CHAPTER – VII
Summary of Findings, Conclusions and Suggestions
Table 7.1: Summary of Highlights of the HRD Structure and Systems in ECIL

<table>
<thead>
<tr>
<th>HRD Dimension</th>
<th>ECIL's Practices</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Structure</strong></td>
<td>No separate HRD. HRD as part of personnel and administration. Reports to CMD. Top-level person in charge of HR and HRD. Integrates HR and HRD function. No separate HRD managers. Personnel function looks after personnel administration. Training looked after by a separate functionary. Evidently no HRD Audit.</td>
</tr>
<tr>
<td><strong>Performance Appraisal</strong></td>
<td>Annually done. Comprehensive and development oriented.</td>
</tr>
<tr>
<td><strong>Potential Appraisal</strong></td>
<td>No potential appraisal system. Mentioned in the appraisal system, not focused on or given required attention to.</td>
</tr>
<tr>
<td><strong>Feedback and Counselling</strong></td>
<td>Weak system of feedback giving. No counselling. Performance feedback given during review sessions. Counselling weak.</td>
</tr>
<tr>
<td><strong>Career Planning and Development</strong></td>
<td>Policy of career and succession planning documented. Career development encouraged through training only. A well laid-out career planning and promotion policy exists. Career paths identified in a general way.</td>
</tr>
<tr>
<td><strong>Training &amp; Development (T&amp;D)</strong></td>
<td>Continuous throughout the year. Systematic T&amp;D needs identification done annually for functional and managerial skills. T&amp;D needs identified through various sources and means. Short-term training programmes for professional knowledge and on the-job skills. A training centre at one location. In-house and external training programmes. Functional and Developmental training needs discussed in performance review discussion. Technical training highly emphasized, continuous activity, main focus on competency building, high support from top management, post training data collection weak.</td>
</tr>
<tr>
<td><strong>Organisational Development</strong></td>
<td>Culture building: Quality circle, annual day, sports. Sporadic and not given adequate focus in the organisation.</td>
</tr>
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</table>
7.1 Findings about ECIL’s ‘HRD Climate’

➢ The following are the items with respect to which the ‘HRD – Climate’ is moderately positively correlated, i.e. the average item-wise scores are slightly above the overall average of 62%: (1) TG (64%), (2) SEC (63%) (3) SSR (62%) and (4) EDO (62%).

➢ The following are the items with respect to which the ‘HRD – Climate’ is slightly negatively correlated, i.e. the average item-wise scores are slightly below the overall average of 62%: (1) EEI (58%), (2) PP (60%) and (3) TMBHRD (61%)

➢ Overall, four out of seven variables of the ‘HRD – Climate’ are rated more favorably than the mean value of overall ‘HRD – Climate’ by the executives of ECIL, which indicates the strength of HRD practices in ECIL.

➢ Overall, female executives from the junior level relatively felt more about ‘HRD - Climate’ compared to other categories of executives.

➢ Among all the different categories of executives, male executives from the middle level relatively felt less about ‘HRD - Climate’.

➢ It is observed that executives in the junior and middle level have more confidence in the current ‘HRD – Climate’ of ECIL, compared to their seniors, however it is insignificant at $\alpha = 0.05$.

➢ The reason for the above mentioned tendency is perhaps due to the fact that, most of the executives, other than the senior level executives are below the age of 50 years and have another at least 10 more years of service left for them to progress in their career ladder in the backdrop of the prevailing ‘HRD – Climate’ of ECIL.
It is also observed that the female executives expressed more satisfaction about the existing ‘HRD – Climate’ in ECIL, however this difference between male and female executives is also insignificant at $\alpha = 0.05$.

To apply ‘ANOVA – One way classification’, the data related to the mean values of different levels of executives with reference to the seven ‘HRD – Climate’ variables is considered for the purpose of equality in number of observations of the six categories.

At 5 % level of significance, the ANOVA test, based on different categories, accepts the null hypothesis, $H_0$.3.

As such, it is concluded that both male and female executives of ECIL at different levels do not significantly differ in their perceptions about the existence of ‘HRD – Climate’ in ECIL.

The ‘HRD – Climate’ in ECIL stands at 62 % as expressed by the executives of ECIL. ANOVA test results indicate that this opinion is significant at $\alpha = 0.05$.

Almost all the seven items of ‘HRD – Climate’ were found to be moderately strong at 62 %.

The weakest area of HRD of ECIL found to be ‘Employee Encouragement Initiative (EEI)’. The executives felt that, enough encouragement is not given to employees to motivate their initiative.

