Chapter-VI

Findings, Conclusions and Suggestions

In the chapter the broad based findings and conclusions emanating from the study are presented. Suggestions are also given with a view to correcting situations and improve the practices in the organization in regard to people management. The main objective of the present study is to make a study of contribution of people management to organizational sustainability -A Case study of Ushodaya Publication and to portray the organizations practices in this regard. It helps the organization to review the policies and practices and there by evolve strategies for effective people management.

The researcher set out with objectives of the study and they include human resource policy, socio economic profile, human resource planning, recruitment and selection; employee compensation system; developing the human resources, performance appraisal, career and success a plan; industrial relations and employees benefits and services.

The Ushodaya is working on the premise “our employees are our most valuable resource…. and therefore, the management of people makes a significant difference to company performance”. They take this premise as a challenge to ‘prove or else stop taking about it’. It works on a unitarist perspective as elucidated in the first chapter that all are members (owners and employees) of the same team. The organization functions with the belief that it has special leadership responsibility and it has to pursue policies which allow the organization to achieve its goals and satisfy share holders and stake holders, but which are also fair to employees. Regarding models discussed in chapter two the researcher categorically confirms that the organization is following Harvard model as it is striving hard to be human and soft with its employees. The results show that people in the organization never thought of a trade union. And the organization is working on the premise that the employees need to be congruent, competent and cost effective.
The People management practices at Ushodaya Publications can be depicted by the following diagram:

**Figure-6.1**

**People Management Model**

Ushodaya Publications- A Division of Ushodaya Enterprises Pvt. Ltd., Hyderabad it is a newspaper industry having a circulation of 17,06,051 copies per day and is published simultaneously from 24 printing centres (branches), with an employee’s strength of 2921 and is one of the largest circulated newspaper (Telugu) in the country.

It is remarkable to note that from a Chit Fund Company, the Ramoji Group became an Rs.15 billion business group by establishing different industries (38) in a span of two decades. The total strength of workforce at Ramoji Group is 22662 employees.

This chapter is divided into five parts and they are as follows:

Part-A- People management functional areas are analyzed in brief;
Part-B- The Hypothesis framed is discussed;
Part-C- Conclusions of content analysis drawn from the quantitative interviewing, in-depth analysis interview, objectives and hypothesis are presented;
Part-D- Suggestions on the study;
Part-E- Policy implications and pointer for further studies.
Part-A- People management functional areas are analyzed in brief

6.1- Socio-economic Profile:

As regards the socio-economic profile, majority of the employees belong to the age group of 40 and above; majority belong to the males (99.31 percent) and females constitute only a less percentage (0.69 percent); and regarding marital status, majority are married (95.19 percent) and single are negligible (4.81 percent) are negligible. The educational level of majority of the employees (92 percent) are graduates, post graduates and professionally qualified, undergraduates constitute 3% primary and below SSC 5% and there is one in illiterate.

The study reveals that the first and last employment for most of the employees is at Ushodaya Publications and the observation also reveals that the people are not moving out and serving the organization with belongingness attitude.

The number of dependents in 36 percent of the families of respondents is 4 members. In 31 percent of the families the number of dependents is 5. In less than 20 percent of the cases the number of dependents ranges, between 2 to 3. And in less than 2 percent interestingly the dependents ranges between 1-6.

In about 90 percent of the cases, the salary of the employees constitutes the only source of income. About 58 percent of the employees are getting a monthly income between Rs.20001/- to Rs. 40000/-. And 38 percent are receiving between Rs.40001/- to Rs.60000/-; below 3 percent in the slab below Rs.20000/- and one percent are getting Rs. 60000/- and above.

6.2- Human Resource Policy:

Ushodaya Publications has a clear-cut personnel policy which is explicitly stated (written). In fact the accepted philosophy of the Ushodaya Publications cast them in the mould of model employer. In consonance with this philosophy, the personnel policy has been evolved and such a policy attempts to attract competent
personnel with growth potential; develop and sustain a favourable employee attitude through stable employment, adequate wages commensurate with the company's capacity to pay; provide good and safe working conditions; redressal of employee grievances; providing training facilities for self development; fostering fellowship and a sense of belonging to the company and; dealing fairly with recognized representatives of workers and encouraging in them healthy trade union practices. As the personnel policy is codified, many personnel functionary exhibited their knowledge about the policy and they could explain procedure relating to various personnel functions when asked about policy.

