

CHAPTER V
CONCLUSIONS, FINDINGS AND SUGGESTIONS.

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Conclusions: -

In the present study, the researcher made an attempt to study Human Resources Management Policies and Practices at Indian Aluminium Company Ltd., Belgaum. (Karnataka State). The main force behind the success of any organisation is the human factor. The other factors like materials, machinery, money and methods, can be used more productively provided they are handled by efficient labour force. It is rightly stated that Indian labour is proficient rather than efficient compared to Japanese experience. In other words, if the labour force is developed by proper selection, training, education and development facilities, then definitely the work force becomes a productive asset to the organisation.

The experience of INDAL has amply demonstrated the performance in production of alumina and aluminium has shown the perfect co-relation between labour efficiency and output at reasonable cost. The availability of electricity at the required quantity has been responsible for the stoppage of the production of alumina (metal) in required quantity and for which the labour required is no where concerned with and it is the problem of management. This is because the electricity cost is nearly 50% of the total cost of metal production and in this connection the management should dialogue with government of Karnataka or any other organisation supplying the electricity.

Contradicts to Rationality of Study
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Having confined to Belgaum work unit of INDAL has revealed the common and basic factor that the management giving importance to human factor can achieve the goals targeted, the same may be extended to other organisation.

Under Voluntary Retirement Scheme (VRS) in INDAL at Belgaum works, about 300 employees took VRS majority of which (i.e. 90%) in the category of workers. This does not have bearing on Human Resources Management because it is the retrenchment with full compensation in order to

introduce economic measures and in future by recruiting the more efficient personnel under the changed circumstance with the introduction of computer system and latest technology in aluminium production.

9

In particular the researcher has the following conclusions on the various aspects of Human Resources Management Policies:

1] Human Resources Management Policies:

Human Resources Management Policy provides the guidelines regarding the organisations intention in recruiting, selecting, promoting, developing, motivating and directing people working in the organisation. The coverage of Human Resources Management policy may vary from organisation to organisation, with its own management structure, attitudes and ideas of the top management.

} Theory

INDAL has given due importance to the human factor and its overall development by which both the employer and employee will benefit.

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2] Recruitment and Selection:

The first stage in the hiring process is that of recruitment, which aims at attracting suitable personnel towards the organisation. The selection process cannot be put into operation until suitable candidates are attracted.

At INDAL, the managerial positions are filled up from the central office keeping in mind the overall objectives of INDAL units, but at the workers level recruitment is made at the plant level itself giving preference to casual labours, nominees of land givers and the contract labours who have put more than 5 years of service. The middle level management personnel are recruited from professional graduates in the fields of production, finance, material management, human resources management etc.

INDAL's selection procedure is scientific one i.e. selecting right men for the right job.

| ② how?

3] Training and Development:

The importance of human resource management to a large extent depends on human resource development. Training and Development are the most important techniques of human resource development. No organisation can get a candidate who exactly matches with the job and the organisation requirements, hence training is important to develop the employees and make him suitable to the job.

INDAL gives more attention, with regard to training and development, it has devised number of training programmes at the worker level such as induction, orientation and refresher, skill updating, safety working and attitudinal change training programmes.

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4] Absenteeism:

In every organisation there is certain amount of absenteeism due to one or the other reasons and INDAL is not the exception to this phenomena, but the rate of absenteeism is negligible. It is worth mentioning that family counselling and rehabilitation centre for negative attitude people has brought down the absenteeism to the tolerable minimum. The granting that of 2day leave without medical certificate requires rethinking, as it is misuse by the workers.

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There is a need to make through investigation in case of workers between the age group of 51years to 58years having health problems while working in the production department during nightshifts where the rate of absenteeism is at around 10%.

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Findings of the Study:

During the course of the study the researcher found the following main facts related to Human Resources Management Policies and Practices at INDAL.

1. INDAL under study had a separate Human Resources Management department for dealing with personnel functions.
2. It was observed that Human Resources Management Policy in its true sense was existent in the INDAL.
3. It was observed by the researcher that by the end of 2005 majority of employees will ^{be} retired, but INDAL has not given any attention to the human resources planning.
4. Recruitment of managers and officers is centralised at INDAL.
5. It was found by the researcher that 40% of the employees at INDAL fall in the age group of 50 and above.
6. For the recruitment of managers and officers, Newspaper advertisement and campus recruitment were the main sources.
7. Direct applications as INDAL not at all considered a source of recruitment.
8. Employment exchange was considered as a important source of recruitment for worker category.
9. With the help of survey conducted the researcher found that most of the workers were nominees of land givers.
10. For recruitment of sub-ordinate staff [i.e. peon's etc.] existing casual employees and employment exchange were preferred by INDAL.
12. Relative influence and management recommendations are not popular sources of recruitment.
12. Promotion to existing eligible employees was used by INDAL for recruitment of employees.

