CHAPTER – 5

SUMMARY, CONCLUSION & RECOMMENDATIONS

5.1 SUMMARY

The thesis started with the chapter “INTRODUCTION” which throw light on the various aspects of the subject matter. It attempts to highlight the functioning of various human resource management practices in forest department of Rajasthan. It also discusses the variable which are influenced by the human resource management practices like employee satisfaction, employee motivation and employee commitment.

The chapter two deals with ‘REVIEW OF LITERATURE’. This chapter includes the review of various papers, articles and studies that have been carried out in different fields which are however related to the subject. It consists of the contribution of various researchers, who have carried out similar aspects of the study such impact of human resource management practices on employee satisfaction, motivation and commitment.

The chapter three that is ‘RESEARCH METHODOLOGY’ takes account of the type of research and how it was carried out. It features the presumptive analysis of the problem, objectives of the study, the hypotheses, importance of the study, scope of the study, sources of information, and techniques of gathering information, sampling, sample composition and problems & limitations.

The objectives of the study were:

1. To appraise the existing HRM practices (recruitment, training and development, performance appraisal, compensation) in Forest Department of Rajasthan.
2. To identify the challenges in implementation of HRM practices (recruitment, training and development, performance appraisal, compensation) in Forest Department of Rajasthan.
3. To evaluate the impact of HRM practices (recruitment, training and development, performance appraisal, compensation) on employee performance in Forest Department of Rajasthan.
4. To assess the impact of HRM practices (recruitment, training and development, performance appraisal, compensation) on employee commitment in Forest Department of Rajasthan.
5. To appraise the impact of HRM practices (recruitment, training and development, performance appraisal, compensation) on employee motivation in Forest department of Rajasthan.
6. To bring out problems and areas of improvement in HRM practices in forest department of Rajasthan.

The Hypotheses of the study were:

H₀₁: There is no significant difference in employees’ perception about the impact of Human Resource management practices on employees’ commitment with respect to their designation.

H₀₂: Employees performance does not improve significantly after attending the training programs.

H₀₃: Performance Appraisal System significantly does not increase the employees’ motivation.

H₀₄: Employees’ Satisfaction with Human Resource management practices is indifferent with respect to their demographics.

The survey has been conducted with the help of questionnaires specially designed for the study. Stratified Sampling has been employed for selecting sample from population, in the final sample 233 respondents were taken.
The chapter four of the study entitled “DATA ANALYSIS & INTERPRETATION” includes the interpretations drawn on the basis of primary data collected with help of a structured questionnaire. The chapter highlights the relationship between Human resource practices and employees’ performance, employees’ satisfaction, employees’ motivation and employees’ commitment.

5.2 CONCLUSION:

The findings revealed that Forest Department use well defined recruitment and selection system. Department use valid and standardized tests in the selection process. Selection are made based on desired knowledge, skills and aptitudes. Department use unbiased interviewing techniques for selection. Selection of employees take place without any bias and there is an existence of strong merit criteria for employee selection.

It was also found that forest department is using sound system of recruitment & selection and it does not require any major change as employees have projected positive opinion about the recruitment & selection process. However delay in recruitment process and delay in filling the vacancy was found to be a major problem in the forest department.

While studying the number of training programs attended by the employees of forest department in their entire service till date. It was found that majority of respondents have attended 1 to 3 programs. This indicates that in forest department there is no specific schedule for the training programs. The trainings are usually conducted as and when required. As the frequency of training program is not fixed so generally department does not compel employees to attend the training programs.

As the frequency of training program in forest department is not fixed so employees were asked that when they have attended last training program and it has been observed that majority of respondents have not attended any training program in last 2 years. It
indicates that there is certain lack of interest among the employees in department regarding the enthusiasm about participation in the training and development programs.

The level of skills of employees before attending the training program was examined and it was found that respondents were good only in conflict resolution management. In rest all the skills fall in average category. So it can be concluded that before attending the training programs the employees’ skills were neither good nor poor.

Similarly, the employees’ level of skills after attending the training programs was also examined. It can be concluded that all mean scores fall in good category which ultimately project the positive impact of training program on employees’ skills. The highest change is observed in the Knowledge of Service Rules and the minimum change happened in time management skills of employees, but ultimately it can be concluded that training programs of forest department are competent enough in enhancing the skills of employees.

Employees were asked to rate the certain practices of compensation management according to order of implementation. It was found that implementation of all the compensation management practices is either low or very low. In other words it can be said that employees do not consider the implementation of compensation management practices as per their requirements.

Approximately all the respondents indicated that their present salary is enough only for basic standard of living. Few of the respondents said that their salary is more than enough for basic standard of living or enough to satisfy needs apart from basic standard of living. None of the employees reported that the salary is more than needed. It indicates that there is a need to revise the compensation package of the employees in the department.