However, a percentage of 62 about overall ‘HRD – Climate’ in ECIL indicate that, this factor is moderately present and definitely there is a progression in this dimension compared to the past.
It is clear from the data presented in the previous chapter that a good number of the employees who expressed favorably about 'HRD Climate' were having a minimum of bachelor's degree in engineering.

It is observed that the HRD system and competencies are only moderately integrated with other departments in ECIL and especially with line functions.

However, the HRD subsystems of ECIL, especially the training and development system has evolved and matured to a substantial degree. This system of ECIL seems to be development-oriented.

ECIL is covered under ISO certification programmes and giving systematic and high emphasis to training and development activities. However, ECIL is still to graduate from training and development orientation to creation of a learning environment.

The training policy is widely shared and adequate resources are available for training.

However, performance appraisal system is being able to distinguish performers and non-performers and the objectives of the appraisal system are clearly conveyed to all the employees of ECIL.

Employee satisfaction surveys, TQM interventions, total productivity management, team building workshops, visioning exercises, train the trainer programmes, etc. are some of the OD interventions being used by ECIL.

ECIL has not yet established a separate HRD department, exclusively to function as internal change agent or OD facilitator in ECIL. There is no well-articulated HRD philosophy being followed in ECIL. The concern may be there in the minds...
of top management and personnel department but is not yet being translated into action. The existing structures and competencies in ECIL are insufficient for this.

- This survey indicates that the HRD function is not very well structured in ECIL. The function seems to be more convenience-driven rather than systems-driven.

- There does appear a gap between belief and practice, at the top management level, namely, though the top management of ECIL believes that human resources are their most important asset, and yet they do not seem to do much in developing their human resources, except for promotion decisions.

- The employee feedback is not periodically collected to bring improvements in HRD systems.

- ECIL organisation does not seem to be fostering any creativity and encouraging any initiative on the part of the employees to perform their own tasks.

- The performance appraisal system in ECIL is not helping sufficiently the employees of ECIL to discover their potential.

- It is inferred from the responses of ECIL's executives that the appraisal system's data is not properly used as an input for recognition and encouragement of high performers.

- It also appears that, there is no potential appraisal as a separate system in ECIL. May be it is a part of performance appraisal.

- It appears that HRD practices in ECIL are not monitored on continuous basis for enhancing their effectiveness.

- There is no evidence of periodic surveys being conducted in ECIL to measure the employee satisfaction or opinions.
Feedback and counseling system seems to be integrated into performance appraisal and hence diluted. The feedback and review discussions are conducted more as a formality than with a high development orientation.

The following aspects of ‘HRD Climate’ were found to be weak and slightly unfavorable, i.e. the average item-wise scores are slightly below the overall average of 62% and it should be the areas of concern in ECIL:

01. The top management of my organisation goes out of its way to make sure that employees enjoy their work.
02. The top management of this organisation believes that human resources are extremely important resources.
04. The personnel policies in this organisation facilitate employee development.
07. People lacking in competence in doing their job are helped to acquire competence rather than being left unattended.
12. Seniors guide their juniors and prepare them for their future responsibilities / roles they are likely to take up.
13. The top management of this organisation makes efforts to identify and utilise the potential of the employees.
14. Promotion decisions are based on the suitability of the promotee rather than on favoritism.
15. There are mechanisms in this organisation to reward any good work done or any contribution made by employees.
16. When an employee does good work his supervising officers take special care to appreciate it.
17. Performance appraisal reports in our organisation are based on objective assessment and adequate information and not on favoritism.

19. Employees are encouraged to experiment with new methods and try out creative ideas.

28. Employees are not afraid to express or discuss their feelings with their supervisors.

30. Employees are encouraged to take initiative and do things on their own without having to wait for instructions from supervisors.

35. Career opportunities are pointed out to juniors by senior officers in the organisation.

36. The organisation's future plans are made known to the managerial staff to help them develop their juniors and prepare them for future.

37. This organisation ensures employee welfare to such an extent that the employees can save a lot of their mental energy for work purpose.

38. Job rotation in this organisation facilitates employee development.

7.2 Findings about ECIL's 'Role Satisfaction'

- 'Role Satisfaction', a vital factor of employees' individual effectiveness is satisfied through five motivational needs.

- The following are the items with respect to which the 'Role Satisfaction' is positively correlated, i.e. the average item-wise scores are above the overall average of 64%: (1) CL (65%), (2) AC (67%) and (3) EX (68%).