Ushodaya Publications has well established human resource department and the same is headed by Vice-President. The Human Resource Department serves as an example of people co-ordinated department. Apart from personnel management, a number of other staff functions such as estate legal administration, medical, security etc., have been clubbed with this department. Human Resource Department is looking after wide range of functions such as personnel administration, industrial relations, labour welfare and training and development. With the additional functions like time office, security, medical departments, etc., the responsibilities of the department became rather unwieldy and have the effect of undermining its effectiveness.

The focus on 'core' functions like human relations, motivation, organizational behavior, organizational development and change, are also paid due attention. Further, the Human Resource Department though seems traditional it plays a strategic role. The Human Resource department has created awareness of the responsibilities on the part of line executives in regard to personnel functions and tries to adopt a 'proactive' approach. This implies that it predicts the problems which are likely to arise in future by analyzing situations and diagnosing problems. And HR department prepares necessary contingency plans and evolve appropriate personnel strategies to meet any situation. The people management department keeps the organization to be dynamic and growth oriented, and makes its employees to gear up to meet the organizational objectives.
6.3-Human Resource Planning, Recruitment and Selection:

Human Resource planning in Ushodaya Publications is made on long term basis for every five years. The HR department after through work load and work force analysis and application of scientific methods, plans the required manpower. The organization experienced rapid expansion in its activities during 1974-2001. To keep cordial relations it evolved a strategy and started its own ‘Eenadu Journalism School’. It can be noted that despite efforts of the organization in respect of manpower planning, the general approach in this regard seems to be rather haphazard and not made on a regular basis. It is suggested that under liberalization policy, if the organization is to develop competitive advantage in the market, it has to evolve more strategies to this vital aspect.

Recruitment and selection policy of the organization is purely on merit. The most popular method of recruitment is advertisement which constitutes the source of recruitment.

The organization follows an elaborate selection procedure. It begins with application blank and ends with placement, and in between, various other steps are involved. For highly skilled, skilled, and semiskilled categories of employees, a test is generally conducted followed by interview by a duly constituted selection committee. The committee consists of head of the division, head of HR division, and departmental head. Such broad based composition is envisaged in order to attend to various aspects such as the qualifying standards, merit, and suitability.

All the appointees will be kept under probation before their services are regularized. The period of probation is one year. It can be observed that in most cases probation becomes a formality i.e. once the period is completed their services are regularized. The purpose of probation is to keep the new recruitee under observation during the period of probation and to closely watch his performance as well as behavior. It can be suggested that the organization must make rigorous performance appraisal of these new recruitees periodically and only after satisfactory performance these employees must be brought on regular rolls.
Induction programme is systematic in Ushodaya group. It consists of formally conducting a visit to work area and giving a brief talk on the profile of the organization. Then the new employee is introduced to the other employees by a senior employee of the concerned department. It is observed that the human resource management department is taking a lead in this regard and planning for a systematic induction programme. With the help of the concerned department, the new employee is made to understand the rules and regulations of the company and oriented to his job. The value of involving the peers or fellow workers in giving orientation to the new entrant should be encouraged. The induction programme will be effective, if the fellow workers using their experience introduce the new employee to the work environment as well as the environs of the social life. As the two aspects are inseparable, the induction programme should include both the aspects.

