

## **CHAPTER V**

### **CONCLUSIONS AND SUGGESTIONS**

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- 5.1 HUMAN RESOURCE MANAGEMENT IN THE FACTORY**
- 5.2 RECRUITMENT AND SELECTION OF MANPOWER IN THE FACTORY**
- 5.3 TRAINING AND DEVELOPMENT OF MANPOWER IN THE FACTORY**
- 5.4 PERFORMANCE APPRAISAL OF MANPOWER IN THE FACTORY**

## **CONCLUSIONS:-**

In this chapter on the basis of data collected, analyzed, tabulated, interpreted and conclusions are drawn. This chapter mainly concentrates on conclusion, observation by discussing and analyzing the interpreted data in previous chapter. The researcher has attempted to best of his level to make some concrete and constructive suggestions. So far as manpower, recruitment & selection, training & development and performance appraisal in Sanjivani Sahakari Sakhar Karkahana Limited is concerned.

### **5.1 HUMAN RESOURCE MANAGEMENT IN THE FACTORY**

1. As per time office summary of employees in the factory. There are 199 permanents employees, 6 seasonal employees, 3 probation employees, 7 contract employees, 135 temporary employees and 177 daily wages employees and total employees in all crushing capacity of a factory sanctioned up to 1.48 thousand metric tones.
2. As per standard staffing pattern committee's recommendation the staff recruited is inadequate. There is under staffing the committee recommended 220 permanent employees, 15 seasonal employees, 200 temporary employees and 700 total employees for the factory having 1.48 thousand metric tones capacity.
3. The age of employees in the factory are ranging between 41-50 years. The employees of the factory are well matured and experienced.
4. The gender of the employees is noticed that factory has recruited the male employees more and female employees less. The female employees are recruited only for administrative work

5. The qualification of employees is not up to the mark. Most of employees are only S.S.C/I.T.I passed and few are H.S.C and graduates.
6. If the skill is concerned employees are skilled in their work since workers are working in the factory for many years.
7. Scale of employees in the factory is not up to mark. Since the factory adopted the wage board of Maharashtra Cooperative Sugar Factories. Employees are not satisfied with their scale.
8. Length of the service of employees found ranging between 20-30 years. Since employees of the factory are working for many years.
9. Majority employees are happily married there is no one widower or divorced this is good for mental health and proper industrial psychology. Majority workers are senior and well experienced.

## **5.2 RECRUITMENT AND SELECTION OF MANPOWER IN THE FACTORY**

Recruitment & Selection is a first step of Human Resource Management. Recruitment is a process of getting potential employees willing to apply for a job in to an organization. Its aim is to develop and maintain adequate manpower resource. The selection procedure is concerned with securing relevant information about an applicant

1. The employees are aware about the recruitment procedure of the factory since majority of employees come through different sources of recruitment.
2. The external sources, which the factory is adopted, are Advertising, Recommendation, Employment Exchange, Labour contract and direct recruitment for recruiting the employees.
3. The internal sources, which the factory is adopted, are Promotion, Transfer and Internal notification for recruiting the employees. Internal recruitment is one of the tools of motivation (promotion) as well as punishment (demotion).
4. Recruitment and Selection practices in the factory are found to be traditional. It is only for the post in 'A' grade i.e. M.D, Departmental Heads etc, proper procedures are followed. Advertisement are given, Interviews are conducted where their qualification and the experience of the candidate are taken in to consideration.
5. In case of employees in 'B' and 'C' grade i.e., Clerk, Workers no specific procedure of recruitment and selection is adopted.

6. Recruitment and Selection are made on the basis of personal acquaintance with the Directors and Chairman.

7. The factory generally adopted Formal, Informal, Discussion interviews methods, Panel interview are rarely used. Other methods of interview are ignored.

8. The ability of the employees tested by the factory by using different test. Factory mostly uses 'On the job' and other tests for selection are rarely taken in to consideration.

9. It is noticed that factory conduct the medical and physical examination after selection of employees. 75% of employees said factory conduct medical and physical examination where as 25% of employees said factory does not conduct the medical and physical examination.

