

CHAPTER - V
CONCLUSIONS AND SUGGESTIONS

5.1 CONCLUSIONS:

During informal discussions with the employees and the manager, the following issues were brought to the notice.

One the issues is concerned with the wages and salaries received by the employees. Majority of the employees are dis-satisfied with their monthly emoluments. There is mainly because employees believe that their salaries are not commensurate with the cost of living; and also that the cost of living is increasing at a faster rate than the increase in their monthly incomes. In short, their real wages are falling.

Another issue is concerned with the lack of welfare facilities. It is observed that the canteen facilities are inadequate. Considering the real income, prohibitive rents of houses and increasing educational expenses, the employees are desirous of getting some form of educational facilities for their wards.

The problem of promotions was also brought to the notice. The promotion policy adopted by the head-office has led to total frustration and disgust as far as the employees are concerned. More than 90% of the employees have very specifically mentioned that seniority or merit consideration are totally neglected and the promotions take place only on what

can be termed as the basis of favouritism and nepotism.

The branch manager pointed out the grim problem about marketing the finished product. Taking into consideration the pricing policy adopted as per the directives of the head-office, we find the profits to be very marginal. As the competition is very severe and the profit margin is low, without any promotional measures for the Bull-brand (i.e. Sangh's trademark) utensils, the situation cannot improve. This, according to the Manager, is because the awareness among the consumers is very negligible. The manager reported that they do not follow any scientific approach to forecast the sales. At present, the forecasting is done on the basis of past experience judgment and intuition. Similarly, the branch manager admitted that the competition in this field is becoming very keen. The existing as well as the new entrants are adopting various selling tactics to increase their sales.

The organization utilizes 62 per cent of the installed capacity by manufacturing various types of domestic aluminium utensils. During the discussion, a number of production problems faced by this organization were highlighted. One of the more severe problems is that of raw material shortage (as the raw material is made available through the Government). It is reported that the necessary governmental agency takes a long time to release one order of a specified quota. In order to keep the flow of raw material continuous; the orders are placed three to four years in advance. Other problems confronting this

unit having a bearing on the capacity utilization were frequent power-cuts and the high rate of absenteeism.

5.2 SUGGESTIONS:

As majority of the policy decisions are taken by the head-office (i.e.Sangh), the suggestions would be more or less directed to the Sangh.

Taking into consideration the problems identified in the earlier discussion, the following measures are suggested in order to enhance the organization's efficiency.

One of the top priority recommendations would be in respect of the wages and salaries paid to the employees. The Sangh should, therefore, give a serious thought to revising the present wages and salary. In this connection, some criterion should be fixed on the basis of which the hike in the remuneration should take place. For instance, the job analysis should be done and then considering the inflation rate and the standard of living, the salary of a particular worker should be revised.

The study has also revealed lack of various welfare facilities. Majority of the employees have expressed their inability to match the expenses with their earnings due to alround inflationary situation, which has led to a sort of low morale among the employees, resulting into lack of interest in their jobs. To boost the morale of the employees, some

welfare facilities should be provided, such as, free schooling and medical facilities, be provided to the children and family members of the employees.

It is quite obvious from the survey findings that the promotion policy adopted by the Sangh is unfair. A positive policy orientation is strongly recommended, considering the long term perspective and the survival of the organization. It is high time that the hardworking and sincere employees are kept satisfied. To achieve this objective, the deserving and not the desiring employees should be promoted and fairly rewarded for the hard efforts put in by them. Promotions on the basis of seniority, qualification, past working record, etc., would definitely create a goodwill about the organization in the minds of the employees.

Due to the increasing competition, it is very essential to undertake marketing research activity to study and keep abreast with the changing environment. Basically, market research should be done to study the consumers' buying behaviour, buying motives, etc., so that the management will be provided with factual information. This would help the management to take appropriate marketing decisions and actions. Thus, it will form a well organized and efficient working organization. The adoption of the marketing concept would profoundly affect the Sangh's operations, the impact of which would be visible at every level. To achieve this objective, planning is one of the essentials of the marketing concept, which needs to be considered immediately.