6.4-Employee Compensation System:

The management believes that the notion of ‘ideal employer’ should also be reflected in the wage levels. Accordingly, it wants to follow the concept of fairwage through the method of job evaluation and paid according to various laws. The principle of ‘capacity to pay’ and the prevailing rates of wages also have a bearing on wages levels. The management emphasized that increase in wage levels should be accompanied by commitment to increase in productivity, discipline and congenial work culture. In practice it is observed that the increase is in proportion to the production and productivity trends. Thus the wage determination in the organization is always based on law, cogent, rational, and scientific principles and procedures. It can be noted that Ushodaya Publications is considered to be a good pay master and the wage levels are very favourable when compared to other similar organizations. The response of the employees also confirmed this. 96.00 percent of the respondents expressed their satisfaction with their salaries. Keeping in view the trends in employment, consumer interest of price stabilization, general level of real productivity, requirement of social justice and capital formation for future growth etc., wage policy in Ushodaya is based on certain principles and sound criteria. It should strike a balance between fair wages, fair prices and fair
returns to the workers, and the employer respectively while ensuring higher production and progress to the nation at large. Thus, a concerted effort is made by the employers, Unions, workers consumers and above all the government to develop a viable wage policy. Dearness allowance is an integral part of wage structure, and it is linked to the consumer price index which forms the basis for fixed and variable dearness allowance. It can be assumed that such wage adjustment to the cost of living results in inflation. Holding the price line to keep the living costs under check becomes an important object of wage policy. Internal wage differentials are bound to prevail due to difference in skill, responsibility and authority. The relevance of job evaluation plan, work study etc., cannot be ignored in this context. If tried sincerely the imperfections existing in wage structure in relation to wage differentials can be eliminated.

Wage incentives linked with productivity have become common features in Indian organizations. In Ushodaya Group an incentive plan has been introduced for marketing staff. The incentive is linked to the performance index, attendance factor and leave without permission. The findings concur with the study of Chew and Chan (2008) who found that organizational commitment was positively affected by person-organization fit, remuneration, recognition, and an opportunity to undertake challenging employment assignments as referred in Chapter-II.

The Bonus Act, 1965 is not applicable (as all the employees crossed the slab) to Ushodaya Publications and the management is paying ex-gratia to the employees.

6.5-Developing the human resources:

Ushodaya follows HRD philosophy. It practices professional approach to HRD activities. Human Resource Development which forms an integral part of HR department looks after training and HRD activities. It has clear-cut objectives such as imparting training to workers and managers as well as conducting practical and on the job training. It is also responsible to prepare a comprehensive and integrated plan for training and development programmes consistent with the needs of organization. It can be observed that during the last thirty years period
the allocation for HRD activities has increased four times. The figures in this regard are very impressive.

The HRD Department is particular in reaching the targets of training programmes every year, and imparting the requisite skills and improving abilities to different categories of employees. Evaluation is also effectively done to find out the relevance of the programmes and the impact these programmes are making on the job performance. The programmes are considered to be effective when the skills, knowledge, attitudes and abilities are transferred to the job resulting in improved performance of the current jobs as also to prepare the employees to accept responsibility for higher jobs in future.

The responses of the employees about the usefulness of programmes were encouraging. 49.25 percent of the respondents when asked to give their opinion about the utility of the programme they had last attended expressed the view that the training programme had helped in improving their performance. They were also of the opinion that the programme had resulted in better management of day-to-day problems. In the training programmes punctuality was observed.

Some of the HRD mechanisms which are in operation in Ushodaya Publications are not satisfactory. Feedback and performance coaching requires a more transparent and informal approach. The employee should be made known of their strengths and weaknesses in relation to the performance on the job. The immediate boss or the appraisal has to provide feedback to employees working under him; and if they are found deficient in certain of the aspects of their performance on the same must be discussed openly with the concerned worker and he should be helped in finding out ways and means of improving his performance. It can be noted that the supervisors though show occasional interest, they do not seem to be evincing sustained interest with the real object of developing the employee. It can be suggested that the supervisors can be effective in this regard if they could establish close rapport with their subordinates and win their confidence by being objective and free from bias and adopt a supportive approach in encouraging the efforts of subordinates.
6.6-Performance Appraisal:

The appraisal system in Indian organizations, it still continues to be a traditional system. The Ushodaya group practices the traditional performance appraisal system. Annual Confidential Reports (ACR’s) are prepared on the basis of a three tier system. First the initiating officer who is the immediate superior, initiates filling up the evaluation reports. The same is processed later by the reviewing officer and the accepting officer. The organization is contemplating to introduce 360° performance appraisal system and balanced scorecard gradually.

