

CHAPTER-7CONCLUSION AND SUGGESTIONSSECTION I

Human resources are the catalyst in a productive organisation. For a long time much attention was paid to the study of inanimate factors of production, however, of late, having realised the importance of employees in the growth and success of the organisation personnel policies are given a place of pride. Human resources are the backbone of economic activity.

Manpower planning is the systematic and scientific study of requirements of skills in present and in future and methods and ways of meeting these requirements. An organisation needs skills of various types and over the period of time with change in technology skills also change. Therefore it is necessary for the management to have a blue print as to which skill will it need at what time. This becomes helpful in selection of appropriate candidates. So in the process of manpower planning first an inventory is taken of skills available with the organisation, considering the goals objectives of the organisation skill demand is forecasted; and employment programme and manpower development programme are prepared.

The personnel department first analyses the job by assessing the tasks, duties and responsibilities of the job and necessary qualifications needed to perform the job adequately. Job activities are described on the basis of job

analysis, so that major responsibilities of the job can be fixed. An advertisement is exhibited describing the job and requirements to get qualified persons.

The objective of advertisement, by whichever means may be, is to discover potential applicants for actual or potential vacancies in the organisation. Such persons may be available within the organisation or without. Process of recruitment begins with job analysis. Getting the skills required depends upon how seriously and systematically job is analysed.

It is very necessary to choose right candidate from the helps of applications received in response to advertisement. It is very difficult to select a person with required skills, desired attitude and expected optitude from the unknown people whom the organisation meets for the first time. That is why utmost efforts are made to get all sided information of the candidate by having a series of interviews tests group discussions. In each successive stage candidates are shortlisted and only those are included in the next step of screening.

Depending upon the nature and level of position to be filled in various selection techniques are used singly or jointly. In case of shop floor selection together with written test, candidates have to undergo on exacting trade test and a general interview. In selecting administrative staff emphasis is on discovering his general knowledge, standard of drafting, skill of accounting and/or typing. So an objective type written tests and partly structured interview are sufficient. In selecting

middle level management staff, greater emphasis is on his organisational and communication skills, aptitude and attitude. That is why group discussion, structured interview, role playing case study are given emphasis.

It is necessary to fit in the selected candidate in the organisational hierarchy. That is why candidates are imparted training. Training is to transmit the art of doing a job. There are various methods of training which are employed singly or jointly depending upon the nature of job the trainee is required to perform on placement. Timespan of training also varies with the contents and skills that are to be imparted. On successful completion of training the trainee is positioned substantially.

Wherever, vacancies occur in the hierarchy, usually are filled in internally by promoting the employees, promotion involves reassignment of an employee to a position having higher pay, increased responsibilities demanding more involvement. Employees are promoted usually on the basis of performance, seniority and qualifications.

It is quite natural that some mistakes take place when the employee is discharging his duties. Such mistakes may be done inadvertently or advertantly should be dealt with appropriately to avoid recurrence and spread.

Hindustan Latex Limited is a public sector company wholly owned by the Government of India. It is a premier organisation in production of contraceptives and therefore holds unique position in the economy. Though its paid up

capital has remained constant, the management have accumulated substantial amounts of reserve reducing the dependence on external sources of finance. HLL has a good financial record. The Company produces condoms and have added to products and diversified its activities from condoms to pills. Sales of the company exhibit an impressive record. It has been exporting substantially. HLL has a pleasant personnel policy providing greatest umbrella of protection to the employees. It has a simple organisation and provides a few facilities to the employees.

The study is primarily based on primary data collected through personal interviews though a few facts were collected from the records of the company. A twenty percent stratified purposive sample was taken of 340 employees.

In HLL vacancies below the salary of Rs. 2,500/- p.m. are filled through employment exchange. They are required to face an interview where questions of general character and also pertaining to trade are put. The land on which buildings of the company stand is acquired from landholders. These land losers are given employment in the company on priority basis. Local candidates are given preference.

Vacancies carrying salary above Rs. 2,500/- p.m. are filled in by advertisement inserted in news papers. The candidates are given a test and an interview. Successful candidates are appointed on probation. Employees seemed to be

satisfied about the recruitment procedure and there appeared to be no malpractices. There are a few suggestions put forth by the employees for improving recruitment and selection procedure.

Probationers are given training for a period of about one year though a few were trained for longertime. Almost all training is on the job training because most of the production process is automated and products are homogenous. Employees expressed satisfaction about the content and usefulness of the training in carrying out the jobs entrusted to them. However there are a few suggestions. On completing the training successfully the probationers are placed in substantive positions.