- The following are the items with respect to which the 'Role Satisfaction' is negatively correlated, i.e. the average item-wise scores are below the overall average of 64%: (1) CL (57%), and (2) AF (63%)
Overall, three out of five variables of the 'Role Satisfaction' are rated more favorably than the mean value of overall 'Role Satisfaction' by the executives of ECIL, which indicates the strength of 'Role Satisfaction' in ECIL.

Overall, male executives from the senior level relatively felt more about 'Role Satisfaction' compared to other categories of executives.

Among all the different categories of executives, female executives from the junior level relatively felt less about 'Role Satisfaction'.

It is observed that executives in different levels have more or less same levels of confidence in the 'Role Satisfaction' in ECIL, which is insignificant at $\alpha = 0.05$.

The reason for the above mentioned tendency is perhaps due to the fact that, most of the executives, found reasonably desired levels of satisfaction in their current roles.

It is also observed that the male executives expressed more satisfaction about the 'Role Satisfaction' in ECIL, however this difference between male and female executives is also insignificant at $\alpha = 0.05$.

The 'Role Satisfaction' in ECIL stands at 64% as expressed by the executives of ECIL. ANOVA test results indicate that this opinion is significant at $\alpha = 0.05$.

Almost all the five items of 'Role Satisfaction' were found to be moderately strong at 64%.

The weakest area of 'Role Satisfaction' found to be 'Influence (IN)'. The executives felt that, enough space is not available to the ECIL executives to make an impact on others and an urge to develop people their initiative.
However, a percentage of 64 about overall 'Role Satisfaction' in ECIL indicate that, this factor is moderately strong and definitely there is a progression in this dimension compared to the past studies regarding the same.

Outstanding performance, a function of 'Role Satisfaction' is not properly recognised.

Job rotation is not perfect enough to facilitate employee development and 'Role Satisfaction' in ECIL.

There is no focus on multi-skilling, which leads to role dissatisfaction and hence affects the HRD dimension in general.

The following aspects of 'Role Satisfaction' were found to be weak and should be the areas of concern for ECIL:

- The entire set of questions related to "Affiliation" and "Influence" components of 'Role Satisfaction' with respect to which the 'Role Satisfaction' is slightly unfavorable, i.e. the average item-wise scores are slightly below the overall average of 64%.

7.3 Findings about the Relationship between ECIL's 'HRD Climate' and 'Role Satisfaction'

- The correlation analysis performed to analyse the relationship between 'HRD Climate' and 'Role Satisfaction' reveals that there exists a strong and positive relationship between these two factors of a HRD system.

- The overall mean values of 'HRD Climate' and 'Role Satisfaction' are 62% and 64% respectively and are very close to each other as confirmed by $\chi^2$ - Analysis at 5% level of significance.

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The following aspects of 'HRD Climate' and 'Role Satisfaction' were found to be moderately present in ECIL:

- The average extent of 'HRD Climate' prevalent in ECIL is about 62% and 'Role Satisfaction' is 64% which are rather moderate.

- The 'HRD Climate' in ECIL is open enough for the employees to discuss their feelings with their superiors. This indicates that the ECIL organisation is creating a climate for openness insofar as expression of feelings is concerned.

- Percentages of 62 and 64 respectively about 'HRD Climate' and 'Role Satisfaction'; indicate that the respondent's perceptions about the existing 'HRD Climate' and 'Role Satisfaction' in ECIL are moderate. Nearly 28 per cent of the executives considered them as unsatisfactory and poor. Only 10 per cent of the respondents perceived that they are exceptionally good. Therefore, the perception about 'HRD Climate' and 'Role Satisfaction' by the ECIL officers seems to be generally at a moderate level.

- More than two thirds of the respondents who perceived 'HRD Climate' and 'Role Satisfaction' as poor were found to be employees who are promoted from worker's cadre to officer cadre during their career period in ECIL and most of them are from diploma background in engineering.

- ECIL on the whole has an employee friendly environment across the organisation to a considerable extent.

- Employees are regarded as valuable resources to a moderate extent.

- Clearly laid down career growth plan for each employee and generally almost all the employees have satisfaction for the same.

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7.4 Suggestions

HRD efforts are not likely to succeed unless top management is highly committed to HRD. The chief executive should have a high degree of commitment to HRD and should be willing to communicate it to the employees. Investment in developing people is not likely to give short term and visible results. This is because managers require time to acquire new competencies - specially managerial, human, and conceptual skills. Therefore, the chief executive should indicate his faith in HRD. He should have patience and a sensitivity to notice growth in his employees.