The procedure aspects of the appraisal system are enunciated and the factors of performance to be evaluated are laid down, and in actual practice the performance appraisal is done on an objective way. Personal interviews with sample respondents and the management representatives revealed the following:

- The organization pays adequate attention to the system and the process of appraisal is completed in a systematic way with careful preparation and planning.
- The appraisal system is done on an objective way without any bias on the part of appraisers.
- A casual and ritualistic approach is not noticed in the implementation of the appraisal system. It is used more as a means of correcting the behavior or punishing the employee and as a vital tool for improving the performance and efficiency.

6.7-Career and Succession Planning:

The career and succession plan is an important instrument to the management as it is to the workmen. The former is assured of the right kind of personnel while the latter get opportunities to meet their personal needs in terms of career growth and development. Though the pay scales of some of grades are on par with that of managers, the designation is not given to the workers due to lack of availability of adequate number of vacancies at the supervisory level. This creates problems to the highly skilled workers as they are denied opportunity to be elevated. It can be noted that the promotional channels are limited for the workers in general and they stagnate for long at lower levels. This is partly because Ushodaya group happen to be a single unit operation (mobility is confined only to
this organization) and partly because of lack of adequate career and succession planning. The management has to pay adequate attention to this aspect to remove dissatisfaction among employees on this account.

A suggestion scheme has been in operation in the group and rewards are offered to employees in case they give worthy and appropriate suggestions. The suggestions received from the employees in respect of work simplification leading to efficiency and increased productivity, improvement of quality, elimination of waste etc., are processed and if found viable and beneficial of the organization, the employees are suitably rewarded.

6.8-Industrial Relations:

Eenadu has faced very bad industrial relations between 1978 and 1980 with its employees. It has happened due to the interference of some political elements that had used employees as a ploy for their selfish interests. They did not like the concept of investigative journalism adopted by Eenadu. Eenadu has exposed the many corrupt politicians who got involved in corruption and published much news items on them. Hence, they instigated employees against management and created unrest in the organization. The management and HRM department have successfully handled the crisis and weeded out all the trouble makers by complying with the statutory provisions.

Since then the management has changed its policy and approach in selection of employees and started to recruit only fresh candidates with no experience. The main objective is that fresh candidates would come with open mind and it would be easy for the management to imbibe its culture and values. The management spends lot of expenditure on training and development of these fresh candidates. For this purpose, the management has established ‘Eenadu Journalism School’ to develop its own editorial staff. This experiment has given good results and the organization has never faced any IR problems thereafter. The fact that ‘No Union’ is existed even after 40 years of its inception speaks about ‘Good Human Relations’ in the organization.
All the disciplinary cases in Ushodaya Publications are handled as per the procedure enshrined in the standing orders of the company. They are rare and mostly are related to dereliction of duty, misuse of Leave Travel Concession (LTC) absence from place of work while on duty, unauthorized absence for long periods, theft etc. The management is following the hot store rule in matters of discipline for expeditions and quick disposal.

In Ushodaya Publications grievance procedure based on step ladder system is in vogue. The steps involved in this procedure are immediate supervisor, foreman, departmental head, grievance committee, divisional head and management. The principle that the grievances must be redressed within the minimum possible time and at the lowest possible level is observed in practice.

6.9-Employee benefits and services:

Ushodaya Publications can be called a family managed concern and the notion of ‘model employer’ has a lot to do with the company policy of providing welfare measures. The profitability of the organization, its general awareness about the welfare facilities, the welfare schemes operating in other organizations in the locality have a significant bearing on the nature and scope of labour welfare measures in the organization.

The organization provides a comprehensive package of employee services and benefits, it believes in the well-being of its employees through a number of welfare amenities. The suggestions are accepted and the management has a favourable disposition in this regard. If it is convinced about the reasonableness of the proposals and if such benefits are extended to employees in other organizations in the locality the management does not hesitate to create provision for welfare measures in the organization.