10. As per qualification of employees they are not satisfied with the job. 68% of employees responded that they are satisfied with their job where as 32% of employees responded that they are not satisfied with their job.

### **5.3 TRAINING AND DEVELOPMENT OF MANPOWER IN THE FACTORY**

Training is a short-term process utilizing a systematic and organizing procedure by which non-managerial personnel learn technical knowledge and skill for a definite purpose.

Training methods are multifarious in scope and dimension and each is suitable for a particular situations.

1. It is found that after recruitment and selection of factory employees training were given to employees by the factory. The different techniques where used.
2. It is observed that only technical staff in 'A' grade is trained by sending them to training Institutes or in other Cooperative sugar factories of Maharashtra and Karnataka.
3. For the employees in the factory no specific training programmes are arranged they are given job training and inside the factory training only.
4. When the technology is changed or new machinery is installed the concerned manufacturer is asked to give the training of operation of machinery.
5. The duration of the training depends upon the work profile of the employees the training given to employees mainly 2 and 3 months by the factory.
6. It is found that factory has adopted 'on the job' techniques more than the 'off the job' techniques.

7. 'On the job' techniques which the factory uses for employees training are Appointment as assistant, coaching/understudy and rarely other techniques are used.

8. 'Off the job' techniques which the factory uses for employees training are Projection of film; Demonstration and rarely other techniques are used.

9. It is found that training benefits the employees by regular increment, increment in position, increment in scale etc.

10. The impact of training is also observed in the factory. By giving training to employees work speed increased which effect on the efficiency, productivity and profitability of the factory.

## **5.4 PERFORMANCE APPRAISAL OF MANPOWER IN THE FACTORY**

A performance appraisal is a process of evaluating an employee's performance on a job in terms of its requirements. It is a systematic evaluation of workers performance and potential for development. It is a process of estimating or judging the value, excellence, qualities or status of some object, person or thing.

1. It is observed that employees are aware about the performance appraisal system of the factory. But employees are unaware about the procedure and different ways of performance appraisal.

2. It is observed that factory uses more traditional methods of performance appraisal and less modern methods.

3. It is observed that factory adopted only five traditional methods they are Unstructured, Man-to-man comparison, Grading, Field review and confidential report.

4. It is observed that unstructured and Man-to-man comparison methods are used for operational workers and Grading and Ranking method is used for skilled employees, Field review method is used for employees in cane development department and confidential report is used for 'A' grade employees in the factory.

5. Modern methods such as Result oriented and other methods are used for increment of employees in the form of promotions transfers etc.



6. There is no proper documentation available for any of the methods of performance appraisal. The performance appraisal is subjective and not in any way discussed with concerned employees.

7. Performance appraisal in the factory is conducted after 2 yearly in the case of operational workers and in case of 'A' grade employees 3 yearly respectively.

8. It is observed that promotion of employees is made in the basis of seniority, 44% of employees responded where as 56% of employees responded promotion is made on the basis of performance appraisal and efficiency.

9. It is observed that performance appraisal system improves the job performance and there is need of performance appraisal system in the factory.

10. It is also noticed that present performance appraisal system is fair and accurate to measure the performance of employees.

## **SUGGESTIONS:-**

Increase in production, higher profit, modernized machinery and equipments a good status and quality control are the main objectives of the management while better salary and wages, better housing, working conditions, hygienic surrounding, proper ventilation, higher education facilities safety recognition, participation in the working of the factory and sense of belonging to the organizations of the workers.

A proper Coordination of both these would go a long way in achieving the objectives, both of these major constituents of the factory. It would be advisable to suggest a few measures in order to achieve the above-mentioned objectives.

### **5.1 HUMAN RESOURCE MANAGEMENT IN THE FACTORY**

1. The main point is under staffing, as per standard staffing pattern committee the staff is not adequate so the management should increase the staff sufficiently to meet the requirement of the factory and to match the standard staffing pattern committee recommendation.

2. Number of workers is on seasonal basis permanent employees are less so the management should consider the efficient and capable employees to make confirmed this will give employees stability and will fetch good results.

