM function.

- The strategies to help push the assessment areas to HC-HC Quadrant were generated using Appreciative Inquiry.
6.2 RESEARCH CONTRIBUTION

The current research offered a new paradigm for evaluating the adoption of common HRM practices among organizations through a perception-based, consensus-oriented, bottom-up evaluation approach as against the conventional perception-based, top-bottom evaluation approaches. The overarching focus was on assessing the capacity lag areas and subsequent accomplishment of capacity enhancement. Automotive firms can accomplish capacity excellence by embracing the significant pushing practices in each assessment area identified through GEE. Adoption of these significant pushing practices and strategies generated using Appreciative Inquiry would enable the organizations to achieve capacity excellence in the activities of HRM function.

The current research sought to address the following important questions:

- What are the key assessment areas in the HRM function?
- How the capacity of the HRM function is assessed?
- Which HRM practices influenced organizations to achieve HC-HC in each assessment area?
- How to help nudge low capacity of HRM functions to High capacity quadrants.

HRM Capacity building scale developed as a part of this study was subjected to rigorous statistical methodology involving criterion and content validity, purification, reliability and construct validity. All the constructs met the conditions of reliability and validity; the researchers can use it for future research.
6.3 CONTRIBUTION TO THE AUTOMOTIVE INDUSTRY

Automotive manufacturers at SIPCOT in Irrungattukottai could utilize HRM Capacity Building Scale to assess the capacity of their HRM function. Such assessments would help automotive firms to identify the capacity lag areas. Automotive firms can benchmark the sector scores with the individual scores and map the existing capacity level as against the capacity level of the sector and ensure that they are able to accomplish benchmark scores. This could mark the first phase of the capacity building.

In second phase, these automotive firms could identify the degree to which they have embraced the statistically significant pushing HRM practices in each assessment area. The organization should find ways of adopting the pushing factors. This would help them achieve excellence in their HRM function.

The automotive firms at SIPCOT in Irrungattukottai could join hands and forge a cohort to execute the CB exercise in their respective organizations at regular intervals and compare their current scores with that of the sector and their earlier scores. Regular assessment and constant benchmarking would help these cohort organizations to look upon the organization that had scored the highest scores in each assessment area and deliberate among themselves the practices adopted by the benchmarked organization. This would enable the other organizations to embrace possible practices in their own respective organizations. This in turn would open up the possibility for adopting contemporary practices in the HRM function. This marks the phase III in the CB exercise where the automotive firms in the region would achieve requisite capacity excellence in their HRM function.
Having achieved HRM functional excellence at regional level, the stage can be set for achieving HRM functional capacity excellence at national level. Automotive firms, spread across different regions throughout India could join hands and forge strong regional cohorts. Such regional cohorts can initiate the Capacity building exercise benchmark among themselves. An exercise of this magnitude would help automotive firms to ratchet up their HRM functional activities to their maximum capacity.

6.4. MANAGERIAL IMPLICATIONS

HRM Capacity building scale consist of comprehensive set of HRM practices. By using a HRM Capacity building scale, managers can identify the capacity deficit in the assessment areas of HRM function. Besides this, research helped identify the pushing HRM practices that helped items find its way in to HC-HC Quadrant. HRM managers should strive to maintain and further increase these pushing factors. Adoption of pushing practices along with strategies generated through AI would help manager achieve capacity excellence in HRM function. Items which do not find its way in to HC-HC Quadrant are called pulling factors. Pulling factors are potential red flags which can wreck havoc the capacity assiduously built by the organizations? So managers must strive to reduce the pulling factors and take steps to convert them in to pushing factors.

6.5 LIMITATIONS OF THE STUDY

Limitations of this research are that all the six automotive firms in Irungattukottai was considered as a single cluster and taken up for detailed investigation. A cluster firms tend to have homogenous characteristics, encounter similar challenges and competition. So the importance was not accorded to individual firms to diagnose, assess and build the HRM capacity.
Hence the results are generalized to the whole clusters in Irungattukottai and not to any single firm included in the study. To gain more profound insights, this study can be extended to individual firms in the same cluster. Any capacity building exercise includes assessing, diagnosing, strategizing and evaluating. This study focuses on the first three phase ignoring the last Phase. Future researches shall concentrate on evaluation phase also.

This study focuses on the first three phases alone. To gain a wholesome picture, this study can be stretched to include evaluation phase also. To build capacity of HRM function, this study leaned on first three D’s of 4D AI technique namely Discover, Dream and Design. This study ignored the last phase – destiny.

6.5 SCOPE FOR FURTHER RESEARCH

The future scope of the research involves deriving, stretching and analyzing Capacity building scale to other functions of the organizations and subsequently the organization as a whole. Such capacity assessment and strengthening would pave the way for achieving functional capacity excellence and subsequently the organizational excellence at regional and national level. Researchers can also extend the HRM Capacity Building scale to other sectors in manufacturing like textiles, electronics, Chemicals and Iron and steel and explore its suitability to extend it to the ambit of organizations in the service sector.