

**PROJECT REPORT ON MEASURES TO IMPROVE EFFECTIVE UTILIZATION OF
HUMAN RESOURCE AT CSLOG (E)**

PREAMBLE

1. Since the year 1938 in which the Royal Ceylon Volunteer Naval Force (RCVNF) came into force Sri Lanka Navy has passed many a miles on her voyage. With the commencement of WW II she was named as Ceylon Royal Naval Volunteer Reserve (CRNVR) and entrusted with more responsibilities to fight against the German Forces. In 1951 a new Navy act was drafted and again renamed as Royal Ceylon Navy (RCN).

2. Throughout the history ever increasing importance of the logistics has been recognized by military leaders. In general Logistics is said to be the backbone of any fighting force. In order to provide much needed logistics support to the fleet early role of "Pay Master" in Navy changed as "Supply and Secretariat" branch.

3. Except for early few years Trincomalee was the main nerve centre throughout the naval history due to its strategic positioning in the world map. Dockyard main stores complex has been established in the year 1911 and has later closed in four years when British shifted its command to Singapore. However on realizing the strategic geographical importance it was re established. A fully fledged naval base capable of providing all logistics support has then been introduced as "Royal Naval Dockyard. Thus the main stores complex developed as a hub of supply and distribution. Along with the gradual expansion stores facilities expanded gradually. Acquisition of FACs, Gun boats, small boats to the navy demanded more stores to the Eastern Command.

4. Increased facilities created the demand for more manpower new appointments were created and a new organizational structure was formed. An officer of the rank of Commodore was appointed as Commodore Superintendent of Logistics department, Number of sailors and civilians were employed in new stores. Providing of logistics supports to the fleet and coordinating logistics to the troops in Northern peninsula were very vital role among number of logistics activities.

5. The Command Logistics Officers(E) and later the Commodore Superintendent of Logistics (East) and the officers with the support of officers, sailors and civilian have contributed immensely to in maintaining timely logistics to the various theatres of operations in war and peace. As it is common for any of the management discipline effective and efficient Human resources played the principle role in combining all other physical resource in achieving the organizational goal.

6. Commodore Superintend of Logistics Department (East) is the largest logistics organization in Sri Lanka Navy other than the naval headquarters logistic organization. The organization comprises with approximately 140 personnel and it consists with considerable number of stores and procurement departments to meet logistic requirements in the Eastern Naval Command. Not only the area requirements most importantly has it managed the inventory required for entire naval fleet.

While appreciating human resources management system what we have practices throughout this study tries to find measures to further improve effective utilization of human resource at CSLOG (E).

PROBLEM STATEMENT

7. Divisional System of Sri Lanka Navy has always been a proven Human Resource Management system since the time of Royal Ceylon Navy. However due to many functional reasons there are some shortfalls in application of well defined HR procedures due less attentions paid on same with the other commitments. This matter has been further aggravated by increased size in organizational structure and recent additions of complex responsibilities to the CSLOG (E). As such it is of the view that it is a timely requirement to evaluate and improve the utilization of the human resources at CSLOG (W) department to be more effective and efficient in logistics.

OBJECTIVE OF THE STUDY

8. **Main Objective:** The main objective of this project is to identify the HRM system and make recommendations to improve the effective utilization of the human resource at CSLOG (E).

9. **Specific Objectives:** With the above main objective in this project it is expected to achieve following specific objectives

- a. Study the present HR practices of CSLOG (E) department.
- b. Identify the gray areas in HRM and make recommendations to improve accordingly.
- c. Identify the new opportunities for development of HRM in CSLOG (E).

METHODOLOGY

10. The team carried out a field survey in two days on 25th and 26th and collected data by interviewing the officers' sailors and civil labors attached to the CSLOG (E) department. The team gathered data by following means.

a. **Using a Questioner**

A questioner was given to both civil workers and uniform staff to identify the most curtails issue of the organization in concern to the Human Resources. A copy of questioner is attached. The findings are described at the latter part of the report.

b. **Interviewing**

The project team interviewed the Officers, sailors and civil workers in various departments. During the two days visit to CSLOG (E) we tried to identify the most influential factor towards the de-motivation of the personnel.

c. **Personal Observations**

The project team observed the working environment, the routine works of various functional sub department in CSLOG (E) department.

Data Analysis

11. Using the data collected by above data collection modes and with the service experiences of the members the team analyzed the data in order to make alternative recommendations. Basically two main analytical tools were used.

a. **SWOT Analysis:** in order to identify the strengths ,weaknesses, opportunities and threats in the present HRM system team decided to use this analytical method.

b. **Likert Scale:** A five point Likert Scale was developed to identify the negative factor of -motivation exists HRM system at CSLOG (E) organization.

12. While collection of primary and secondary data the project team identified that CSLOG (E) too conduct its routine functions ensure ring common HR practices available in SLN. However this project team is of the view that there are certain aspects that need improvements. In order to ascertain the most influential factor that de-motivate the employees of the CSLOG (E) department we carried

out survey based on questioner and analyzed the data by Likert scale method. The report is separately attached as annexure “A” to this report.

13. Using the second analytical tool, SWOT the team tried to identify the present position of the HRM of the organization and give an insight on possible opportunities that would be possible to adopt in achieving the efficiency in human resource management in CSLOG (E). The SWOT analysis is separately attached as annex “B” to this report.

14. In addition to that the key observations made by the team in various sub units are shown in a tabular format in the annex “C” to the letter.

