

C H A P T E R. N O. V.

CONCLUSIONS AND
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In the preceding chapter an attempt was made to critically analyse the various aspects of manpower planning in Walchandnagar Industries, Engine & Foundry Division, Satara Road.

From the study of manpower planning in Walchandnagar Industries Ltd. Engine and Foundry Division, Satara Road, it is found that majority of the workers were recruited at the gate of the factory. This is not the only was to recruit the workers. The company should give advertisement in the local news papers, so as to have the selection of good workers.

The majority of the workers belong to age group of 39 to 48 years.

Majority of the workers are having an experience of 26 to 30 years as well as 16 to 20 years. This is quite an encouraging factor as experienced workers are essential for efficient production and progress of the company. Experienced workers are very essential for engineering industry.

As regards the education of the workers, nearly 37% of the workers are technically educated, 28% workers have taken secondary education. As a matter of fact almost all the workers should have been technically educated.

THE SUGGESTIONS OF THE STUDY ARE AS FOLLOWS.

1. It may be suggested that Job Analysis should be developed because it helps to organise training programmes on sound basis because correct requirements for such programmes can be established.
2. The company is giving training to such candidates who have already been trained in I.T.I. It is an unnecessary expenditure because the candidates are already trained in their fields.
3. As regards method of recruitment, majority of the workers are recruited through advertisement and at the gate of the factory. It may be suggested that Employment Exchange should be consulted in this connection.
4. The researcher has observed that majority of the workers are less educated and they do not have technical knowledge. Therefore, there should be Drawing

Reading and training programme. This helps the workers to work without any confusion as regards drawing and reduce wastage of time.

5. It has been observed that no outside training is provided to the workers. Therefore, outside training should be provided to the workers. The company should combine internal training with external training according to the needs of the organisation.

6. The researcher has observed that there is no manpower planning department. It may be suggested that there should be a separate department for manpower planning to make effective use of manpower.

7. It has been observed by the researcher that majority of the workers are semi-skilled. As a matter of fact, the factory should select skilled workers so as to increase production as well as to improve quality of the products. Skilled workers account only 34%. There should be specialists to find out the total workload of the organisation and analyse the workload as per the sections and the departments.

8. In order to make maximum use of manpower, there should be effective control over it as every hour is

paid in terms of money.

9. The researcher has observed that the workers are not satisfied with the promotion policy of the company. The company must decide on the relative weights it will give to the merit and seniority in making promotion decision. Generally, for lower rung of induction level posts, criteria of seniority should be followed for promotion and those with unsatisfactory record should be deleted. At top level posts, selection should be based on merit and when merit is almost equal the senior one should be selected. For all other positions merit cum seniority should be the criteria.

10. The company should have a clearly defined and written promotion policy. This should be known to every employee in organisation.

11. Promotion policy must offer the prospect of promotion to every one in the organisation. No one with the potential of promotion should be overlooked. No one should see his promotion path totally blocked. Opportunities for promotion should be uniformly distributed throughout the organisation.

12. There should be follow-up of the promotion scheme. All promotions should be made for a trial period so that the promotee if not found capable of handling the job, he can be reverted to his former post and/or his former pay scale. During the trial period an interview with the promoted employee to determine whether all is going on well or some coaching is required may be useful.

13. Training enables the employees to get acquainted with jobs and also increase their aptitudes, skills and knowledge. Even for the experienced workers, it is necessary to refresh them and to enable them to keep up with new methods, techniques, new machines and equipments for doing the work. It should not be a one step process, but it should be a continuous or never ending process. There should be refresher training for the old employees.

14. Every worker should be given the work that suits his capability, interest, aptitude and experience so that he is enabled to show his best performance. Every worker should be given adequate opportunities for personal advancement.

15. The researcher has observed that the workers

are not satisfied with their remuneration. The management should revise the wages and salaries of the employees of the factory.

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