
CHAPTER - V

CONCLUSIONS AND SUGGESTIONS

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The present study pertaining to the 'selected Aspects of Personnel Management' in Savitri Mahila Industrial Co-operative Society' consists of five chapters in all. This is the last chapter which deals with the findings, conclusions and suggestions.

In the beginning, while deciding the objectives of the study, it is mentioned that the study attempts to measure selected aspects of manpower, particularly the female work force.

Accordingly the parameters of the investigation were fixed to collect the primary data. These parameters include -

- a) Personal and family background.
- b) A recruitment, selection and training.
- c) Salaries and wages.
- d) Grievance settlement and disciplinary procedure,
- e) Motivation,
- f) Safety and security arrangements.
- g) Welfare facility etc.

The necessary data is collected and tabulated in Chapter No. IV. The background of Savitri Mahila Industrial Co-operative Society is also extensively described in Chapter No. III. It is with the help of this information the following findings and conclusions are drawn.

A) GENERAL FINDINGS AND CONCLUSIONS :

- (1) The unit under study i.e. Savitri Mahila Industrial Co-operative Society is not an isolated unit but a part of Warana group of industries. Savitri Mahila Industrial Co-operative Society, therefore enjoy a kind of favourable position to have its backward and forward linkages with the other units of Warananagar.
- (2) The objectives of Savitri Mahila Industrial Co-operative Society seem to have been by and large achieved. The prime objective was to provide employment opportunities to rural women and to make them economically self-dependent. There are 50 women employees including supervisors and managers working in different departments of the organisation. All these women employees have certainly become economically well-off.
- (3) The progress of Savitri Mahila Industrial Co-operative Society as indicated by the number of

members, share capital, deposits, sales and profit is quite satisfactory.

- (4) The establishment of Savitri Mahila Industrial Co-operative Society is a successful attempt to integrate the activities of one organisation with other, thereby assuring the supply of goods and services by one unit to the other. Warana Dairy needs plastic container. So instead of purchasing the containers from open market, Savitri Mahila Industrial Co-operative Organisation is established to manufacture the plastic containers. Warana Dairy gets the regular supply of such containers. This kind of business integration brings in benefits to both the organisations - Warana Dairy and Savitri Mahila Industrial Co-operative Society.

B) FINDINGS AND CONCLUSIONS REGARDING PERSONNEL

MANAGEMENT :

- (1) An enquiry into personal background of employees with the help of various variables like age, caste, marital status, residential and native places, education etc. reveals many interesting findings. Majority of the workers fall in the middle age group of 25 to 44. As they are prime age workers the efficiency is bound to be at

higher level. Although the workers include persons from various castes, employees from three castes namely Lingayat, Mang and Maratha account for more than 68%, it is interesting to note that the number of women from Mang which is a backward community is fairly large. But not large as compared to Lingayat and Maratha. Both the residential and native places are found to be rural for the majority of the employees. The unit has certainly helps to provide employment to rural women. As the marital status of majority of the women (76%) are married, the divorced/widow women also account for nearly 20%. Regarding the educational level of employees the position seems to be not very encouraging because still percentage of illiterate women is 20%. However, the managerial and supervisory staff is educated upto graduate and post-graduate level.

(2) An enquiry was also conducted with regard to the family background of the employees relating to monthly income and expenditure, sharing of household responsibility, types of housing, distance of residence from working place, mode of conveyance etc.

The monthly family income of employees seems to be satisfactory as 36% of the employees get the income in the income group of Rs. 3,001 to 4,000. The income is from

salary and from other sources. It is observed that majority of the women employees do get the help from their husbands to discharge household responsibility. However, 32% of the women were found to be discharging the household responsibility alone. 60% of the employees are living in their own houses and 40% in rented houses. Almost all (96%) of the employees stay in the residences with a distance of 15 km. from their working place. No one is living in a place beyond 24 km. away from the factory. Generally bus is used as mode of conveyance by the employees and those who are nearby the factory walkout the distance everyday. 64% of the women and 28% of the women have their monthly family expenditure in the range of Rs. 1,001 to Rs. 2,000 and Rs. 2,001 to 3,000 respectively.

(3) Regarding recruitment and selection, it is found that, employment exchange did not play any role. Most of the employees were recruited with the help of friends and relatives of the old employees. For the selection oral interviews were conducted and 44% of the employees were selected without any formal selection procedure. Regarding training of employee, it is found that majority of (84%) workers have undergone special training. The management has arranged training programme. All the female employees were trained in the organisation only. Majority

of the employees are of the opinion that, they have been benefited by way of special increment and/or higher grades by training. The training is found to increase the productivity as well as to minimise the waste of raw material.