LIMITATION OF THE STUDY

15. The project team encountered various limitations in conducting these projects. Followings are the major such limitations;

- a. **Time;** The project team had only two days to visit and question the employees and make the observations. A comprehensive pilot survey with a considerable time to identify the real causes of the problem is really needed make this effort successful
- b. **Non availability of sufficient details:** Due to the previous reasons the team encountered difficulties in finding RM procedures of sister services, outside organizations, and other navies in the region. It was also noted that there is a reluctance to provid HRM information by the firms/ organizations.

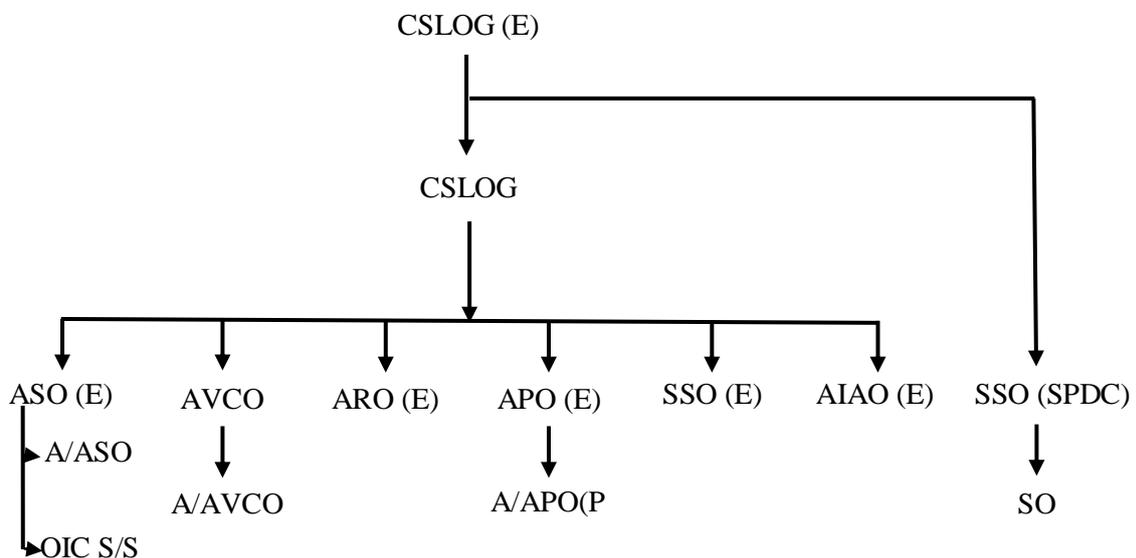
**PRESENT SITUATION, RELATED REGULATIONS, AND LOCAL PRACTICES OF
HUMAN RESOURCE MANAGEMENT IN SLN**

LOGISTIC ROLE IN EASTERN NAVAL COMMAND

16. In peace and war, the mission of the Logistics Department in Eastern Naval Command is to provide a sustainable logistic support to operational and administrative units. In peace, operational readiness stems from the ability of naval forces to accomplish a wide range routine tasking. In war, operational readiness is the forerunner of war fighting effectiveness. The core functions of the logistics department are Material Management, Warehousing, Budget and Finance Management, Catering Management and to meet challenges on good Naval Secretariat practices.

17. To undertake these enormous responsibilities the CSLOG (E) is divided into sub departments considering functionality of various divisions. The basic functional organizational structure of the CSLOG (E) is as follows.

STRUCTURAL AND FUNCTIONAL



18. In that functional organization the composition of officers and sailors is as follows officers and the sailors.

Officers

Sr No	Rank	Sub Department							Total
		ASO	AVCO	APO	ARO	Additional		SPDC	
1	CMDE								01
2	Capt								01
3	Cdr	01	01	01				01	04
4	LCdr				01			01	02
5	Lt			01					01
6	SLt	01	01			01			03
	Total	02	02	02	01	01		02	12

Sailors

Sr No	Rank	Sub Department							Total
		ASO	AVCO	APO	ARO	S/S	WTR	SPDC	
1	MCPO								
2	FCPO					01			01
3	CPO	01	01					01	03
4	PO	04	-	01			01	03	09
5	LSA/WTR	07	01	07	01	01	01	06	24
6	SA/WTR	23	05	13	04	01	03	15	64
7	Rec	01	-	01		01	01	01	05
	Total	36	07	22	05	04	06	26	106

Civil Workers

Sr No	Rate	Sub Department							Total
		ASO	AVCO	APO	ARO	S/S	WTR	SPDC	
1	Class ii/iii Labours	4	09	05	1	2	1	1	23

RULES, AND REGULATIONS AND LOCAL PRACTICES GOVERNING HRM RELATED TO SAILOR

19. Stores Assistants and Writers are enlisted to the service under SEAMEN'S ENLISTMENT AND SERVICE REGULATIONS, 1950. These regulations may be cited as the Seamen's Enlistment and Service Regulation, 1950. No person shall be enlisted as a seaman in the Regular Naval Force, unless,

- a. He is a citizen of Sri Lanka
- b. He is between the ages of 18 and 20 on the date of his enlistment
- c. He has passed the seventh standard in English, Sinhalese or Tamil
- d. He has passed a medical test to the satisfaction of the Commander of the Navy

20. However, that the Commander of the Navy may, in his discretion, enlist any person above the age of twenty but below the age of forty-five for an appointment requiring technical or special knowledge or training: and provided further that the provisions of paragraph (c) shall not apply to any such person.

21. Their career development procedure have mentioned in the SLNO 06. Basic requirements to full fill to advance next rate from Recruit to MCPO has clearly define in SLNO 0611 including Length of Service, Length of VG conduct, Official Language Proficiency, Advancement Examination requirements, Medical Examination requirements, Swimming proficiency and Weapon proficiency.

