

Chapter 6

CONCLUSIONS AND SUGGESTIONS.

Conclusion & Suggestions.

At the outset these organisations should carry out effective planning because effective planning will have a major impact on the productivity of employees at all levels in the organisations. Their planning process should begin with a mission statement (i.e. organisation's continuing purpose or reason for being). Once the mission is made clear specific objectives or goals should be established. These objectives should be expressed in writing, measurable and they should be specific as to time. Once the objectives are spelled down, the assumptions about the present and future environment should be made and then the course of action to be followed should be selected; after evaluating the alternative courses of action. Next the management must make supporting plans and devise a budget. These activities must be carried out with attention to the total environment.

Regarding the organising function, it is noticed that there is failure on the part of management to clarify organisational relationships, to delegate authority and holding people responsible who do not have authority. So to overcome above problems, the management should lay down clear instructions and specify the role of each individual in the organisation. The relationship to be maintained between inter-department and inter-department should also be clearly spelled out.

The authority should be delegated by selecting an appropriate person and holding him responsible for the achievement of goals. The superiors should not hold their subordinates responsible for results without giving them the authority to accomplish roles and

the duties has to be set forth clearly.

At present, the organisations are promoting sales of their products but it still in the infancy stage. Considering the fast changing marketing environment, it becomes necessary to recommend that the organisations must give more attention towards the development of promotional strategy. While developing this strategy, the organisations should bear in mind three specific purposes of promotion, viz., to communicate, to convince and to compute. Communication is the basis of all marketing efforts that it involves much than besides the stimulation of sales. It is not enough merely to communicate, ideas must be convincing enough to impel the consumers to take action. Finally, the third important purpose of promotion should be to compete the organisation's effort. Carving out a market niche and creating a differential advantage often can be accomplished by effective promotion. Without a strong promotional element in its marketing strategy, the organisations overall marketing programme would be dull and unconvincing. In contrast to the efforts of the competitors since the struggle for the increased market. Share should be the principle characteristic of the organisation's marketing activity. Considering the above purpose, the organisations should decide on the promotion categories, i.e., either advertising, personal selling, specialised sales promotion activities or a combination of these.

One of the top priority recommendation would be in respect of the wages and salaries paid to the employees. The dissatisfaction regarding the remuneration paid to the employees was observed very

conspicuously. The organisations should therefore, give a serious thought to revising the present wages and salaries. In this connection the organisations should fix some criterion 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 the particular worker should be revised. Here the organisations should not adopt any one particular criterion, but make use of combinations of the various factors affecting the amount of salary

It is quite obvious from the survey findings that the promotional policy adopted by the organisations is unfair. A positive policy orientation by the organisations is strongly recommended, considering the long term perspective and the survival of the organisations. It is high time this objective, the deserving and not the desiring (one's kith and kin) employee should be promoted and fairly rewarded for the hard efforts put in by them. While deciding upon the basis of promotion, once again, the organisations should fix some objective criterion, without going in for any one particular criterion such as seniority basis. The organisations should take into consideration along with the seniority, the qualification, the past working record etc.. Promotion on such basis will definitely create a goodwill about the organisations in the minds of employees. Another added advantage would be that of intra-group competition among the employees. Having adopted non-discriminatory promotion policy then newly employed as well as the senior employees without promotion would strive to achieve some advancement by looking into their

colleagues being promoted.

Regarding the knowledge of the job handled by the employees, the survey exhibits the lack of orientation among the employees towards the nature of job handled by them. In this regard, the organisations should think of developing the training programme, employees should be sent to the management institutes which run the Management Development programmes of short duration. While developing the package for the clerks, the organisations should emphasis on the various financial aspects, record writing, communication etc.. Similarly, if the training programme is to be designed for the departmental heads, then care should be taken to include the various aspects such as public relations, group dynamics, personality, office layout, office reports and quantitative techniques etc.

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