13. INDAL's selection procedure is scientific one but the latest technique of attitude and psychological tests had not yet founded a place in the selection procedure of INDAL.
14. Recruitment policy of INDAL states that preference will be given to the contract labours already working with the company for more than five years, but the researcher finds that contract labour who have put more than twenty years of services have not been appointed on permanent basis.
15. Survey conducted reveals that Managers and Officers were aware of INDAL's recruitment and selection policies, but majority of the workers where not aware of these policies because most of the employees were the nominees of the land giver.
16. INDAL has a clear cut planning with regards to training of its employees.
17. The survey reveals that INDAL there is very little or absolutely no participation by the workers in determining these training needs. The belief is that the evaluator knows the deficiencies that exist in an individual skill.
18. Training needs for the workers/operators are mostly determined though the skill matrix.
19. With the help of the survey conducted the researcher found that on the job training method was considered as the most suitable method of training by workers.
20. With the help of survey conducted the researcher found that on the job training was supplemented with videotapes of the operators and the areas where faults are likely to occur are shows to them, they will almost certainly remember better.
21. The survey showed that the workers appreciated the idea of the job rotation, but few workers disagreed with the idea of job rotation, they felt that the specialist was losing their place (in production department).
22. The workers did not appreciate the working instruction/lectures as a method of training, because of lack of understanding, interest and lack of retention because many subjects are covered at a time.

could have examined in detail

23. It is observed by the researcher that the specific training need is derived out of the skill matrix is not reordered anywhere, the need for training and improvement is left to the discretion of the concerned supervisor.
24. With the help of personnel records of INDAL, the researcher finds that the absenteeism at INDAL is specially in production department where the workers falls in the age group of 51 – 58 years of age which leads to prolonged health problems.
25. The granting of two days leave without Medical Certificate to the workers is another important cause of absenteeism at INDAL.

Suggestions:

Keeping in view the above findings relating to the study, the following measures are suggested which would go a long way to improve the human resource practices at INDAL.

1. INDAL should give more attention to the formulation of manpower planning at the Belgaum plant.
2. The employees of INDAL at Belgaum should be recruited and selected at the unit level itself under the broad guidelines of the central office because these leads to better understanding between the management and employees while working if recruited locally.
3. INDAL should infuse some new blood in the organisation at a higher level rather than promoting the employees within the organisation itself.
4. Belgaum is well known for the **Quality Education System**. There are well established engineering and management colleges at Belgaum, therefore INDAL should recruit the people from Belgaum institutions as well for technical and managerial post, in addition to recruiting the people from IIT's & IIM's which it does already. This will increase the rapport between the community and organisation.
5. INDAL should adopt the latest techniques of attitude and psychological test while selecting the employees.

6. Since there is cordial relationship between workers and supervisors the workers can bring their training needs if any, to the notice of the supervisors.
7. Workers should be encouraged to participate in determining their training needs. It can be done ideally through the performance appraisal chart.
8. A committee can be set up with head operators from different departments who can discussed the individual training needs and clubbed them together.
9. A brief report of the training that has been imparted may be kept as a record.
10. Videotapes may be used in addition to On-the job training for training on safe operations on machines, induction and orientation training process operation.
11. Computer simulation can be used as efficient method of imparting training in the near future. Training process and control operations may be carried out using this method.
12. In the production department there are number of occupational hazards for workers those who fall in the age group of 51 to 58 years of age and therefore there is a need to make a policy to keep the workforce up to age of 50 years in the production department.
13. The present scheme of granting 2 days leave without medical certificate should be discontinued as workers are taking undue advantage of it.

Scope for further research:

During the course of study, it was found that there is a vast scope for research on various aspects of human resource management at INDAL. In view of industrial importance of INDAL and the expected future changes in both working and competitive environment, therefore researcher would like to suggest the following areas for further research.

1. A study on effect of Human Resources Management Policies on the behaviour of employees at INDAL.
2. The impact of social and cultural environment on management and the union system and their relevance to policy formulation, practices and leadership.
3. A study on wage and salary administration at INDAL, with specific reference to employees satisfaction.
4. A study of relationship between job satisfaction and performance appraisal
5. Impact of decentralised method of recruitment and selection at every plant at INDAL.
6. A study on workers participation in management and quality of worklife.
7. A detail study on effectiveness of training and development programme.
8. A study on legislative aspects of the grievance redressal procedure in INDAL.
9. A study on importance and role of trade union at INDAL.