22. To advance to next rate, compulsory courses to follow like Phase 3 course and as well as some courses getting from outside Institutions and some Military organizations to up lift their knowledge are there to build up professional confidence of individuals.

23. Navy act is the main controlling authority of Sailors as well as civil law also there to control them. Further Naha 5 memorandum, Standing orders promulgated by relevant authorities and Some relevant Navy Generals act as governing Regulations.

24. HR practice for Sailors in the Sri Lanka Navy including Writers and Sailors are in favorable situation. Divisional System is there to forward their problems finally up to Commander of the Navy till they get the solution. Motivation factor is playing a great role in HR practices in Navy too like any other Organization.

- a. **Salary** It is considerably fair when compare with same hieratical employees in the outside organizations. Instead of basic other lot of allowances like qualification pay, Rent ceiling, Ration money and hard line allowances also include.
- b. **Free meals** During the stay at base all the personal are fed freely with balanced diet.
- c. **Free uniforms.** All Naval personal are entitled for free uniforms. All the kit items and shoes are given freely some items once a year and some are according to the mentioned time period at SLNO 02.
- d. **Free medicals** All the medical treatments and medicines are issued free of charge to Naval Personal. Family treatments also conducts free of charge.
- e. **Insurance schemas** To eradicate the uncertainty of life in case of wanted situation like death and major deceases Navy has introduced and now practically running one insurance scheme called Naviru Saviya,
- f. **Holiday warrants** Once a year all Naval personnel are issued six single holiday warrants to travel any ware in the country to travel by Train.
- g. **Married Quarters** To live with the family Navy has build the married quarters even in Trincomalee Naval premises.
- h. **Holiday Bungalows** All over the country there are considerable number of holiday bungalows ware Sailors can enjoy their leisure times with loved ones. Navy hotels in some locations which offer discount rates for Sailors.
- i. **Non financial rewards** Leave, Liberty and Letter OF Credits contributes to uplift the motivation of Sailors in other way rounds. LOC will affect when selecting Sailors for next advancement and additional marks will be given. Further leave are given normally almost 7 days or more than that on completion of 21 days in the base except travelling days are given to Sailors to fresh their minds, to stay with family and attend on their personal works. Further sailors are been given victual out facility to be stay out at the base with family and after normal working hours they are allow to away from the base. Victual out amount will be added to salary. Liberty facility also given when in need and requested by individuals.

REGULATION RELATED TO THE HRM OF CIVILIAN

25. Civil workers are being enlisted to the Navy under the regulation of Department of Management Services circular No DMS/ CI / 1/ CA dated 15th May 2012 and Department Enlistment Code. Individual has to fulfill some requirements according to respective position which they are

going to be enlisted. They also have to fulfill mentioned requirements in the Circular/ Code to advance to his/ her next position.

26. Civil workers also in the Navy get their leave according to the rules and regulation of establishment code. Permanent employees are entitled for 6 single holiday warrants per year to travel any ware in the country by Train. According to their positions they are been issued 1st, 2nd, 3rd class warrants respectively.

Further they have been allocated married quarters at Trincomalee as mentioned below,

- a. Mango Terrace No 2 – 01 Married Quarters for Management Assistant Rate Civil Employees.
- b. Sandy Bay - 20 No's of Small type married quarters for Labour rate civil employees.
- c. Boscawan - 3 No's of chamary type Quarters for Labour rate civil employees (No 1, 2 and 3)

27. So far they don't have holiday bungalows at any location in the country but proposal has been forwarded to build a one set of holiday bungalows in near future. Civil employees attached to Navy are been paid according to the rules and conditions of establishment code promulgations. Permanent employees getting relevant allowances and entitle leave accordingly. Other casual labours also paid entitled salary to their rate till they become permanent.

28. Disciplinary actions against civil employees in case of their misbehavior and misconduct are been treated according to the laid down rules and regulations of establishment code.

THEORETICAL APPROACH AND ORGANIZATIONAL COMMITMENT

SIGNIFICANCE OF HUMAN RESOURCE AND ITS GENERIC PURPOSE

29. Human Resource is the most significant resource of the any organization. Human are dynamic, unpredictable and interdependent. To get the maximum out of them they must treat and trained well throughout the carrier in the organization. Human resource approach is an important aspect and plays a vital role on this concept.

30. HRM is the efficient and effective utilization of human resources to achieve goals of an organization. Human resources are the employees who work for the organization. As a leading government organization we as a Navy still have not identify the real value of the human resource even we depend on that. Human resources could be considered as most significant resource to any organization due to following factors.

- a. It is animate , active and living
- b. It has the ability to think , feel and react
- c. Its value appreciates with the passing of time
- d. It has the ability to influence on determining its cost
- e. It has the ability to organize
- f. Its behavior is complex and unpredictable
- g. It has the ability of creativity and innovation
- h. It makes decisions in respect of all other resources

31. The generic purpose of HRM is to generate and retain an appropriate and contented human / employee force, which gives the maximum individual contribution to organizational success. Appropriate means accurate quantity and quality. While Contented refers to being satisfied and quite happy. Therefore, the HRM significant and its generic purpose are highly applicable to the CLOGD's organization when managing the human resource.

Goals and Objectives of HRM to an Organization

32. There are several strategic goals of HRM in order to achieve the Generic purpose.
- a. To improve employee productivity
 - b. Employee development
 - c. To increase quality of work life
 - d. To ensure legal compliance

Objective of HRM

33. Following are the objective of HRM to any organization when drive it's toward the set goals. Officers as managers should clearly understand the real objectives of the Human Resource Management. Basic concept is identification of real values and capabilities of individuals and accordingly treatment.