Vacancies falling vacant in heirarchy are filled in by promoting eligible candidates. This internal source of promotion has strengthened organisational integrity. Promotional vacancies are notified and eligible candidates are called upon to apply. Candidates fulfilling the conditions are required to face a test and an interviews successfull candidates are trained as per requirement and are placed in higher grade. Since 1991 employees drawing salary below Rs.2,500/- are not promoted.

Promotion are based on a mixed criterion of seniority, experience and performance. Interviewees seemed to have understanding of this criterion. However, some have suggested various basis suitable to their requirements. Some suggested little transperanty to be introduced in the promotion procedure.

Whenever a wrong is done by an employee he is required to face a disciplinary action. Absenteeism, negligence in work are the faults that meet with smaller punishments while loss to the property of the company, misconduct are severely dealt with. There is a relatively less number of and less severe incidences of default. They are issued memos without giving warning as a first corrective step. Interviews have suggested that though it is necessary to punish a wrong doer, it is equally necessary that he be given a chance to explain his position. They felt that punishment should commensurate the default.

## S E C T I O N - II S U G G E S T I O N S

On the basis of the discussion in chapters four through six and in preceding paragraphs as also the opinions expressed by interviewees a few pragmatic suggestions can be put forth for consideration of the management of the company. It is not to find fault with the working of the company, because the company is run well but with a view to enhance its productivity these measures are suggested.

Many a workers complete assigned work before their duty hours are over. They achieve target production much before their duty time is finished. With a view to increase production an agreement should be reached with employee organisation to revise production targets upward if required with upward revision in wages or alternatively an incentive scheme should be introduced

wherein the worker giving production beyond target level be given monetary incentive on the basis of extra quantity produced. This will enable the company to increase production with increasing labour force, reduce the average cost of production and enable the company to raise prices downward.

It is necessary that a rapport is established between the management of the workers. The suggestion is that the officers from managerial cadre should spend time till lunch hour on the shop floor and attend to administrative work in the afternoon. This will provide a two way opportunity for the workers to understand the philosophy as well as outlook and difficulties of the management. Managers would be in a position to understand the difficulties and problems of the workers. On the basis of this understanding the management would be able to undertake corrective steps before situation deteriorates and goes beyond control. Some positive steps can be taken to develop goodwill.

It is put forth for consideration that the candidates be given appropriate test before they are selected. Such tests should be well structured, objective and well co-ordinated. The tests should be conducted in an atmosphere of examination and should be evaluated systematically. It enhances the morale of the candidates.

Interview committee should include one or two outside experts. This gives a business orientation to the process of selection and helps to have better screening of the candidates. Outside experts can infuse better and novel aspects in

selection procedure to make it more productive. Interaction between internal and external interviewers would evolve a streamlined procedure.

Promotion is an unique opportunity in the life of an employee which he would not like to miss under any circumstances. Such opportunity does not knock at the door often. Therefore, he should develop no misgivings about the promotion policy adopted in the company. That calls for being the policy and procedure of promotion well laid down, clear cut and transparent. Employees should be given a full understanding of company's Policy and procedure in no less than clear words to make it comprehensible to everybody. The procedure must be above doubts.

It is equally necessary to equip the promotee with skill, attitude and optitude to shoulder squarely the calls of the new position. Therefore, it is necessary to give him an adequate training, if required, even as a fresher.

Discussion with interviews revealed that disciplinary action was the most sensitive area about which they had little intense feelings. None, denied the necessity of punishing the wrong doer. But the punishment policy and procedure must be well known to every employee. What of his doing invite disciplinary action must be known to him in advance. This act of an employee would be treated as a default must be given him an understanding. Therefore, it is suggested, that a copy of the booklet containing information about defaults, procedure to be conducted in awarding a punishment and the punishment for



each of the default should be distributed to each employee. He should be given a clear understanding even by holding lectures and classes.

Defaulter must be given full opportunity to defend himself either on his own or through a representative. The procedure must be crystal clear and self explanatory.

It is very necessary that the justice is done in awarding a punishment but it is still more necessary that the defaulter himself and all his colleagues should feel that justice is done in dealing with every case. Then alone employees would develop confidence about the integrity of the management.

Last but not the least, employees should be provided some facilities to improve their spirit and morale. Establishment of an employees co-operative credit society to provide financial support to the employees in hours of need and emergency would be a step in this direction.

Provision of recreational facilities improves efficiency, power of concentration and decision making of the employees. A library, play equipment, television set are a few to illustrate.

Acceptance and implementation of these suggestions would definitely improve the atmosphere in the company.