As soon as the management is convinced with new schemes or benefits the scope and coverage of the same is extended to employee. The organization spends considerable sums of money for the promotion of employee welfare. It tends to look upon welfare work as a means of securing, preserving and promoting the efficiency and improving the quality of life of work force. It believed that the
organizational objectives of promoting quality standards and competing in national and global markets with competitive advantage, cannot be attained unless the human factors is paid attention and the well-being of employees is promoted.

One canteen is established Ushodaya Publications. The canteen is managed by canteen committee supervising the canteen facilities. The management provides lunch, snacks and beverages at subsidized rates. All the furniture and equipment in the canteen is provided by the management. Modern facilities are provided in the canteen kitchen.

First-aid boxes are also provided in all the 24 production departments. The organization is following the from Provident Fund Act and the employer and employee contributes a matching contribution of 12%.

Other statutory benefits link leave with pay, gratuity, workmen’s compensation, lunch rooms, washing facilities and toilets (rest rooms), drinking water, facilities for storing and drying of clothes have been provided as per the legal provisions. But 51% of the respondents are dissatisfied with the lunch room facility and management has their responsibility to show their concern.

Education to the children of employees is another priority area of the management. The management reimburses 30% of the school fee paid and it started its own school.

Leave Travel Concession is another important benefit extended to employees. Under this the employees can either visit his/her native place once in of two years. Apart from granting leave, the travel expenses as per eligibility conditions are reimbursed by management.

The management also provides transport facilities, safety equipment, liveries and uniforms to workmen, community welfare facilities, recreational facilities, co-operatives etc., to the employees and the company spends considerable amounts towards meeting the expenditure on these items.
Workers opinions were elicited on a three point continuum. In general the workers were either ‘satisfied’ or ‘satisfied to some extent’ on most of the welfare services and benefits.

It can be observed the organization provides a comprehensive package of employee services and benefits and believes in the well-being of its employees through such amenities. The notion of ‘model employer’, management concern for the well-being of its members, and the profitability of the organization are among the factors influencing management policy of employee welfare.

6.10- Part-B- Discussion on the Hypothesis framed:

Hypotheses no. 4.6.2.1- On the whole the hypotheses framed for the study on people management and their impact on the achievement of company objectives, are largely found true. It is understandable because the human resources in the organization have a clear perception of HR practices. Employees and the management seem to have built good relations based on trust and thus making their efforts goal centered.

Hypotheses no. 4.6.2.2- The hypothesis two states that to enhance individual and organizational performance, people commitment hold the key-is proved. This received a modest initial support because individuals are key to the organization and their impacts on performance in turn reflect on organizational performance.

Hypotheses no.4.6.2.3- The third hypothesis is that coherent set of the personnel policies and practices are necessary for the success of business-is acclaimed. The sample respondents gave over whelming support to the statement because the HR policies, procedures and practices are clearly laid down and they are transparent to the employees as well as to the public. The glimpse of HR policies and procedures in Ushodaya Publications are presented in chapter three.

Hypotheses no.4.6.2.4-Regarding the next hypothesis, integration of HRM policies and objectives are necessary for the success of business; the respondents are not clear about the statement and they have a mixed opinion. But by the inferences it can be drawn that most of them are infavour of integration of HRM policies with
business strategies for the success of business and the organization is trying its best in this endeavor.

Hypotheses no. 4.6.2.5- The fifth hypothesis is that HRM policies need to support the corporate culture to take organization forward, the majority, of respondents are in favour of ‘belongingness’ culture practiced in Eenadu and believe that HRM policies need to support the organization culture to take it forward. All the employees work as team and no one is interested in having a union as everything is practiced on participative culture.