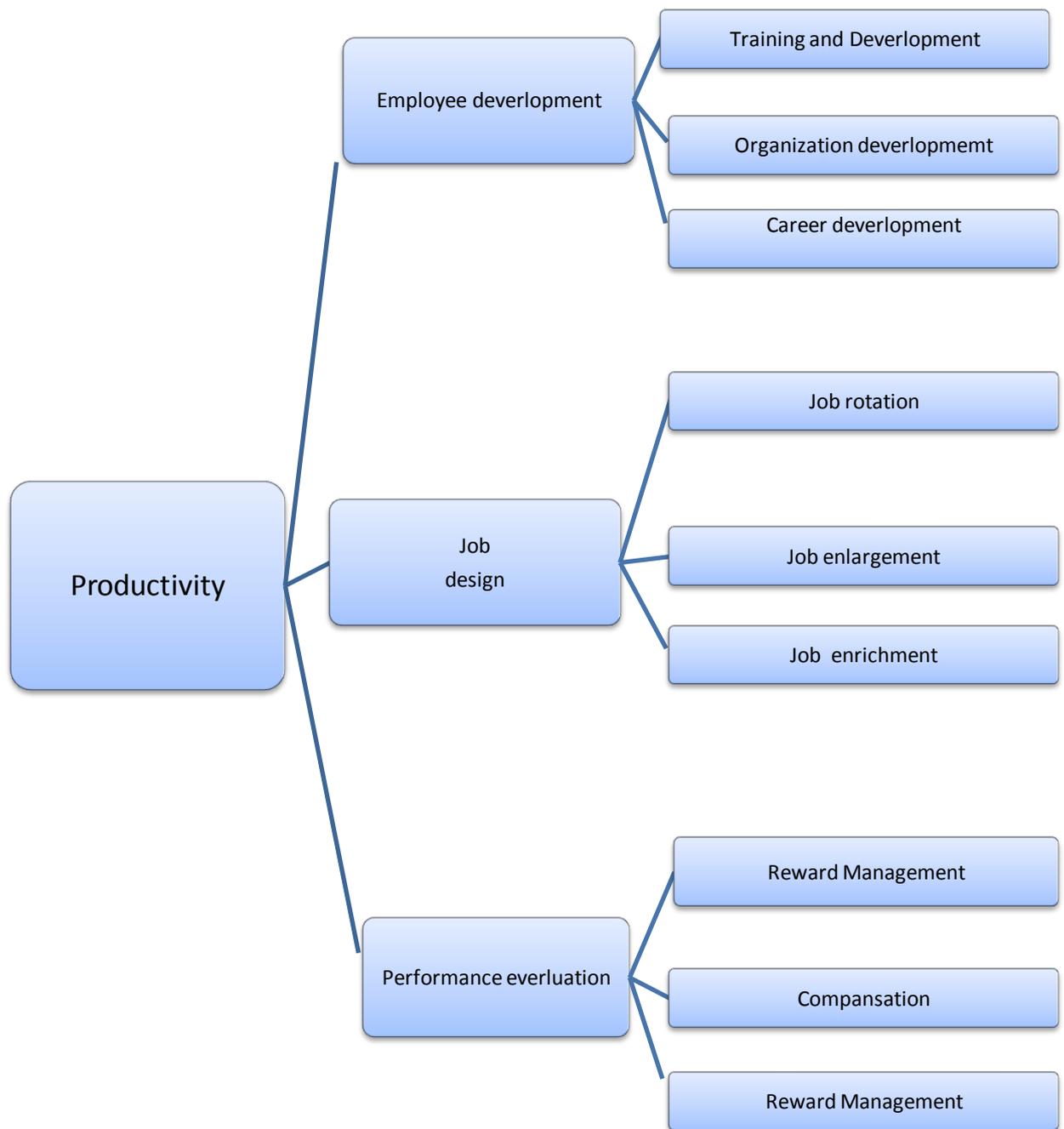
- a. To get right people at the right time for the right job.
- b. To retain the most appropriate employees.
- c. To get and improve organizational commitment of employees.
- d. To enhance organizational citizenship behavior
- e. To motivate employees
- f. To enhance job satisfaction
- g. To control cost of employees

ASSESSMENTS OF HUMAN RESOURCE FUNCTIONS

Improve Employee Productivity:

34. Since this study is focusing on how to upgrade the productivity of the logistic branch officers/sailors and civilians of the Sri Lanka Navy it is important to see how the organization is applying the human resources concept to increase their productivity. According to management concepts it is difficult to measure or define the productivity of the service sector rather than manufacturing sector. It is hard to standardize the inputs for the measurement of productivity due to the fact that they are highly heterogeneous. Further it is more Quality oriented. Hence "Service productivity can be defined as the ability of a service organization to use its inputs for providing services with quality matching the expectations of customers.