An environment of openness and employee trust is the areas of concern for having the sound ‘HRD Climate’ and ‘Role Satisfaction’. More interaction with the employees through two-way communication process has to be introduced. A two-way communication leads to transparency and thus trust can be established. The top management of ECIL needs to introduce and pursue these exercises vigorously to improve the HRD and ‘Role Satisfaction’ factors.

HRD will help ECIL to increase enabling capabilities by establishing well-articulated HRD philosophy. However, these capabilities should outline: development of human resources in all aspects, organisational health, improvements in problem solving capabilities, diagnostic skills, capabilities to support all the other systems in the company, etc.

A well-articulated HRD philosophy will help individuals to recognise their potential and help them to contribute their best to various organisational roles they are expected to perform. The presence of good potential assessment systems and career development initiatives, will facilitate this requirement.
ECIL's HR policies (Personnel Policies) must concentrate on maximising (more particularly optimizing) individual autonomy through increased responsibility given to ECIL's employees through decentralisation, delegation and participative decision-making.

Balanced adaptation of a competent HRD system to the current ECIL's organisational culture will bring necessary changes in those cultural aspects which require a change through continuous reviews of the HRD function.

The top management of ECIL should be willing to treat their employees as a strategic resource and give HRD the status it deserves.

The top management of ECIL should recognise HRD professionals as competent and strategic partners in their business.

Also people related to HRD in ECIL should learn as much about business as they do about HR systems, change management, and transformational technologies.

HRD professionals in ECIL should continuously enhance their HR competencies to keep pace with the changing environment.

ECIL's HRD professionals' agenda and roles should be redefined to include involvement in business plans, organisational structures, and implementation activities.

The subsystems of HRD in general have a lot of potential for giving competitive advantage through the development of employees and their competencies and hence they should be given proper priority and consideration.

If ECIL want to make an impact, it should enhance the maturity levels of all the HRD subsystems.
In several areas of HRD, ECIL was found to be only moderately strong. In order to correct these shortcomings, innovative HRD practices have to be adopted. A review of HRD policies can be undertaken. Benchmarking of HRD practices with that of ECIL's competitors like BEL and other private sector electronics companies can be undertaken and the best practices can be suitably adopted.

Strengthening of HRD in ECIL need not be done by starting a new HRD department or by having specifically designated HRD managers. HRD function could be handled by personnel, training, and OD managers of ECIL provided:

- these managers are positioned at higher levels in the ECIL's organisational hierarchy.
- they are perceived as broad-based in their function (rather than seen merely as industrial relations people or as trainers or as work-study specialists or organisation and management personnel).
- they are charged with specific responsibility to facilitate and strengthen the HRD function of ECIL.
- they have HRD and process facilitation competencies.
- they have sufficient time to devote for the HRD function in ECIL.
- they are acceptable to line managers in ECIL.
- they have a separately allocated resource (financial and manpower) base available in ECIL.

7.5 Conclusions

As the study is explorative in nature, the analysis of the data was limited to an examination of possible factors and influences that were affecting the respondents at that point of time. No extensive causal analysis such as HRD Climate's or Role
Satisfaction’s influence on productivity or absenteeism, turnover and etc., were conducted.

- The study data was collected on perceived ‘HRD Climate’ and ‘Role Satisfaction’ levels of the respondents, who may be influenced by their own set of environmental factors which are beyond the control of the researcher.

- Overall from this empirical work, it is inferred that ‘HRD Climate’ is a major contributor for the gratification of an employee’s identity and ‘Role Satisfaction’ that influences the motivational needs of the individuals leading to better performances in the organisational setup.

- To conclude, in today’s corporate setting of LPG (Liberalisation, Privatisation and Globalisation) in India, it is very important for any organisation, whether private sector or public sector organisation, to survive in the highly competitive environment. Competencies in the functional areas and business strategies followed can be easily emulated by the competitors. But human resources being the dynamic resources can not be duplicated so easily, which are the major assets of any organisation. These human resources can be strengthened by having a congenial ‘HRD Climate’ in the organisation which also facilitates the ‘Role Satisfaction’ of the individual.

- This study makes an effort to examine the level of presence of ‘HRD Climate’ in a public sector organisation and its implications on another aspect of ‘HRD Climate’, i.e., ‘Role Satisfaction’. In this study only certain potential variables, which are already identified in the previous chapters concerning the ‘HRD Climate’ and ‘Role Satisfaction’. Thus there is a scope for further research in this
area. However, this study contributes to the literature on ‘HRD Climate’ by giving an useful information and direction for the future research.