(4) Regarding wages and salary administration, it is found that all the employees were paid time wages, regularly from 7th to 10th of every month. 16% of the employees were paid upto Rs. 1,000/- per month, 32% of the from Rs. 1,001 to 1,500 and 52% were paid from Rs. 1,501/- to Rs. 2,000/-.

(5) With reference to grievance settlement procedure majority of the grievances were related to salary and wage allowances. This shows that whatever wages and salary are paid to the employees, they were not sufficient employees communicate their grievances both in writing and by personal approach to their authority. The grievances were found to be settled by Head of the Department (40%) and by the union representative. Neither the supervisor nor the labour officer were consulted for grievance settlement.

(6) Disciplinary action procedure is such that 64% of the cases were communicated to the employees by putting a notice on the Board, about 16% of the cases were communicated by way of circular and 25% of the cases were

communicated through trade unions. Disciplinary action was found to be taken by way of oral warning (28%) and by way of written memo (60%).

(7) The motivation is provided to the employees and it increases the psychological satisfaction of 64% of the employees. However, the motivation does not provide any way to increase the salary.

(8) There is a trade union in the organisation and all the permanent employees are the members of the trade union. Trade Union has proved helpful to solve the problems like wages, leave allowance, etc. of the employees. All workers have expressed their full satisfaction towards the role of trade union. More than 56% of the employees have shown interest in union activities. It is seen that 32% show low interest and 20% show more interest in the union activities. Trade Union holds its meeting twice in a year.

(9) Safety and security arrangements are provided to the employees, 100% of employee get the benefit of these arrangements. This helps workers to show higher efficiency in their working.

(10) Welfare facilities reported to be good by all the employees. This factory provides medical, insurance, saving account and other facilities to the employees.

SUGGESTIONS :

The working of the 'Savitri Mahila Industrial Co-operative Society' is found to be satisfactory. In general, the employees are happy with the organisation. On the basis of the above conclusion, an attempt is made to make suggestions to improve further the efficiency of the women employees.

(1) It is observed that illiterate women account for nearly 20% of the total employees. These employees can be brought under adult education programmes to make them literate. Even among the literate employees the organisation may think of imparting vocational education and training viz. knitting, embroidery, tailoring, cooking, montessory are some of the relevant courses.

(2) It is found that employees are coming from different places to the factory. The organisation should arrange for a separate vehicle for employees to make the conveyance of the employees comfortable. Those who wish to stay near the factory should be provided with proper accommodation facilities near the factory.

(3) The selection and recruitment of the employees is not scientific. It is desirable to take the

help of employment exchanges. The method of selection is required to be made more scientific. Recruitment through friends and relatives is a traditional method which is required to be replaced by scientific method of recruitment.

(4) All the employees are paid wages and salaries on time wage basis. It would be beneficial to pay additional wages on the basis of productivity of the employees. Those employees which show higher efficiency will get more remuneration. In this way a kind of motivation can be provided to the employees to work with improved efficiency.

(5) There is no systematic policy of promotion adopted in the organisation. If such policies are adopted the employees will feel more happy. The organisation can formulate and communicate the promotion policy to the employees.

(6) Although the organisation settles the grievances of the employees, it is observed that employees do not put their grievances before management. The relations between the employee and management are very much formal. Management should adopt a kind of informal and friendly approach with the employees, so that employees will put their grievances frankly before the management.

(7) It is found that no employee is brought under disciplinary procedure for their absenteeism, disobedience, misbehaviour etc. The management should not tolerate such drawbacks of the employees. Proper disciplinary action should be taken in case of defaulting employees.

(8) Those workers who work with high level of efficiency should be appreciated. This kind of non-monetary motivation schemes should be adopted.

(9) It is observed that only those employees who are permanent are allowed to become a member of the trade union. Out of total 25 employees included in the sample 15 are permanent and 10 are temporary. It is better if all the employees are admitted as members of trade union.

(10) It is seen that the scheme of workers' participation in management is not in existence. If such scheme is adopted the employees would get opportunity to express their views and opinions and to make suggestions. This not only helps to improve working of the organisation but also to develop a loyalty about the organisation in the minds of the workers.

(11) It is seen that the temporary employees in the organisation do not get the benefits of various types

of leaves, employee state Insurance etc. as permitted by the rules and regulation. The organisation should extend such benefits to temporary employees as well.

(12) The organisation provides some welfare facilities to the employees. However, there is need to provide some additional welfare facilities. Such as recreation and rest house; educational facilities to the children of the employees; free medical facilities to employees and their families.

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