Productivity and HR functions



35. **Employee Development:** Human resource development is playing a significance role which means “A set of systematic and planned activities designed by an organization to provide its members with the necessary skills to meet skills to need present requirement, Training and development job demands”. Following are the main function of HRD,
36. **Training and Development (T&D):** Training improving the Knowledge, Skills and attitudes of employees for the short-term, particular to a specific job or task.e.g, Employee orientation , Skills & technical Training, Coaching, Counseling. Development – preparing for future responsibilities, while increasing the capacity to perform at a current job.
37. **Organization Development:** The process of improving an organization’s effectiveness and member’s well-being through the application of behavioral science concepts.
- a. Focuses on both macro- and micro-levels
 - b. HRD plays the role of a change agent
38. **Career Development:** Ongoing process by which individual’s progress through series of changes until they achieve their personal level of maximum achievement.
- a. Career planning
 - b. Career management
39. Career development includes programs designed to assist employees at all levels of the organization to define their career objectives, assess their skills and develop the skills needed for their desired career path. Presently the Navy is providing considerable opportunities to their employees to follow professional courses within the Navy and outside the Navy. These opportunities is being provided to all member of the logistics branch in the Navy and not to particularly to members work under the CLOGD’S department. Need for development opportunities to the organization is not fulfill and skill level related to some employees are not satisfied. However the management has taken effort to develop knowledge of the sailors by conducting some classes by using resource persons in the department but it is not sufficient to cater the organization requirement.
40. **Job Design:** Job Design is the function of arranging tasks, duties and responsibilities into an organizational unit of work for the purpose of accomplishing a certain objective. Following techniques are used to motivate the employees under the job design.

a. **Job Rotation**. Human resources concept defines this practice as the periodic shifting of an from one task to another. When an activity is no longer challenging, the employee is rotated to another job, usually at the same level, that has similar skill requirements. The strengths of job rotation are that it reduces boredom. Increases motivation through diversifying the employees better understand how their work contributes to the organization. CSLOG organization (E), is utilized this practice with their employee and this could be considered as one of the strengths to their human resource management.

b. **Job Enlargement**. Expanding jobs horizontally is call job enlargement. Increasing the number and variety of tasks that an individual performed resulted in jobs with more diversity. This is also practice within the department but this ha been failed since the capacity and the work lord in hand with Supply Assistant not be consider when allocating the additional task.

c. **Job Enrichment**. Job enrichment refers to the vertical expansion of jobs. It increases the degree to which the worker controls the planning, execution and evaluation of the work. An enriched job organizes tasks so as to allow the worker to do a complete activity, increases the employee's freedom and independence, increases responsibility, and provides feedback so individuals will be able to assess and correct their own performance. Generally navy is not trust on this kind of practices and observation confirmed the CSLOG organization (E) also not has been practice it.

41. **Performance Evaluation**: Performance Management includes annual appraisal of employee job performance and procedures used to communicate job expectations and provide feedback on performance on an ongoing basis and through a year-end performance rating. The performance rating is used for compensation, promotion and other employment decisions. The Navy in this area has done a substantial amount of work to do the performance appraisal of the Officers and Sailors half yearly and annually. This process of appraisal is help management to take human resources management decision and application of this system in the CLOGD'S organization is effective.

42. **Staffing**: Staffing involves the identification of both internal and external candidates for positions (through job posting and recruitment respectively) the assessment of their qualifications and the process for making as election decision among candidates. This process of human resource

management is apply totally deferent way in the CLOGD's department as the management does not involve in selecting the require staff to the organization. The allocations of the staff selected from the naval headquarters time to time and draft them to respective department. However, the respective management is able to utilize the allocated staff as they required but they are unable to refuse unless very special circumstances. Allocating of duties to the staff is taking place considering the past service experience depend on service records of the respective sailors.

43. **Compensation:** Compensation includes the process for classifying jobs into pay grades, making base pay, bonus and stock option decisions, and evaluating the fairness of theresulting pay decisions. The navy is applying very firm salary system since the government organization and time base increment and other allowances are activating according to the pay code. Therefore, the existing compensation system is beyond the control of the respective department or an organization. Hence the control over compensations as HRM practice is restricted.

44. **Reward Management:** Followings are the main functions of reward management

- a. Create total reward processes that are based on beliefs about what the organization values and want to provide rewards for.
- b. Reward people for the value they create.
- c. Align reward practices with both business goals and employee values.
- d. Reward the right things to convey the right message about what is important in terms of behaviors and outcomes.
- e. Facilitate the attraction and retention of the skilled and competent people the organization needs, thus winning the war for talent.
- f. Help in the process of motivating people and gaining their commitment and engagement.
- g. Support the development of a performance culture.
- h. Develop a positive employment relationship and psychological contract

45. As human been we all of us likes to appreciation. But in the Navy it is not practice. Motivation is an engine of Human Resource Management. Motivated employee is an asset to the organization and it improves the effectiveness and efficiency of the work place

COMPRESSION OF SLN WITH CONTEMPORARY ORGANIZATION

46. The project team obtained details from a sister service (SL Air Force) and one outside business organization MAS Thuriliya, Thulhiriya) with regard to facilities and services provided to employees to motivate and up lift their lives in order to compare with SLN provisions.

MAS THURULIYA – A MEMBER OF MAS HOLDING

47. Human Resource Manager of MAS Thuruliya, Thulhiriya with regard to human resource activities conducted by the organization in order to obtain optimum output from its labour force. MAS Thuruliya is an organization that has fully committed to green concept, all management concepts and business practices including physical working environments have been constructed in line with the green concept. This concept itself has contributed towards developing human resource in their organization.

