
**CHAPTER FIVE
CONCLUSIONS AND SUGGESTIONS**

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In this Chapter, various conclusions are drawn on the basis of the data tabulated and analysed in the previous Chapter. In the light of these conclusions drawn, a few suggestions are also made, which need to be taken into consideration by the engineering units in Kolhapur as these would improve the efficiency of the organization, as a whole.

5.1 CONCLUSIONS:

The present study reflects that in 35 per cent of the units surveyed, the following aspects seem to be unsatisfactory, such as lack of adequate space at the workplace for easy movements of the employees. The tools and equipments provided to the employees at their workplace were not in a good condition. Safety precautions and measures are also not taken care of to protect the employees while performing their jobs. The employees of these organizations felt a lack of job assurance, as well as they were improperly instructed and informed to do their jobs in the right manner. The employees strongly felt that, whatever doubts and difficulties they have, are not being solved or answered properly and honestly by their supervisors. The study also reveals that the supervisors in these organizations do lack technical qualification.

The 40 to 50 per cent of the organizations studied

highlight the lack of non-job related facilities such as parking lots, restrooms, etc. The employees in these organizations responded that the management puts unnecessary pressure for getting the work done, while the same number is unaware of the layoff procedures. The remuneration paid to them does not seem to be fair in relation to the output they give, by which the goals of these employees are not accomplished. With regard to the provision of holidays and sick-leave also, the employees are not satisfied. In terms of the decision-making process, the employees' involvement is not taken into consideration, The job satisfaction rate is found to be very low among the employees. Informal discussions and interviews with the managers and/or owners brought to the surface the lack of ability or organize and get the work done from the employees by the supervisors. At the same time, it was admitted by them that the training in human relations is not imparted to the supervisors.

The study shows the following aspects in 60 to 70 per cent of the organizations. In planning and organizing all the business activities, the involvement of the employees is not at all taken into account. The management expects the employees to carry out their job jointly, as a team or group, to produce quality goods as well as more quantity of goods, but the survey indicates the absence of encouragement to the employees for improvement in quality and quantity.

It was found that in 70 to 80 per cent organizations, the management had set certain norms and a given-pace to work on the job, which needs to be followed by the employees. In this connection, the employees are neither allowed to set their own pace on the job nor to adopt any flexibility in their work methods. Similarly, in these organizations, the employees are not free to make constructive criticism with regard to the modus operandi.

Finally, in 80 to 100 per cent of the organizations, the employees are ignorant about the organization's objectives and policies. This indicates a lack of proper communication. In cent per cent organizations, the management has not felt the need of communicating or informing the employees, through some channel, the financial status of their unit.

5.2 SUGGESTIONS:

Science and technology have placed many new and sophisticated tools at management's disposal. A basic management problem, however, is of human relations - helping people work effectively towards organizational goals. Effective direction of the activities of an organization requires sound guidelines or basic reference information for decision-making. This can be achieved through soundly conceived and developed policies. All the organizations, irrespective of their size, however, must have a framework of policies, written or understood, if it is to continue to function, satisfactorily, when

the owner or the departmental head is absent. The policies laid down by the management should guide the organization's managers or supervisors in a continuing and consistent pattern, of decisions and direction of thought.

In order to get the results through people, the managements of various organizations should try to form a group of people who will function effectively as a team, by properly organizing, directing and motivating them. This team can become a dynamic organization, if authority for decision-making is intelligently decentralized and delegated to the lowest appropriate supervisory level in the organization. Every decision must be made at the lowest possible level where that particular decision can be made intelligently. Responsibility must be transferred when authority is delegated.

To have an effective industrial organization, one should see that an organization contains an integrated and coordinated collection of small teams. Each small team should consist of a group of workers and their leader. The leader should be designated as a foreman, supervisor, section head or any one else, at the first level of management. He, in turn, should be the part of another team, i.e. persons at the same level of authority who is responsible to the next level of management. The persons appointed to each supervisory level should command the respect of their associates and subordinates, by which the organization can achieve maximum

effectiveness. To get the above objective fulfilled, the management should see that the persons appointed at supervisory level possess adequate work-knowledge as well as they are exposed to training programmes dealing with the human relations management aspect. The management should give equal importance to and see that the relationships within each team possess mutual confidence and respect; equally important, freedom should be given to discuss any member's problem based on the will to work together.

One of the important suggestions the management should take into consideration is the communications part. The management should see that the organization's objectives and the plans for achieving them and their progress are made known to those for whom such a knowledge will be of value. The management should further see that a proper climate is established, which provides easy and natural paths for communication within the organization and from the organization, to the others outside of it. In all the organizations, the organization chart should be displayed, showing the paths of authority. The management should consistently try to provide broadest possible freedom of communication, both within and outside the organization, which should encourage a direct contact between persons with a common interest rather than have their interchange of information go through any third person. This would speed the communication and improve the accuracy of transmission. Another common medium of

communication to receive or to give information, is through meetings. So, the management should think of conducting meetings at frequent intervals. One should see that each person attending the meeting knows, why he is there and what is expected of him? While conducting the meetings, care should be taken to start the meeting on scheduled time, to be held to a planned agenda, and constitutes of only those who need to attend. To keep the employees informed with day-to-day changes or to keep them informed about the happenings in the organization, use of notice-boards, circular letters, personal letters, etc., should be made of. Communication must be upward as well as downward. It must be information-getting as well as information-giving.

To make the organization function smoothly and to achieve the goals, the management should see that effective supervision takes place. This supervisory management should be distinctly a part of management. The supervisor should translate plans into action. Their job should not only be to get things done but to get things done willingly and harmoniously through employees. The supervisor must inform his workers to mould their attitudes and apply their skills to produce good services. To achieve the above objective, the management should see that the supervisor is regarded as a key-man in the management. To reinforce the things, the management should pay equal attention to create a favourable work climate, which can secure acceptance of his authority,

voluntarily from his people, so that obedience and loyalty can be easily secured from the workers. At the same time, consideration should be given to see that the supervisor becomes a specialist in human relations, by giving him proper training in this area; at the same time, it should be seen that the supervisor possess sufficient knowledge and information to understand any technical problem quickly and devise the best workable solution. While implementing the above facts, it should be seen that the supervisor is deeply interested in the development of human resources, where he should give equal emphasis on his personal growth as well as on the growth of his subordinates.

Lastly, it would be suggested that whenever the material, the machine and the man meet to make the product, so that the cost of goods sold must be competitive, the manufacturing management techniques should be adopted properly. To do so, a successful manufacturing set up with clear condition is the need of the hour. The condition should be with regard to the design of the product; the development of the process; the design of machines, tools and apparatus; the procurement and management of the materials; and procurement and training of production workers. While undertaking co-ordinated effort, the management should also keep in view the development of safe working conditions. In this development, the principle objective should be the elimination of bottlenecks, stress, strains and psychological barriers that interfere with the free

flow of work. Supervisors and safety personnel must give attention to many aspects of work environment, including machine design, guarding the machines, personal protective equipment, plant-layout, lighting, ventilation, dust and fume removal, and noise reduction. It should also be recognized that safety rules and the observance of such rules are a necessary part of any successful safety programs.

In conclusion, the above suggested measures should be considered by the management and to see that the employees working in the organization are kept satisfied by adequate economic rewards having taken the account of their performance. Hard-working and efficient employees should be compensated properly, as they deserve rather than what they desire.

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