Employee’s opinion about compensation management practices of forest department have indicated only one positive point of compensation management that an employee’s seniority is counted for pay decisions. Apart from this issue employees disagreed to majority of points, which means according to sample employees non–financial benefits are not an important part of the total pay package, pay raises are not determined mainly by an employee’s job performance, pay incentives are not designed to provide a
significant amount of an employee’s total earnings. The employee benefits package is not very generous and there is no large pay spread between low performing and high performing employees. This all project that employees of forest department do not consider the compensation management practices appropriate.

While studying the performance appraisal system of forest department and the results indicated that department has fair performance appraisal system, Remedial actions are taken to correct the performance and performance appraisal system provides an opportunity for self-review and reflection. However employees said that they do not participate in fixing performance standard as well as no clear opinion was given by the respondents about receiving the feedback.

Majority of respondents said that performance appraisal increases the motivation level while rest of the respondents said that there is no impact or performance appraisal on employee motivation.

Further respondents were asked to disclose the factors which affect their motivation level. According to respondents factors which moderately influence their motivation level are Training Program and Recognition. Performance Appraisal, Development Program and Compensation slightly influence the motivation level and Additional Facilities not at all influence the motivation level of employees.

Respondents were asked to specify their satisfaction with human resource management practices of forest department. The employees are satisfied with Training Program, Development Program and Additional Facilities but they are neither satisfied nor dissatisfied with the compensation. The average score projects that in an all respondents are satisfied with the Human Resource management practices of forest department

Respondents were asked to indicate their level of agreement with various statements related to the impact of Human Resource management practices on employees’ performance. Out of the total 12 statements respondents have indicated agreement with 6 statements which proves that Competency level of employees increases due to Human Resource Management practices, Work efficiency has been increased due to Human
Resource Management practices, Employees enhancement come through Human Resource Management practices, Human Resource Management practices brings positive attitude in employees, Human Resource Management practices increase job knowledge of employees and Human Resource Management practices enhance the performance of the employees as well as of the organization. This indicates that Human Resource Management practices in forest department of Rajasthan have positive impact on employees’ performance.

On the other hand respondents are neither agreed nor disagreed with the view that Employee turnover has been reduced due to Human Resource Management practices, Grievances are reduced due to Human Resource Management practices, Human Resource Management practices teach the technique of performing a job to employees, Human Resource Management practices reduce the stress of the employees and Human Resource Management practices reduce consumption of time and cost and increase performance as well as employees denied that Human Resource Management practices promote successful succession planning. This all projects that Human Resource management practices do not have positive impact on employees’ performance. Therefore it can be concluded that till a certain extent Human Resource management practices have positive impact on employees’ performance.

Respondents have indicated their agreement with all the statements which shows that Effective Human Resource Management Practice boost up the morale of the employees, Human Resource Management Practices give enough recognition to boost up the morale of employees, Constant encouragement from Supervisors keep the employees motivated and Adequate growth opportunities are available in the organization for the employees motivation. From the results it can be inferred that Human Resource management practices have positive impact on employees’ motivation.

While identifying the challenges in implementation of Human Resource management practices in Forest Department of Rajasthan by the respondents who were engaged in implementation of Human Resource management practices, the extent of challenges faced by them in implementation of Human Resource management practices at forest department was found out. The result showed that Performance free pay scales was the
major problem faced by respondents followed by Delayed Recruitment Process. Lack of staff members ranked 3rd, followed by Court Cases on Recruitment Procedure that ranked 4th. Financial constraints ranked 5th tailed by Rigid Recruitment Process at 6th rank.

The moderate level of problems ranked from 7th to 10th position were Lack of interest of trainees, Improper system of training need identification, Non-cooperation of Government, and Poor content of training programs. The last five ranked problems that are not faced much by the respondents were rigid process of Performance appraisal, Non availability of training feedback, Non availability of trainers, Non availability of experts for selection interview and Dependency on Third Party agency for Examination.

While testing the first hypothesis “There is no significant difference in employees’ perception about the impact of Human Resource management practices on employees’ commitment with respect to their designation” ANOVA test was applied. At 5% level of significance the value of F-statistic was found to be significant which leads to the rejection of null hypothesis so it can be concluded that there is a significant difference in employees’ perception about the impact of Human Resource management practices on employees’ commitment with respect to their designation.