48. MAS Thuruliya offer following benefits to its employees in order keep them happy in their jobs and personal life.

- a. **Welfare facilities provided-** Medical Insurance, Transport facilities, Death donation 25000/=, Counseling programs, Doctor visits & Uniforms.
- b. **Training and workshops conducting-** First Aid training, Fire training, Positive thinking programmes, How to manage personal finance, Sexual awareness programs, Basic Lean manufacturing methods, & English
- c. **Pay & allowances-** Basic Salary, Overtime, Leave encashment
- d. **Work life & life style-** Free environment to associate with others, Women go beyond programme to motivate female workers, Beauty culture training programmes
- e. **Leave/ Duty off** - Shop & Office Annual – 14, Shop & Office Casual – 7
- f. **Recreation activities** - Best KAIZEN, Gold Coin Awards
- g. **Other motivational applications** - Wesak Lanterns, Musical show, Singing competition, Dancing competition, Reward recognition programs, Pirith ceremony, Children's day, Aurudu celebrations, Bhakthi geetha, Christmas Carols, Cricket tournament, Rewards for monthly KPI achievement.

49. When compared to the facilities and services provided by MAS Thuruliya are very similar to what SLN provided perhaps SLN provide much financial benefits. However the working environment and automated systems MAS possesses are in an excellent condition. Other factor is the management activates its motivational applications for employees as per the year planner and those have become practice. Some seasonal programs, religious programs and other activities like Dancing competition, Singing competition, Children's day, etc... will keep employees happy in the work. These activities help to build relationship between deferent layers and also to develop informal communication.

50. The welfare facilities and other motivational facilities given by SLN to its employees like Medical facilities, Uniforms, Accommodations, Food, transport, half yearly evaluations, promotions, insurance coverage, etc... are higher than the facilities of MAS Thuruliya. However during the interview with people the team recognized that the HR activities conducted at SLN are not strongly felt by them. Instinct recognitions and social gatherings will defiantly contribute for better results. Simple extra activities like Dancing competition, Singing competition, sports events Seasonal programmes, Informal gatherings for the people attached to the department would be much benefited the organization.

SRI LANKA AIR FORCE

51. Team gathered certain details from Aircraft Spare Depot (ASD) Hingurakgoda. It is for aircraft spares and consumable management, established in each flying formation, called FSS (Forward Supply Store) headed by Officer Commanding Logistics (OCL). Aircraft Spare Depot is a central store for all incoming and outgoing spare management and subsequently the spares will be allocated to respective FSS.

52. The features and facilities enjoying by the employees performing duties at ASD are as follows.

- a. There are job descriptions for each individual, stating the key and specific job profile.
- b. The automated system name called EPAS (Equipment Provisioning and Accounting System) has established and presently fully functioning with backup manual system.
- c. Normal working hrs are 0730- 1330. However a 24hrs duty person is available.
- d. Normally people are provided with some welfare measures what the other members of the Air Force are given.

e. People attached to this department are employed for security duties, senior passenger duties and other administrative duties other than their core duty.

f. In SLAF normal procedure is a person should serve in one attachment minimum of 2 years. But in some of the cases they remain in one location for 4 to 6 years.

53. When we consider the HR practices at SLAF our practices are more or less similar or at a better position than them. SLN was the pioneer to introduce the current insurance scheme to its people and now other two sister services too following same scheme. SLN practice well established and flexible leave system for the people and also timely evaluations and awarding promotions in times. The divisional system practice at SLN has been able to avoid communication gaps and build up team work.

54. Our people get opportunity to undergo various professional and advance courses when compared with SLAF people. Even most of them get chances of following foreign courses. While we discussed with ALAF officer it was revealed that SLN giving good nutrition and balance diet to people than SLAF. Uniforms and other requirements both services people are getting periodically as per the schedule. Both Sailors and Airmen contribute for security and other administrative duties other than their regular duties.

GRAY AREAS OF THE HUMAN RESOURCE MANAGEMENT SYSTEM IN CSLOG (E)

55. As pointed at the introduction there are some gray areas which either neglected or unidentified with regards to the HRM in CSLOG(E). Most of the findings that the research team observed may be common to all personnel in the navy irrespective of the branch and the area they represent. However there are certain factors specific to the Naval Dockyard while some of them are specific only to the CSLOG department itself.

COMMON OBSERVATIONS

56. CSLOG (E) organization is comprises with officers ,sailors and civil workers too. Hence it is observed that there are some matters that affect the all personnel in the organization. Due to the time constrain the team emphasized only on very few factors related to the human resource of the organization. Thereby the project team studied same personal details as age, marital states and distance from present living place to working place etc of sailors and the civilians who are working in Logistics organization because said factors are directly effect for effective utilization and getting maximum output from both civilians and the naval personal.

57. As per the project study followings are absolved;

- a. Around 58 percent of sailors and 90 percent of civilians are married. This point is highlighted to indicate the importance of the providing married quarters and other related facilities imperative to improve personal life of the employees.
- b. Around 70 percent of sailors are in-between 20 to 30 age limit and 28 percent are 30 to 40 age limit. This is the best age group to develop the skills of the employees.
- b. Around 99 percent civilians resides within the radius of 25km to working place and most of them are living at Kinniya and China bay area.
- c. Considerable number of civilians have relationship with naval personal.
- d. All most all of civilians work in CSLOG(E) organization have been enlisted as laboures despite they are employed for various other duties.

58. **Additional Work Involvement with ILMS:** In the global context more than 50 % of the ERP systems are failures for diverse reasons. So that it is generally recommended by the

ERP experts to discontinue with the system if it cannot produce results as expected. The effort taken to maintain such system would result in more cost than the cost involve in initial investment.

59. The observation made by the board including the outcome of the questioner based survey also proves that employees are de-motivated by unnecessary work involvement on ILMS implementation. It was found that is is the most influential factor for employees demotivation. It is noteworthy that at the research team AVCO (E) currently uses the simple EXCEL based accounting system which is user friendly. All Stores Assistants so wish to work on the same as it ease up their work.

