

CHAPTER:-5.

OBSERVATIONS, FINDINGS AND SUGGESTIONS

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CHAPTER- 5

OBSERVATIONS, FINDINGS AND SUGGESTIONS

In the present study, an attempt is made to review personnel policies and practices in the Pudhari Publication Pvt. Ltd. at Kolhapur.

Paper industries are differing from other types of industries in respect of their ideology, objectives and management. There is a deep relation between industry and public. The progress of these paper industries (Pudhari, Sakal, Lokmat, Tarun Bharat, Punya Nagari, etc.) totally depends on the public and ultimately development of persons working within the organization depends upon development of on economic growth of that particular industry or organization.

Profile of Pudhari organization:-

The 'Pudhari' is one of the oldest and popular newspaper in Maharashtra which head office placed at 2318, 'C' Ward, Bhausinghji Road, Kolhapur-2. Pudhari has highest circulation in Western Maharashtra, Konkan, North Karnataka and Goa. From 1937 upto today Pudhari has grown strength to strength. Ultimately there has been growth in number of employees. Today totally 964 employees are working under one roof.

Personnel strength:-

Pudhari Organization under study have been employed a very large number of personnel at various levels of their organization. The current employees' strength is 964. It includes daily contract base employees, yearly contract base employees, permanent base employees and temporary base employees.

Out of the total staff 10% is considered as the sample number based on systematic stratified random sampling method so as to make the sample truly representative of all the categories and departments. Further the sample is raised from 96 to 100 so as to make it an even number and to facilitate for calculations.

Personnel policy:-

In the Pudhari Organization under study it was observed that.

- a) In Pudhari origination under study, personnel policy in its true sense was non-existent. Without sound personnel policy, there was no manpower planning and decision making.
- b) There was no formal written personnel policy.
- c) Majority of employees were not aware with personnel policy of their organization either due to non-existence or non-communication of policies.
- d) Employees' satisfaction was found to differ with different aspects of personnel policies.

Recruitment, Selection and Placement:-

It revealed that-

- (a) Manpower planning had not received due attention in the Pudhari organization inspite of the expansion of business and diversification.
- (b) External source was predominantly used for recruiting staff.
- (c) Recruitment through internal sources had not much of ground in Pudhari organization.
- (d) Newspaper Advertisement was main source of recruitment.
- (e) Majority of Pudhari organization was used prescribed application forms.
- (f) Due attention was given for proper placement of newly appointed employees.
- (g) Managerial personnel and subordinate staff were most satisfied with selection policy.

Training, Promotion and Transfer:

The Pudhari organization made transfers of employees mostly for organizational need and rarely at employees' request. There were two types of transfers in Pudhari organization i.e. inter departmental transfer and branch transfer. However branch transfer method was important in Pudhari organization.

- a) Pudhari organization under study had not clear cut policy of training.

- b) No separate training center was established to cater the training needs of the organization.
- c) On the job training method was mostly used by Pudhari organization under study.
- d) Training for subordinate staff was totally neglected by Pudhari organization under study.
- e) Pudhari organization had not given due attention for the development of clerical personnel.
- f) No single criteria were followed by Pudhari organization for employees' promotion.
- g) Seniority, merit and efficiency were three principal criteria for promotion.
- h) Majority of employees were unfamiliar with promotion policy of Pudhari organization.
- i) Most of the transfers were done for the need of organization and employees request were rarely considered.

Wage and salary:-

It had been observed that Pudhari organization under study was provided fair salaries to their employees. The existing pay scales were fair as per nature of work.

- (a) In Pudhari organization pay scales were vary from employee's post to another employee's post.
- (b) Most of managers and subordinate staff were satisfied with existing wage and salary policy but clerical staff or officers were dissatisfied with existing wage and salary policy.
- (c) Methods of paying D.A. were not varied.

Employee benefits and services:-

In Pudhari organization the employees were getting very few benefits and services, it was observed that

- a) All employees were not brought under the employees benefits.
- b) The permanent employees only entitled to get benefits and services.
- c) Pudhari organization was paying bonus at the rate of 8.33%.
- d) Pudhari organization was providing uniforms to fourth class (guards, helpers, press workers, etc.) employees only.
- e) The Pudhari organization was not providing housing, education facilities to the employees.
- f) The employees who were working at machinery were provided medical facilities, if necessary.

Findings of the study:-

During the course of the study, researcher found the following main facts related to personnel policies and practices in Pudhari organization.

- a) Pudhari under study had a separate personnel department for dealing with personnel functions.
- b) It was observed that personnel policies in its true sense were non-existent in the Pudhari organization..
- c) Majority of respondents were satisfied with various elements of personnel policies.

- d) Regarding recruitment of employees, newspaper advertisement was main source of recruitment.
- e) On the job training method was used by Pudhari organization. No other specific training method was found to be devised for training.
- f) Seniority, merit and efficiency were main criteria for promotion.
- g) Most employees were transferred as per the convenience of the management and other policy like transfer at employees request was rarely considered.

Suggestions:-

The following suggestions are emerged from the main findings of the study

- a) The H.R. department of Daily Pudhari Organization should look after the aspects relating to personnel policies more seriously.
- b) There should be written personnel policies related to recruitment and these policies must be well informed to all employees of the organization.
- c) Pudhari organization should give due attention to the formulation of manpower planning.
- d) As far as possible, all possible sources of recruitment should be used for getting good personnel.
- e) In addition to formal interview, latest aptitude and psychological tests, logical tests must be used for selecting the candidates.
- f) A detailed induction programme should be worked out and strictly followed. The new employees should

be given all necessary information about organization through well designed induction training.

- g) There should be balance between internal and external sources of recruitment and possibilities of internal recruitment should be clearly explained to all employees.
- h) A separate other training methods should be used to give training to employees.
- i) Pudhari organization should have a systematic programme for on the job training to employees.
- j) Training facilities must be provided to train subordinate staff.
- k) Scientific job evaluation technique should be undertaken to determine appropriate wage differentials between various jobs.
- l) It has been observed that all workers in a press department seen working without safety, following points can help them to take precaution while working on the Machines they have to use proper safety equipments e.g. Mask, Hand-gloves, Goggles, Safety Shoes, etc.
- m) Fire Extinguisher should be in proper working condition so that it can be used in case of emergency which I believe that it is very much required for newspaper industry.

Scope for further research:-

During the course of the study, it was found that there is vast scope for research on human problems in paper

industries, because personnel management is a vital area of concern but has not received the attention it deserves either from the government or by the industries. Personnel management has been neglected field until recently in industrial sector. It has been rightly observed that manpower planning has not received due attention in the industrial sector inspite of the expansion of business and diversification of economic activities. Moreover, whatever research studies carried out on personnel management in the Pudhari organization is of a general nature. Therefore researcher wants to suggest the following areas for further research.

- a) A study of effect of personnel policies on the behaviour of the employees in paper industries.
- b) A comparative study of wage and salary administration in the paper industries and other type of industries.
- c) A study of the low salaries and fringe benefits on the efficiency and morale of the employees of paper industries.
- d) A comparative study of performance appraisal in paper industries and other type of industries.
- e) A study of relationship between job satisfaction and performance of the employees.
- f) A study of safety measures which can be provided at work place.

Thus in the course of the study, it was found that majority Pudhari organization did not maintain required

personnel records and consequently, non availability of secondary data limited the scope of inquiry in regard to certain aspects of the study. It is, therefore, suggested that Pudhari organization must prepare and preserve necessary personnel information and made available for further research in various aspects of personnel management in Pudhari organization.