Hypotheses no. 4.6.2.6- The individual needs and organizational needs need to be harmonized for organization effectiveness is the sixth hypothesis. Only if the needs are fulfilled the people can work with commitment and zeal and this would result in organization performance; this approach is mutually beneficial. Here the responses of employees little different from the above. They are more in favour of the individual needs and they are not clear regarding harmonizing both the needs. Hence, they supported the statement partially. This aspect requires the attention of both in orienting the employees as to what is to be expected on how it is to be done.

Hypotheses no.4.6.2.7- The last hypothesis states that power need to be delegated to various levels of the organization to foster trust and collaboration between people. The study shows that in Ushodaya Publications the power is clearly enunciated and delegated among various cadres and the same is reflected in the perceptions of the employee. The employees are satisfied in this regard with the encouragement for their empowerment.

**Part-C- Conclusions of content analysis drawn from the quantitative interviewing, in-depth analysis interview, objectives and hypotheses**

According to the respondents in the Ushodaya Publications, where the study is undertaken, people management played a pivotal role in the whole process, from conception to implementation, and provides support and advice to the management. Its vision and creativity is guiding and delivering the objective of effective information and consultation mechanism. The effective and improved use
of people management practices also played a key role in developing and implementing organization’s activities.

In the in-depth interviews the interviewees stated that HR practices should influence in the recruitment of talented people into the organization.

The interviewees of the Ushodaya Publications in a nut shell, expressed that the following roles are important to attract competent people:

- To facilitate the recruitment of new talent;
- To ‘market’ the employability of the ushodaya publications among prospective and potential employees;
- To develop and ensure that quality practices exist within the business and are adhered, so that employees genuinely proud to work in the organization with pride and satisfaction.

In critical times by adopting good practices, strategies, consultations in right time and retaining staff, Ushodaya Publications was able to minimize the possible risks to its reputation. HR has acted as an enabling function, by using people focused initiatives to deliver broader business benefits.

The HR policies embedded are practiced in real terms through recruitment, development and performance management activities. The findings illustrate the range of ways in which people management practices contribute to business performance, not only through more positive employee attitudes, but also though influencing external perceptions of the organization.

The HR key process areas like recruitment, training and development, coaching, performance management, reward and internal communications are providing necessary support. For example Ushodaya Publications, design training and development programmes in such a way that they clearly communicate to staff the approaches and actions expected of them and to deal with ethical dilemmas, understanding and measuring how well processes are embedded within the business, and establishing what actions are needed for continuous improvement. In addition, performance management practices have been continuously
reconfigurated so that key standards were included in the way employees are assessed.

The current interest of management in people management is supporting HR professionals in their efforts to become more closely focused on outputs and outcomes. Organization is putting more resources into measuring the range of ways in which people related activities contribute to their value. It is recognized that the people management practices contribute to value addition to the business. The organization is stimulating HR to look for opportunities where their skills and actions can yield new, positive and measurable benefits to the organization.

The broad leadership of Ushodaya Publications is enabling the business to operate at high standards. The HR function and the management team enabled the initiative to go forward.

The initiative driven HR function is considered effective in the people management with the subsidiary, offering significant development opportunities and support for people.

The respondents, call for interventions relating to people while planning, implementing and evaluating the status of strategic responses. The finding of positive relationship between HRM and performance emphasizing that people are the strategy and the vital role of people management in the success of an organization has been well established and acknowledged by the study.

The respondents’ perception as to how people are managed and developed is of crucial importance to business performance. Many of them recognized the need to develop a greater awareness and confidence in dealing with wider business issues, as the organization is keen on a more business focused role. Correspondingly, the business agenda of Ushodaya Publications after post Satyam issue has moved away from a pure ownerous focus to emphasizing the importance of all stakeholders.

The HR practices such as competency development and performance management has helped embedding the organization to improve its bottom line.
The respondents also expressed that the organization needs an effective and targeted communication by establishing operating standards.

The HR department of Ushodaya Publications is closely involved, with tangible benefits to the marketing and the group’s cost structure, and demonstrating purposefully by engaging employees contributing to business performance. It is also building a human relations approach in the customer oriented operations of the group where it is almost relevant and visible to colleagues and customers. It also adopted strategic role, both in implementing and developing the internal culture to ensure compliance and communicating the same to all its employees in a manner they are interested.