60. **Non Availability of Specific Motivational Program:** It is admitted that SLN do possesses with sound divisional system to recognize the sailors performances and conduct. However making recommendations have now become only a routine matter all most majority of the sailors get equal recommendations at quarterly. Half yearly or annual assessments. Hence that does not immediately effect to recognitions of out performances. Despite number of the hardships the stores assistant sailors work hard round the clock to finishes up their day to day works. However, it was unable to find out a single sailor who is willing to go an extra mile than his duties. Most of the sailors are fully committed to duties largely due to the responsibility vested on them and the disciplinary procedure of the Navy. Willing contribution by the employees towards the organization is paramount for organizational development. As at present there is no any arranged motivational program in practice.

61. **Lack of Office Equipments and Facilities:** Most of the offices and stores are provided with computers but for few offices the provided machines are inadequate and available machines are too slow in performances. Unknowingly that waste the man hours utilization. For instance at AVCO there are only two computers and both are too slow in operation. Situation comes to verse especially during the first week of every month as almost all SAs are heavily engaged in work related to sending monthly returns and forwarding bills. So that the need at least another additional commuter and efficient computers. It is observed that non availability of a fax machine at AVCO.

55. **Working Environment:** It was found that most of the offices are not arranged in a way that they make officers and sailors could work comfortably. For instance AVCO office and APO office are often crowded with outsiders. During the day time they find very hard to concentrate on their works. As a result most of the Stores assistants prefer to work in the evening or at night with fewer disturbances to finish their day's work. Subject files are all over and at most of the time one is

affected by the noises of the other subject Clark. This is not specific only to the CSLOG (E) organization but common to most of the other organizations in SLN.

56. **Physical Disturbance to the Office Staff by Others:** Some functional units like APO, ARO is often disturbed by the frequent visit of the officers and sailors for checking present positions. As a result lot of time is wasted. In any other outside organization they do adhered to timings of their operations such as issuing stores. The project team compared this fact with the outside organizations to compare with. Even some leading hotels which operate round the clock (Grand Oriental, Kandalama) they issue general goods only at a specific time and their offices are strict to such timings. In CSLOG (E) department it is only the fuel pump where the given timings are adhered into. It is further observed that there is a heavy resistance from the end users for implementing timings for issuances and operations.

57. **Lack of knowledge on contemporary management /and business concepts:** Now a day's even government organizations move forward with new concepts. For Instance some of the government hospitals police and many other institutes adopt 5s and adopt ISO standard in to their organization. Lot of offices are automated and adopt ERP systems. Unfortunately lot of sailors are lack the knowledge on such contemporary Concept. This may results in negative attitude towards attempts to implementing same in SLN. The best example is resistance to implement ILMS.

NEED TO IMPROVE CIVIL WORKERS:

58. Effective utilization of civil workers has not been achieved due various reasons. In compared to cost of utilization uniform staff the cost for civil labours is very low however enlisting of civil workers have been largely affected due to existing regulations. Even the existing labourer force is also not been utilized due to numerous reasons. Out of many reasons following are recognized as important. All most all the workers who have been enlisted directly to the Navy except a very few falls under the category of labours. Despite the fact that a considerable number of them are employed for clerical works in offices. This factor has resulted negatively on the efficiency of the Navy. De motivation of the workers. More than 90% of workers fall under the category of labour. This has resulted negatively on job satisfaction of the employees. Further they just try to find shelter stating same to avoid responsibility over works/tasks for which they are assigned.

a. **Less Pay:** Pay and allowances paid to the workers finds very low and not sufficient to meet the cost of living.

- b. **No Responsibility is Given to The Workers** Employees performs well when they are made responsible for their duties together with adequate authority.
- c. **Time loss due Leaving Offices Early.** This is a common issue at Navdock. Turning to work at 0800 hrs is generally adhered to. However it is a common observation that most of civil workers leave the offices around 1600 hrs just to queue in the main gate. In real scenario after calculating all time waste and time allocated for lunch and tea time the real contribution would only account for 5 to 6 hours.
- d. **Substandard Condition of Rest Areas.** Most of the civilian restrooms and washrooms facilities provided to civil labours finds either inadequate or substandard. Basically followings shortcomings have been recognized.
- 1) Poor living standard in allocated rest areas.
 - 2) Non availability of furniture.
 - 3) Lack of washroom facilities.
 - 4) Insufficiency of space.
- e. **Non Availability of A Performance Appraisal System.** Non availability of mechanism to identify the contribution and recognize the outstanding performances workers and reward them. Hence the workers who perform well are not self motivated and this may result in reducing the productivity.
- f. **Underutilization of Employees.** It is observed that some of the workers utilized for very minor jobs and output is minimal. For instance some of the laboures who performs duties as office assistance are employed only as tea makers which exactly take two hours labour hours in a day.

RECOMMENDATIONS

59. In order to improve the efficiency and effectiveness of the human resources in the CSLOG (E) following recommendations are made.

COMMON ALTERNATIVES:

60. As it was highlighted under the common observations there following alternatives are proposed to improve and overcome such issues.

61. **Improvement to ILMS:** As it has not achieved the desired result for years it is highly recommends to conduct a complete research on economy of continuing with the system. Dwindling the users interest is obvious once it does not produce tangible results. However as it is needed to go in par with the current world practices it is recommended that introduce the ILMS with recommendations of a comprehensive research, It is further recommends to do a pilot run on a selected organization before it introduce to the whole organization.

62. **Provide Essential Office Equipments:** As highlighted some offices operate with obsolete or less efficient office equipments hence it is recommended to immediately provide computers, printers, Fax machines and the telephone facilities for offices where they are required.

63. **Effective Division of work and Staff allocation:** Following considerations are to be taken in to when allocation of staff for various subject;

- a. Financial responsibility (Value of stores, Volume of transaction)
- b. Documentation involved (No of procurement files ,No of demands issued per day)
- c. Operational nature of the subject

64. As some stores assistants handle comparatively large number of documents and responsible for considerable amount of transactions. They need to be provided with additional staff.

Strict Adherence For of Timings At Offices and Stores

It is recommends to observe strict timings in operations of stores issuing conducting present positions and other related activities.

66. **Re arrange office environment:** to provide the employees a convinces in their working environment. (Eg, separate cubical spaces and filing system for each subject).

IMPROVING EFFICIENCY OF SAILORS:

67. **Provision of Training and Development Program:** It is recommended that Stores Assistants are provided with periodic technical skills on the profession.

68. **Introduce a Performance Appraisal System and a Motivational Program:** It is recommended to introduce a simple motivational program like;

- a. Recognizing most outstanding employee
- b. Display their names in a name board, Issuing with a commendation letter by CSLOG (E).

69. **Provision of Management Training to the employees:** Unlike in the past few decades now a day's recruits joins with good education background. So that it is possible to train Stores Assistants with new management concepts and material management and related subjects. It is also recommended to provide them with exposure for corporate sector such as factory visits. This would help to inculcates positive attitudes towards implementing newer concepts like ILMS. Such training could be included in the curriculum of their professional training programs. In Mass Holdings they teaches their employees about Kazan ,and 5S concepts.

70. **Increase married quarters for Sailors:** Quite number of sailors apply for married quarters and only few gets the opportunity to occupy due to acute shortage of available number of quarters. Hence it is recommended to construct sufficient number of married quarters for sailors inside dockyard.

71. **Increase the welfare facilities:** As it is practiced in contemporary navies in the region, it is recommended to increase the facilities provided through directorate of welfare.

- Eg:**
- 1). Low interest rate loans for purchasing vehicle.
 - 2). Low cost for consumer good

- 3). Concessionary tickets for naval personnel from theaters, entertainment places etc.

RECOMMENDATIONS FOR IMPROVING THE EFFICIENCY OF CIVIL WORKERS

72. There are several recommendations specifics to improve the contribution of the civil workers

a. **Update Enrollment system of civil workers New Employees to The Navy.**

Even though this is beyond CSLOG(E) control the , still it is a timely requirement. A compressive survey need to be carried out in this regard. AS most of the job titles are found irrelevant except a very few. Hence civil workers need to be enlisted to the exact job titles. For instance;

1. Stores Assistants (a deferent name to be used to avoid confusion with SAs)
2. Store Keepers
3. Office Assistants

b. **Need for A Better Salary and Allowances.** This is connected to the previous recommendation too. However the governments pay regulations on similar services and public administration authorities are applied.

c. **Establishment of Proper Performance Appraisal System.** As highlighted in the short comings, as there is no any performance appraisals system to appraise the outstanding workers and visa verse.

d. **Improving Welfare Measures.** It is essential to provide good accommodation for dinning, resting and changing with sufficient furniture and facilities. This will enable to reduce some of the undue practices like dinning and changing inside office premises. It is also recommends to provide transport facilities inside naval camps where necessary in the morning and in evening if possible for some routes. This will lead to serve man hours as present their practice is to leave the offices nearly half an hours early to queue in the checkout counters at main gates also as a motivational factor.

e. **Provide Training and Education for Carrier Development.** As at there is no any carrier development training even for technical staffs. Training programs in-house and at outside organization will be beneficial both for the organization and carrier development of the workers.

Eg: Computer courses in house
English certificate/Diploma courses

f. **Each Employee is to be issued with a Job Description:** It is paramount that job scope of the employees to be covered by a job description (written orders and instructions). That will give them the responsibility and the specific objectives to follow.

g. **Implement an Effective Internal Transfer system:** It is essential to mplement an effective internal transfer system giving consideration to the nature of the job. Thus the rotation of job will lead to reduce boarded and improve motivation.

h. As entire dockyard is comprises with nearly 400 civil workers. As it pointed out a considerably a large amount of direct man hours could be served. While serving time that is wasted in the morning and evening this could motivate the employees as it leads serve money on transports. Suppose one our serve a single day and approx 300 men work in a day and if month consists 22 days . The time save will be

$$1 \times 300 \times 22 = 6600$$

The answer equal to employing approximately 37 new employees.

- 1) TCO to Kanthale
- 2) TCO to Kinnia
- 3) TCO to

73. **Married Quarters facilities and Holiday bungalows:** It is recommended to provide the married quarters for civil workers at least for needy people in dockyard. It is certain that most of the workers are from the area itself ,however in case of expansion of civil workers there will be people coming from various areas. Further at present there are no holiday bungalow facilities provided for civil workers. Hence it is recommended that extend that facility to them too as a welfare measure.

CONCLUSION

74. The research team found that CSLOG (E) department is the second largest logistics organization in the Navy. During the past it has contributed tremendously to the navy in numerous ways. Over the time the navy has evolved considerably.

Human resource has been always the factor behind the ups and downs the effectiveness of any organization. Today most of the organizations have identified the importance of the HR as it the driving force behind all other factors.

75. As per the findings of the board, the team identified some of the influential factors that demotivate the employees in the organization. Among that additional work involvement due to ILMS is significant. It is obvious that it is not so possible to implement the HR development programs to a military organization as it is applied to an outside organization. However there are simple measures that can be applied within short span of time while others are long term approach.