3. If the age is considered majority of employees are matured and experienced but young employees are less so the management should inject young blood in the factory.

4. The factory also recruit the female employees, if they are well qualified and expert in the different technical side. Female candidates also have given the priority in sugar factories.

5 The educational qualification of employees must be graduates for administrative work where as for operational work they must have experience in technical fields.

6. Regarding the skill factory must recruit the employees who have skills in the different technical operations and employees must also show the interest in work to develop the skills.

7. The scale of the employees must be paid fair and accurate. The factory should not adopt the wage board of Maharashtra sugar cooperative factories. The standard of living differs from state to state.

8. As a sugar industry seasonal in nature promotion to the workers is given mainly on the basis of length of their service i.e. seniority along with the seniority if promotion are given on the basis of performance and efficiency, it will help to improve the morale of efficient employees.

## **5.2 RECRUITMENT AND SELECTION OF MANPOWER IN THE FACTORY**

1. The factory should use the proper ways of recruitment so that all the interested candidates will aware about the recruitment procedure.
2. The present recruitment and selection procedure adopted by the factory in respect of 'A' grade employees is suggested to be continued in future also as it is found to be proper.
3. Factory may recruit 'B' and 'C' grade employees on the basis of qualification, skill, and abilities of a person rather than personal acquaintance with directors and chairman.
4. For the purpose of external source advertisement in local newspaper can be a good source in respect of blue-collar workers and clerical employees, technical employees and lower level administrative employees.
5. Regarding the internal source of recruitment the employees must be recruited on the basis of performance and efficiency it will help to improve the productivity and profitability of the factory.
6. To acquire a 'right person for right job' factory may select each and every candidate through interview. The interview should be well planned and there must be experts committee for selection of candidates.
7. Factory should focus on the entire selection test so that ability of the candidate can be tested for different situations.
8. After selection of the candidate factory must conduct medical and physical examination of all the employees to avoid the future accidents.

### **5.3 TRAINING AND DEVELOPMENT OF MANPOWER IN THE FACTORY**

1. In the factory at present there is no formal training system for 'B' and 'C' grade employees only on the job training is given therefore it is suggested appropriate training must be provided to employees.
2. The factory must focus inside the factory training. It should include proper handling of machinery, proper handling of materials etc to shop floor employees for industrial safety.
3. Computer training programme may be organized for the clerical staff. It is also suggested that the present training practice i.e. on the job training and inside the factory training should be continued in future.
4. The duration of training should be 5 to 6 months so that the employees will get confidence in their work and also speed of the work will increase.
5. The factory may also use off the job techniques so that employees will get the idea of operation and will be able to avoid the risk and uncertainties.
6. The factory must focus on every 'on the job techniques rather than focusing on Coaching/understudy and Appointment as assistant, other techniques are also effective.
7. It is suggested that training will benefit not only by regular increment but also by special increment, with high grade so that it will increase the employee morale.

8. It is suggested that factory must provide proper training to all employees to reduce the wastage of raw material and to avoid the breakages of equipments.

9. It is suggested that the employees should be given the training regarding the safety measures and the first aids.

10. It is suggested the contents of the training should be formed properly which will be easy to understand the employees.

## **5.4 PERFORMANCE APPRAISAL OF MANPOWER IN THE FACTORY**

1. The procedure and the different ways of performance appraisal should be discussed with the employees.
2. Factory should use both the method of performance appraisal traditional methods as well as modern methods.
3. The performance appraisal system should be applied for all types of employees.
4. The factory should maintain the documents about performance appraisal.
5. The performance appraisal needs to be made known to the employees so that they come to know how their performance is evaluated.
6. The performance appraisal of the employees should be continued yearly so that employees will get opportunity to improve their quality of work.
7. The increment such as promotion, higher position, transfer etc. should be made on performance appraisal basis and not on seniority basis.
8. The factory should adopt the proper ways of performance appraisal. The employees must be given the proper reward for their performance to avoid the grievances and disputes.
9. It is suggested present performance appraisal system is fair and accurate. It should be continued in future.
10. It is also suggested proper evaluation of employees will increase in productivity and profitability of the factory.