The second hypothesis was “Employees performance does not improve significantly after attending the training programs” It has been observed that employees’ skills were improved after attending training program. To measure the significant difference between level of skills before & after training program z-test was applied. At 5% level of significance all the z-values are significant which proves the rejection of null hypothesis so it can be inferred that Employees performance improves significantly after attending the training programs

The third hypothesis was “Performance Appraisal System significantly does not increase the employees’ motivation” and z-test was applied to test it. It was observed that for 5% level of significance the value of z-statistic is significant which leads to the rejection of null hypothesis so it can be concluded that Performance Appraisal System significantly increases the employees’ motivation.
The fourth hypothesis was “Employees’ Satisfaction with Human Resource management practices is indifferent with respect to their demographics” All the respondents were asked to indicate their satisfaction with Human Resource management practices of forest department, then to measure association between demographics variables data was cross tabulated and chi-square test was applied. From the results it was concluded that age & gender of respondents do not have any significant impact on employees’ satisfaction while Employees’ Satisfaction with Human Resource management practices is different with respect to employees’ area of residence, marital status & qualification.

5.3 RECOMMENDATIONS

5.3.1 Recommendations for the Ministry of Forest of Rajasthan

1. The government should appreciate the significant role and value of forests and the investment in forestry sector under the state plan should be increased.

2. The ministry of forest of Rajasthan should work on strengthening of institutional structure and should ensure better inter-departmental coordination.

3. The ministry of forest of Rajasthan should encourage the involvement of Non-government organizations (NGOs) to enhance people’s participation.

4. There is a need of proper harnessing of science and technology inputs to enhance the production as well as proper management of human resource at workplace. Thus the ministry of forest of Rajasthan should promote the implementation of latest technology in the department.

5. The ministry of forest of Rajasthan should ensure proper institutional financing inputs through appropriate agency like Forest Corporation.
6. There had been a marginal increase in the total forest area as well as the forest cover of the state. Therefore government needs to have a concrete plan to achieve the target of the National Forest Policy.

7. Effective control over budget and expenditure should be implemented so as to ensure optimal utilization of the available resources for achievement of the Departmental objectives.

8. Vigilance administration should be strengthened by deploying necessary employees for fast disposal of the forest offence cases. Details of the pending cases should be maintained for effective monitoring. Efforts should be made to prevent encroachment on forest land cover.

5.3.2 Recommendations for the Forest Department of Rajasthan

1. The study revealed that the majority of employees leaving the department are generally those who were overqualified for the position and leave the organization as soon as they find a better job opportunity. Therefore, the time and cost of recruitment and training could be minimise by framing such recruitment policies which prevent hiring of overqualified candidates.

2. The employees who are directly hired as compassionate should be given proper training before employing them directly on the designated position.

3. There should be a specific training programme schedule and frequency specifically designed for each designation and it should be made mandatory in order to develop the employee’s skills and personality for a proper career planning.
4. The training methods are mostly traditional. Hence the training programme should be enriched with effective modern methods to make the difference in employees’ performance visible.

5. The respondents were found to be dissatisfied with compensation management practices as they are not linked with performance of employees. The new compensation plan based on results should be introduced in the department.

6. There is a large income disparity between the lower level of management and the higher level of management. This disparity needed to be eliminated and should be proportionate with level of work and responsibility required.

7. Pay incentives are neglected in the department. Hence compensation plan with more financial and non-financial incentives must be designed to boost the employees’ motivation and satisfaction.

8. The current performance appraisal system lacks employee participation while setting the performance standards to be measured. Thus, employees should be involved while setting the standards and a modern method like 360. Appraisal method could be incorporated for ensuring a fair appraisal of performance.

9. Fringe benefits at the lower level of management should be given to supplement the monetary components of compensation which could increase the level of motivation at lower level of management.

10. There is also a need for a proper succession planning procedure for the major positions in the department to avoid the burden of lack of staff.
11. A separate cell should be constructed to handle the pending court cases related to recruitment and other forest land issues in order to share the overload of work at higher management level.

12. Priority issues must be clearly stated. What will change, what is expected to improve, and how employees will be part of the changes such concerns should be handled while implementing policy changes.

13. Clear and direct communication is essential to enhance employee engagement in the organization. Thus communication system should be more distinct and effective.

14. Ways should be explored for employees to connect with the meaningfulness of the department mission. Clearly communication of the mission, and explanation about how it will influence the public well-being can help employees to appreciate the meaningfulness of their organization’s work, which can later develop higher levels of commitment towards the forest department.

15. Individual needs should be managed while managing and working with the differences in attitudes and multicultural values. The perception of engagement varies within the designation and various cultures in the workplace, hence should be addressed accordingly.
5.3.3 Recommendations for the employees of the Forest Department of Rajasthan

1. Employees should use the performance appraisal feedback to have an insight about their own performance and should strive to perform better by working on their weaknesses.

2. Even though there is no fixed schedule of training programmes after the probation period, still employees should willingly participate whenever the training and development programmes are organized. It could help them to feel more valued by increasing their skills and personality.

3. The employees have high job security and therefore should accept their responsibility towards their duties and work.

4. Awards and appreciation at higher level of management should be introduced to keep them motivated and make them feel that they are valued in the department.