Adapting to the changing environment, learning from the process and improving as the organization grows, hold the key to success, and this is a crucial contribution which HR has made. The message from the research into the impact of people management on business performance is that managers have to ‘unlock the black box’, by releasing the discretionary behavior of their people. The behavior of front-line managers is critical to the successful implementation of HR policies.

The organization believes that well-motivated employees contribute enormously to the overall success of an organization, and the employees’ perception of being valued adds value to the business. It can also have a direct bottom line benefit by minimum absence from work which, in turn, improves profitability. In the process, the HR function can enhance its reputation and standing within the business, and help reaffirm to its employees long term commitment, based on tangible business benefits.

The organization has a strong people management theme and illustrated the very wide range of people management practices that are relevant in the present day context.

It is interesting to find that the employees never felt the necessity to form a trade union during the last four decades it may be because the management is progressive in its policies and meeting all the legitimate needs of the employees.
An important conclusion from the employees is that HR has key role to play in managing the changes required for healthy growth of the organization. The people management programme is truly successful only with effective people.

It is to be appreciated that the perceptions of the people in the organization are positive. They view that though Ushodaya publications, is by and large, a family runs organization; the management has infused professionalism by delegating powers at different levels. This has led to the growth of commitment of the people involvement and trust, in the organization. Ulrich (1997) formulation discussed in the first chapter seems to hold good in the study when he observed that the organization secures a high profile for HR management by measuring the results of the work of HR professionals in creating value and deliver results.

Given the belief that HR must be aligned with organizational strategies, the scenario represented by the findings is to be applauded. The professional’s academics in the field would do well to emulate the above example, if the profession is keen to add value to the business. Also, it is time for strategists and planners to reflect on the need to improve people in planning and implementation of strategic responses so that the chances of their success are improved.

**Part-D- Suggestions on the study**

**6.11-Suggestions:**

In the final analysis human resource management activities can be better organized and implemented if the top management attaches sufficient importance. The organization, as a family concern, has both advantages as well as disadvantages. It has the necessary resources and flexibility as well as corporate philosophy which help the organization in making it dynamic. Its human resources are in fact an asset to the organization. The infrastructure facilities created by the organization are also quite significant. It is generally observed that the work ethic and culture, employee discipline and efficiency are high in Ushodaya group. The human resources policies and practices have to be strengthened and invigorated to give more inputs. The human resource management functions have developed a
professional approach and are at some points and issues follow ‘low key’ by performing the traditional functions. The employee motivation and morale, the general level of discipline and operational efficiency can be improved appreciably, if the human resource management functions are effectively organized and administered. The organization can become more dynamic and growth oriented once the human resource management function is imparted with professional outlook and adopts a more ‘proactive’ approach.

Part-E- Policy implications and pointer for further studies

6.12- Policy implication:

The media industry like any other is becoming more and more competitive across the world. Global alliances, mergers and acquisitions and shake out at the global level are now common in any industry. As firms get entrenched in the intense competition for the market, they would want continuity and predictability in their operations. There would be an immense need for stability and for creation of high performing teams. For this they need to ensure that they have an underlying code of conduct on the basis of which they will operate. These would constitute the basic guidelines which they would follow to generate trust and have a long lasting relationship with all the actors. Those organizations which would move towards the theory of mutuality and co-dependence would discover the benefits of cooperation and collaboration while creating wealth for the organization and the nation.

6.13- Pointers for further study:

The present enquiry is a case study of Ushodaya Publications and it attempted to cover the contribution of people to organizational sustainability management. The main study is in terms of indicating the gap between what is known and what is unknown. The present study being exploratory seeks to provide the basic infrastructure by providing an understanding of the various functions of human resource management. The study also provides suitable methodological base which will be useful for further research. One important area is contribution of people management. Another important area could be work
culture, motivation and superior subordinate relations. By undertaking such a study appropriate motivational strategies can be evolved, synergetic work culture and cordial superior subordinate relations can also be created.
Reference: