

CHAPTER - I I I

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CHAPTER - III

ANALYSIS AND INTERPRETATION OF THE DATA

TABLE NO.1 (a)

A table showing Age composition of the Respondents in The Rahuri Sahakari Sakhar Karkhana Limited, Rahuri, District- Ahmednagar.

Age in years	Number of Respondents	Percentage
20 - 30	2	8
30 - 40	8	32
40 - 50	12	48
50 - 60	3	12
TOTAL	25	-

From the above table it can be revealed that

- i. 2 respondents (8%) are in the age group of 20-30 years.
- ii. 8 respondents (32%) are in the age group of 30-40 years.
- iii. 12 respondents are in the age group of 40-50 years.
- iv. 3 respondents are in the age group of 50-60 years.

INTERPRETATION :

From the table it appears that majority of
employee in the factory is in the age group of 40-50 years.
So it can be concluded that personnel in this age group
prefers to stay in the same organisation and not wishes
to change the job.

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XXXXXX

The Histogram showing Age Composition of the Respondents^{1.a}
in the Rahuri Sahakari Sakhar Karkhana Ltd. A. Nagar

X-axis - Age in years 1cm = 5 years

Y-axis - No. of Respondents

1cm = 1 Respondent

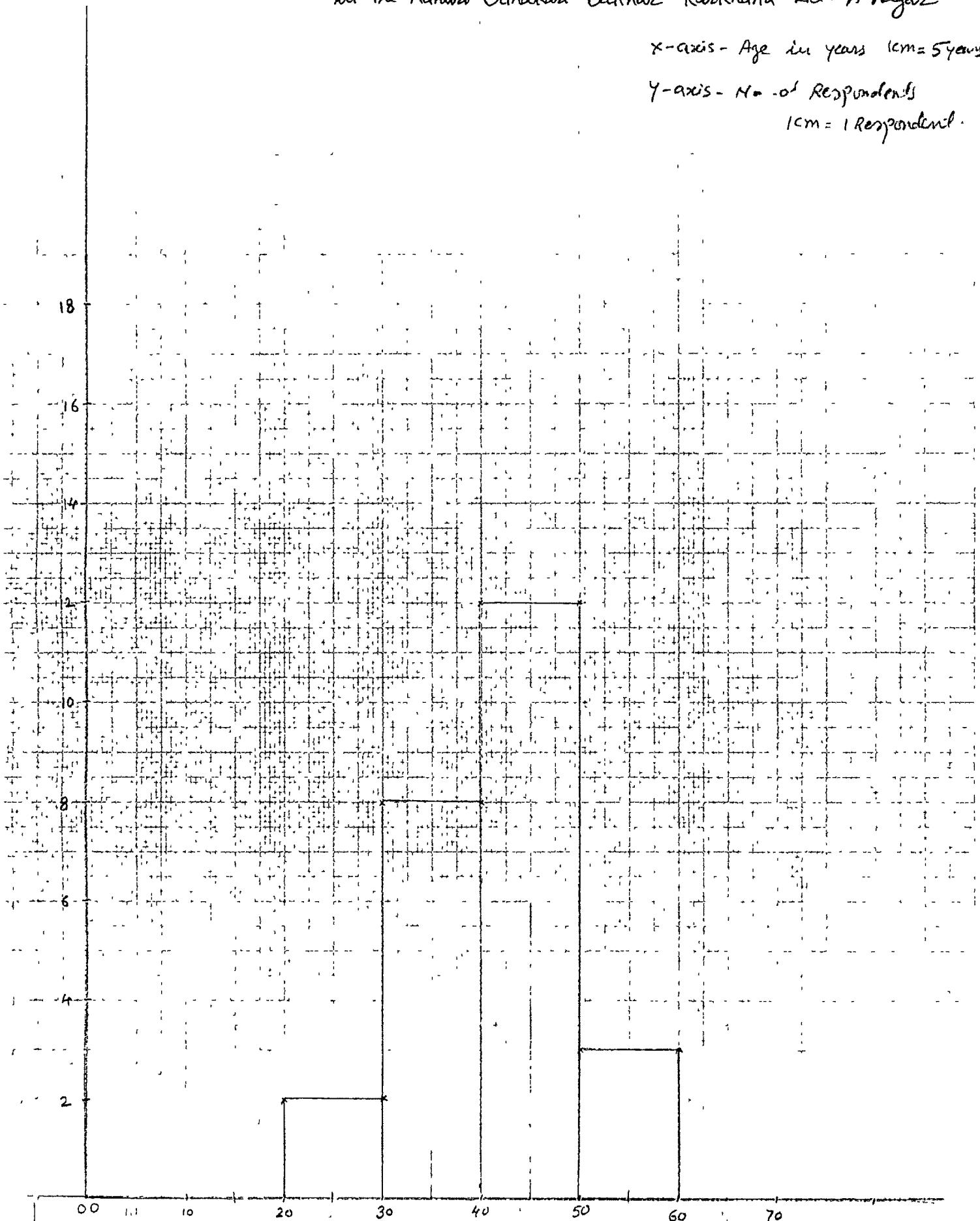


TABLE NO.1 (b)

A table showing Age composition of the Respondents
in 'The Shetkari Sahakari Sakhar Karkhana Limited, Sangli.'

Age in Years.	Number of Respondents	Percentage
20 - 30	-	-
30 - 40	5	20
40 - 50	14	56
50 - 60	6	24
TOTAL	25	-

From the above table it can be revealed that-

- i. 5 respondents(20%) are in the age group of 30-40 years.
 - ii. 14 respondents(56%) are in the age group of 40-50 years.
 - iii. 6 respondents(24%) are in the age group of 50-60 years.
- And no respondent is of the age group in 20-30 years.

INTERPRETATION :

From the above table it seems that the majority
of the employees in the factory is in the age group of
40-50 years.

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XXXXXX

The Histogram showing Age composition of the Respondents
in Shekari Sahakar Sakhar Karkhana Ltd. Sangli

X-axis - Age in years 1cm = 5 years

Y-axis - No. of Respondents 1cm = 1 Resp.

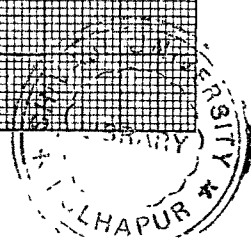
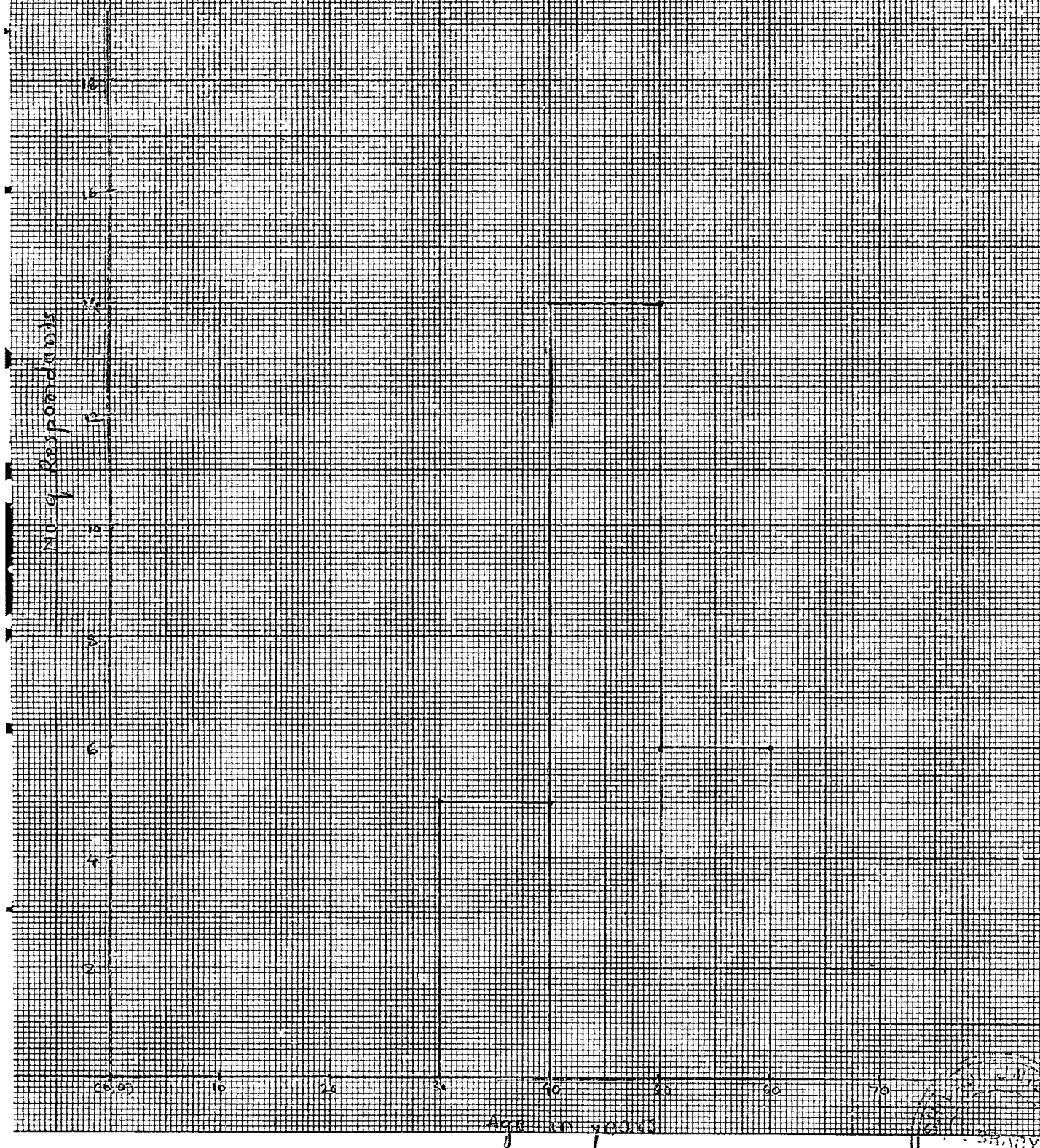


TABLE NO.2 (a)

A table showing Education of the Respondents in 'The Rahuri Sahakari Sakhar Karkhana Limited, Rahuri. Dist.Ahmednagar.

No.of Respon- dent.	EDUCATION			TOTAL
	S.S.C. Under Graduate	Graduate + More	Post-graduate Engineering & Technical	
-	-	11	5	9
				25

It is revealed from the above table that-

- i. 11 respondents (44%) are possessing graduate degree.
- ii. 5 respondents (20%) posses Post-graduate and more i.e. with other diplomas.
- iii. 9 respondents (36%) have the engineering and/or technical qualification.

INTERPRETATION :

There are no respondents below the graduation qualification in managerial and Supervisory Cadre.

The majority of respondents is of graduate qualification.

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A line graph showing Education of the Respondents

2.9

In The Rabari Sahakar Sukhar Karkhanda Ltd. Dis. Anagar

X-axis- Education

A-SSC B-Undergraduate

C-Graduate D-Post graduate + more

E- Engineering & Technical

Y-axis- No. of respondents

1 cm = 1 Resp.

No. of Respondents

20
18
16
14
12
10
8
6
4
2

(0)

A

B

C

D

E

Education

A table showing Education of the Respondents in 'The Shetkari Sahakari Sakhar Karkhana Limited, Sangli.

	S.S.C.	Under Graduate	Graduate	Post-graduate + More	Engineering & Technical	TOTAL
No.of Respondents	2	1	10	6	6	25

It is revealed from above table that-

In the Shetkari Sahakari Sakhar Karkhana Limited, Sangli-

- i) 2 respondents (8%) are upto S.S.C. or (Matriculate).
- ii) 1 respondent (4%) is undergraduate.
- iii) 10 respondents (40%) are graduate.
- iv) 6 respondents (24%) are post-graduate and having more education.
- v) 6 respondents have engineering and/or technical education.

INTERPRETATION : Thus it appears that in The Shetkari Sahakari Sakhar Karkhana 12% are not graduate. 40% are graduate, 24% are post-graduate and more and 24% are of engineering and technical qualification. Thus, it can be concluded that all types of employees of qualification or education are in the factory.

XXXXX

A line graph showing Education of the Respondents in The Shetkari Sahakari Sakhas Karkhanda Ltd. Sangli

X-axis - Education
A - 5th B - Undergraduate
C - Graduate D - Post Graduate +
More
E - Engineering & Technical
Y-axis No. of Respondents
1cm = 2 Respondents

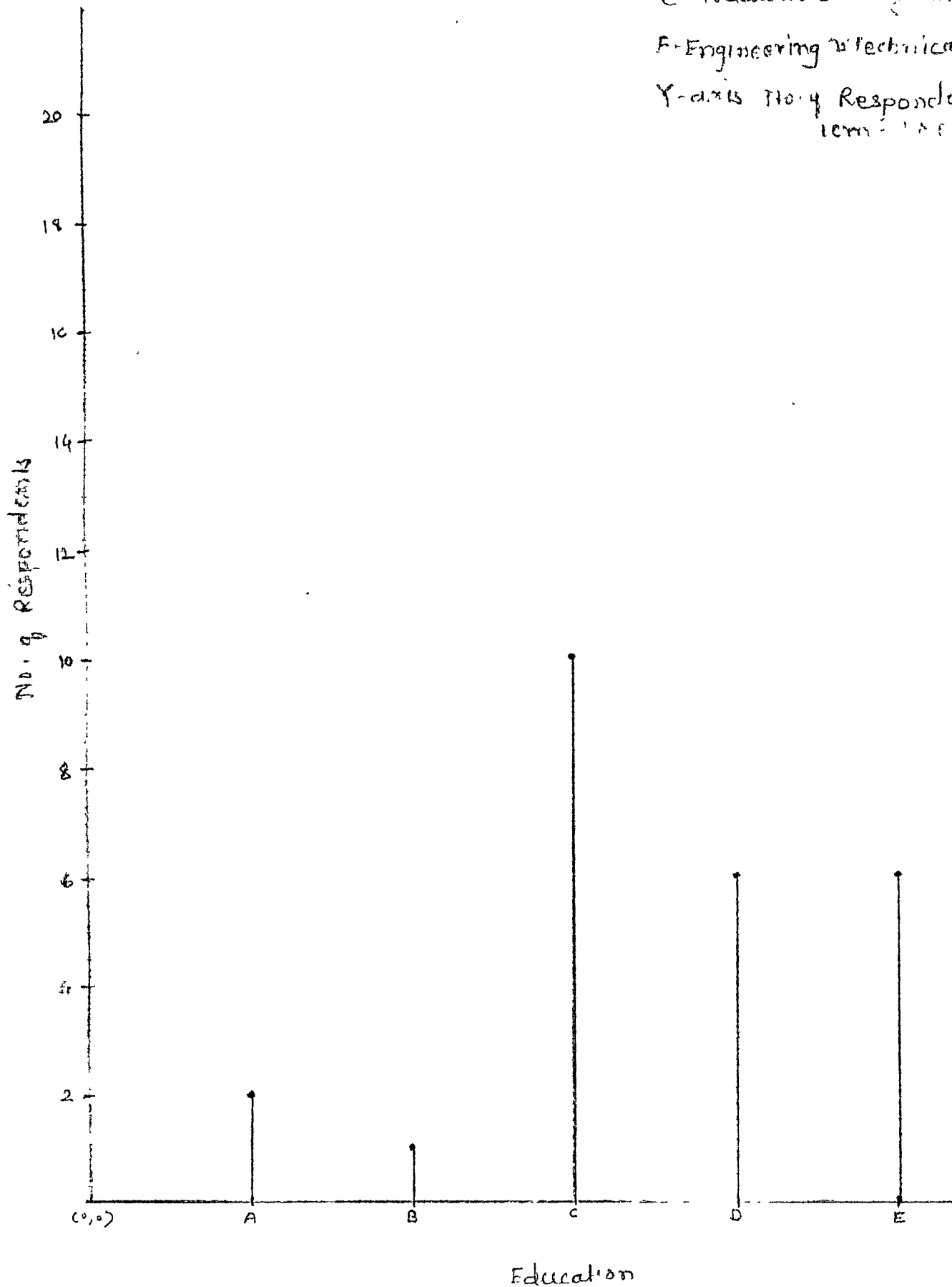


TABLE NO.3 (a)

A table showing Length of Service of the Respondents in 'The Rahuri Sahakari Sakhar Karkhana Limited,' Rahuri. Dist. Ahmednagar.

Length of Service	No. of Respondents	Percentage %
5 - 10	7	28
10 - 15	9	36
15 - 20	4	16
20 - 25	5	20

From the above table it can be revealed of the total 25 respondents as follows.

In the Rahuri Sahakari Sakhar Karkhana Limited, Ahmednagar

- i. No respondent belongs to 0 - 5 years service.
- ii. 7 respondents (28%) have the length of service 5-10 years.
- iii. 9 respondents (36%) have rendered their service in 10-15 years.
- iv. 4 respondents (16%) are in the range of 15-20 years.
- v. 5 respondents (20%) have rendered their service in 20-25 years.

INTERPRETATION :

In general it appears that 7 respondents have rendered their service in the Rahuri Factory for minimum of 10 years. So it can be said that new recruitment is going on in Rahuri Factory.

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XXXXX

The Histogram showing Length of Service of the Respondents in
The Rahuri Sahakari Sakhas Karkhana Ltd. A. Nagar

X-axis - Length of Service 1cm = 2.5 yrs

Y-axis - No. of Respondents

2cm = 1 Resp.

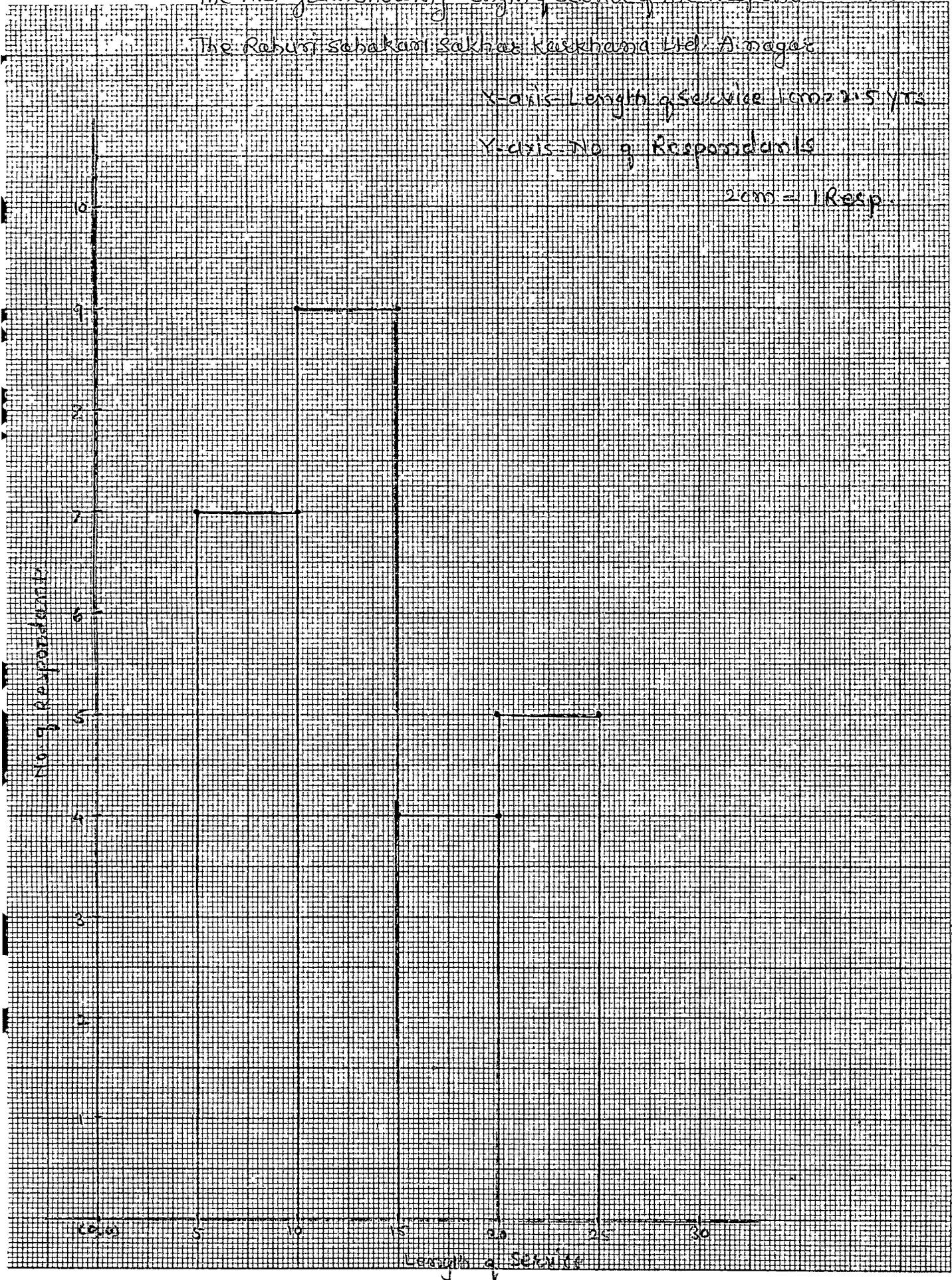


TABLE NO.3 (b)

A table showing Length of Service of the Respondents
in 'The Shetkari Sahakari Sakhar Karkhana Limited, Sangli.'

Length of service	No.of Respondents	Percentage %
5 - 10	1	4
10 - 15	8	32
15 - 20	9	36
20 - 25	7	28

From the above table it can be revealed of the total
25 respondents as follows.

In The Shetkari Sahakari Sakhar Karkhana Limited, Sangli.

- i) Only one respondent (4%) has rendered his service in the
range of 5-10 years.
- ii) 8 respondents (32%) have the length of service 10-15 years.
- iii) 9 respondents (36%) are in the range of 15-20 years.
- iv) 7 respondents (28%) have rendered their service in the
range of 20-25 years.

INTERPRETATION :

In general it appears that in The Shetkari Sahakari
Sakhar Karkhana Limited, Sangli, most employees are
rendered more service i.e. minimum of 10 years.

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The Histogram Showing Length of Service of the Respondents
in The Sheikani Sahakari Sakhas Karkhana Ltd. Sangli.

X-axis - Length of Service (in 2.5 yrs)

Y-axis - No. of Respondents

2 cm = 1 Res.

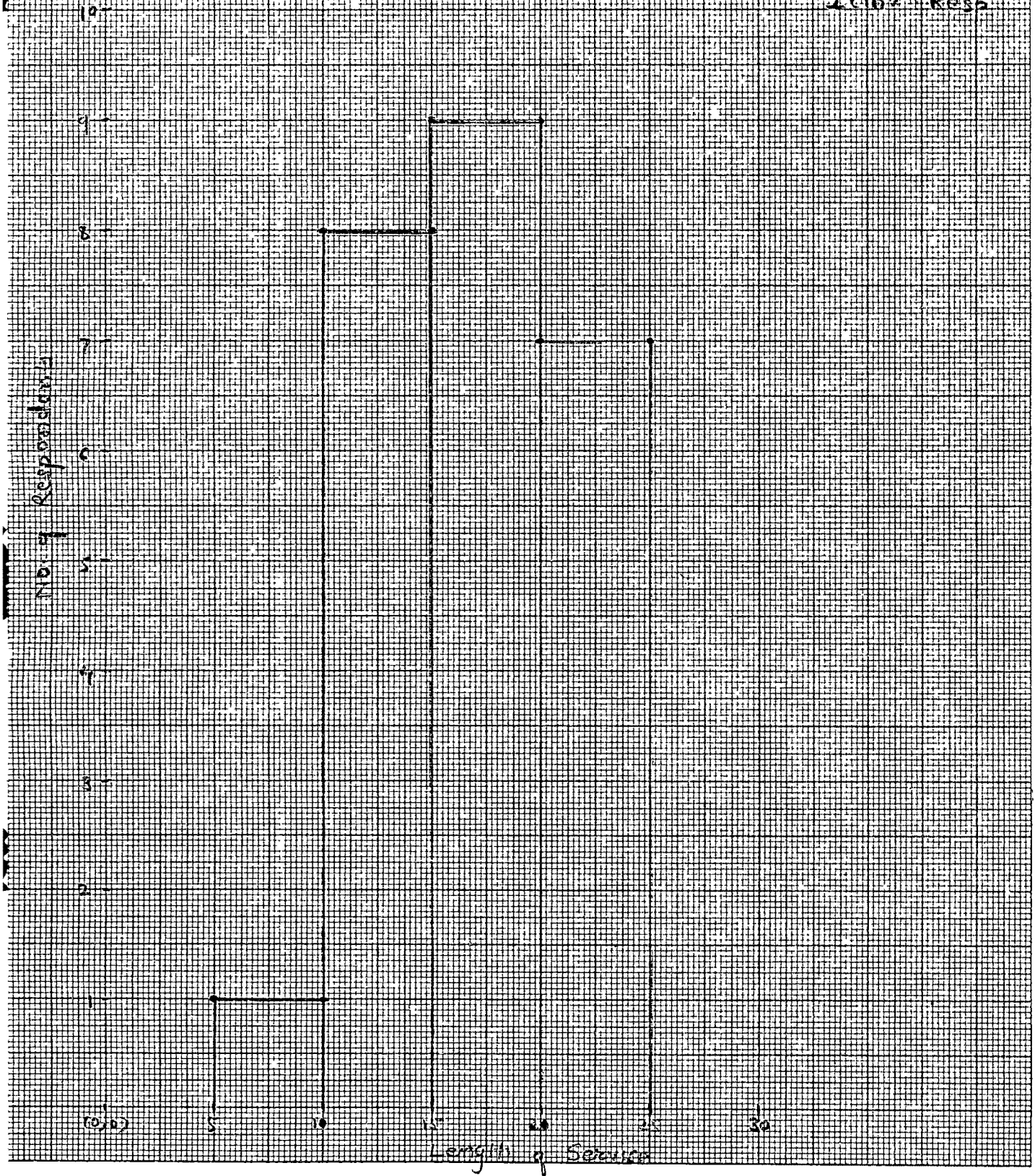


TABLE NO.4 (a)

A table showing opinion of the Respondents as per need for man power planning in 'The Rahuri Sahakari Sakhar Karkhana Limited, Dist.Ahmednagar.'

	CATEGORY			
	Technical	Managerial	Supervisory	Other
No. of Respondents.	25	2	25	-

From the above table it can be seen that- In The Rahuri Sahakari Sakhar Karkhana Limited, Ahmednagar, all the respondents i.e. 25 are of the opinion of the need of man power planning in technical and supervisory category.

In addition 2 respondents (8%) express their opinion of the need of planning in managerial category.

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TABLE NO.4 (b)

A table showing opinions of Respondents as per need for man power planning in 'The Shetkari Sahakari Sakhar Karkhana Limited, Sangli.'

CATEGORY				

	Technical	Managerial	Supervisory	Other

No.of Respon- dents	25	1	25	-

From the above table it can be seen that, In The Shetkari Sahakari Sakhar Karkhana Limited, Sangli only one respondent is of the opinion of recruitment of planning in managerial cadre.

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TABLE NO.5 (a)

A table showing Views and Practices about recruitment of the Respondents in 'The Rahuri Sahakari Sakhar Karkhana Limited, Rahuri, Dist.Ahmednagar.'

PERSONNEL POLICIES				
Preference to local Persons.	Children of Ex-Employee	Person from personal contact	Other	Persons Selected by Chairman & Board of Dirs.
Number of Respondents.	25	18	-	25
				22

From the above table it seems that, in 'The Rahuri Sahakari Sakhar Karkhana Limited, Ahmednagar'.

- i. All the respondents prefers to recruit local persons.
- ii. 18 respondents (72%) out of total respondents are of opinion of children of ex-employee recruited.
- iii. All the respondents are of opinion of other category i.e. preference to the share holdres and children of share holders of the factory in recruitment policy.
- iv. 22 respondents (88%) out of total respondents prefers the persons selected by the Chairman and Board of Directors.

INTERPRETATION :

It can be said that all the employees in the 'Rahuri Factory' are aware of Personnel Policies and satisfied with these policies.

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TABLE NO.5 (b)

A table showing views and practices about recruitment of the Respondents in 'The Shetkari Sahakari Sakhar Karkhana Limited, Sangli.'

PERSONNEL POLICIES				
Preference to Local persons.	Children of Ex-employee	Persons from personal contacts	Other	Persons Selected by Chairman & Board of Directors
No. of Respondents	25	-	-	8

From the above table it seems that, in 'The Shetkari Sahakari Sakhar Karkhana Limited, Sangli.'

- i. All the respondents also prefers to recruit local persons.
- ii. 8 respondents (32%) out of total respondents' prefers the personnel policy of employee selected by Chairman and Board of Directors.

INTERPRETATION :

It can be concluded that all the employees in this factory prefers the policy of 'Preference to local persons in recruitment.

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XXXXX

TABLE NO.6 (a)

A table showing the knowledge of sources of recruitment of the Respondents in 'The Rahuri Sahakari Sakhar Karkhana Limited, Rahuri, Dist. Ahmednagar.'

SOURCES					

	Advertise- ment	Notice Board	Employment Exchange	Contacts	Other

Number of Respon- dents	25	-	25	-	-

From the above table it seems that, in The Rahuri Sahakari Sakhar Karkhana Limited, Ahmednagar all the respondents are aware that the sources of recruitment are advertisement and employment exchange only.

XXXXX
XXXXX

TABLE NO.6 (b)

A table showing the knowledge of sources of recruitment of the Respondents in 'The Shetkari Sahakari Sakhar Karkhana Limited, Sangli.'

SOURCES					

	Advertise- ment	Notice Board	Employment Exchange	Contacts	Other

Number of Respon- dents	25	-	25	-	-

From the above table it seems that, in The Shetkari Sahakari Sakhar Karkhana Limited, Sangli, all the respondents are aware that the sources of recruitment are advertisement and employment exchange only.

XXXXXX
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TABLE NO.7 (a)

A table showing the types of vacancies notified in The Rahuri Sahakari Sakhar Karkhana Limited, Rahuri, District. Ahmednagar.

TYPES OF VACANCIES					
	Managerial	Supervi- sory	Technical	Clerical	Other
Number of Respon- dents.	5	25	25	-	5

From the above table it can be revealed that, In The Rahuri Sahakari Sakhar Karkhana Limited, Ahmednagar the knowledge of the respondents regarding notification of types of vacancies is as follows-

- i) All the respondents had the knowledge that Supervisory and technical types of vacancies are notified.
- ii) In addition of the 25 respondents, 5 respondents more express that managerial vacancies notified and other types of vacancies notified.

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TABLE NO.7 (b)

A table showing the types of vacancies notified
in 'The Shetkari Sakhar Karkhana Limited, Sangli.'

TYPES OF VACANCIES					

	Manage- rial	Supervisory	Technical	Clerical	Other

Number of respon- dents.	25	25	-	-	-

From the above table it can be revealed that, In
The Shetkari Sahakari Sakhar Karkhana Limited, Sangli, all
the 25 respondents have the confident knowledge of
Supervisory and technical vacancies are notified.

XXXXX
XXXXX

TABLE NO.8 (a)

A table showing the Selection Procedure in 'The Rahuri Sahakari Sakhar Karkhana Limited, Rahuri, Dist. Ahmednagar.'

SELECTION PROCEDURE				

	Job Test	Written Test	Interview	Other

Number of respondents	-	25	25	-

From the above table it can be concluded that, In The Rahuri Sahakari Sakhar Karkhana Limited, Ahmednagar, all the respondents are aware about the selection procedure of written test and interview.

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XXXXXX

TABLE NO.8 (b)

A table showing the Selection Procedure in 'The
Shetkari Sahakari Sakhar Karkhana Limited, Sangli.'

----- SELECTION PROCEDURE -----				
	Job Test	W-ritten Test	Interview	Other

Number of Respon- dents.	25	25	25	-

From the above table it can be concluded that, In
The Shetkari Sahakari Sakhar Karkhana Limited,
Sangli, all the respondents know that the selection
is made through job test, written test and
interview.

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XXXXXX

TABLE NO.9 (a)

A table showing the Training Programme before placement in 'The Rahuri Sahakari Sakhar Karkhana Limited, Rahuri, District- Ahmednagar.'

TRAINING PROGRAMME			
	Training	Apprenticeship	Probation
Number of Respondents.	1	25	25

From the above table it seems that, In The Rahuri Sahakari Sakhar Karkhana Limited, Ahmednagar-

- i. All the respondents have the knowledge of the training programme before placement i.e. of Apprenticeship and probation.
- ii. In addition to this one respondent express training before placement.

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XXXXXX

TABLE NO.9 (b)

A table showing the Training Programme in 'The
Shetkari Sahakari Sakhar Karkhana Limited, Sangli.'

----- TRAINING PROGRAMME -----			
	Training	Apprenticeship	Probation

Number of Respon- dents.	-	25	25

From the above table it, seems that, In The
Shetkari Sahakari Sakhar Karkhana Limited, Sangli.
All the respondents have the knowledge of training
programme i.e. Apprenticeship and probation before
placement.

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TABLE NO.10 (a)

A table showing General Criteria for Promotion in
'The Rahuri Sahakari Sakhar Karkhana Limited, Rahuri,
District. Ahmednagar.'

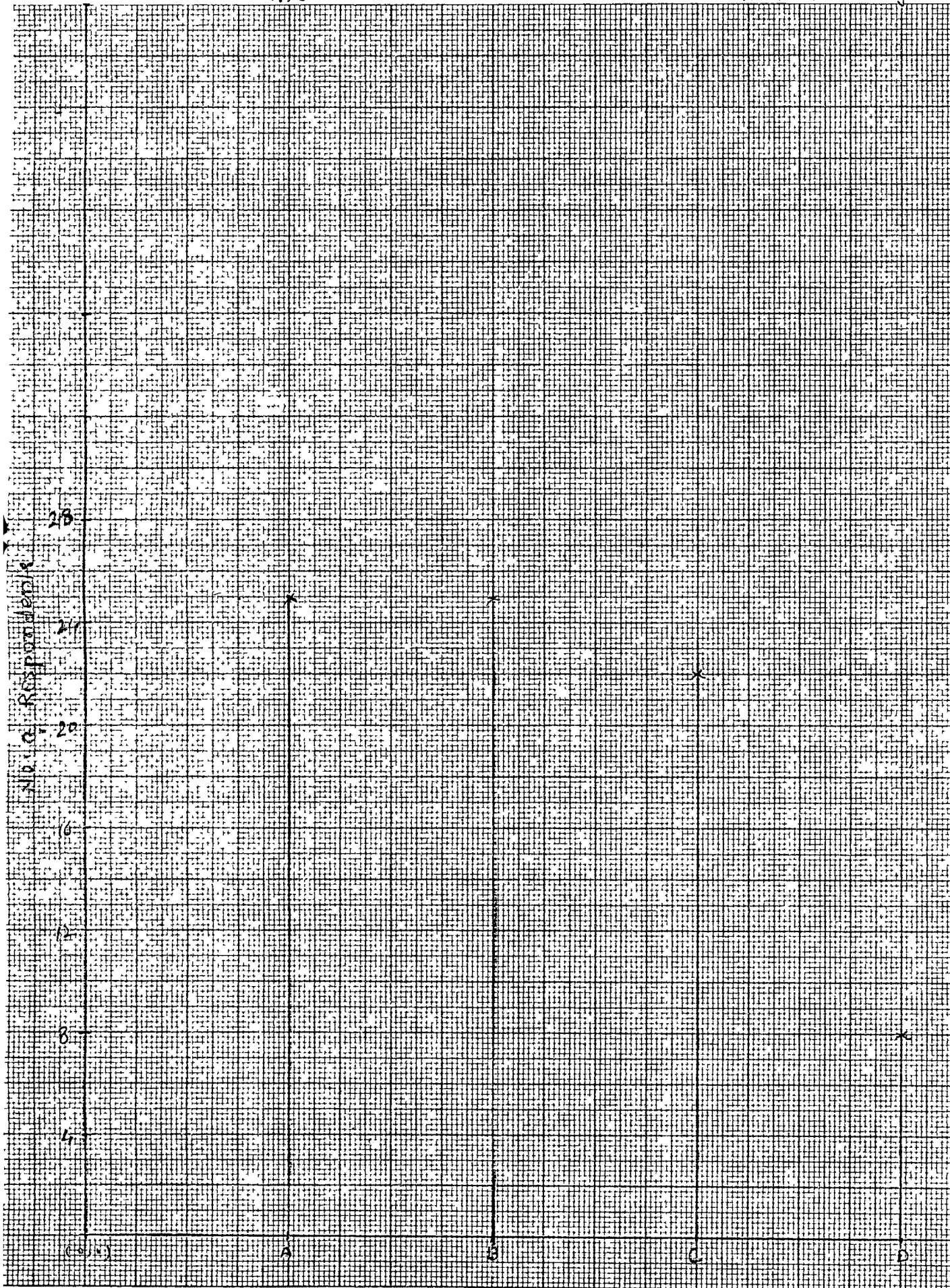
GENERAL CRITERIA						
	Experi- ence	Know- ledge	Seniority	Education	Merit	Other
Number of Res- pondents.	25	-	25	22	10	-

From the above table it can be concluded that, In
The Rahuri Sahakari Sakhar Karkhana Limited,
Ahmednagar, all the respondents well known of promotion
criteria.of experience and seniority.

- i. In addition 22 respondents also express education
as a criteria for promotion.
- ii. Moreover 10 respondents additionally adds the Merit
criteria regarding promotion.

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XXXXX

The Rehuri Sahakar Sakhar Karkhana Ltd Anagat. 10.9



Promotion Criteria

TABLE NO.10 (b)

A table showing General Criteria for Promotion in
'The Shetkari Sahakari Sakhar Karkhana Limited, Sangli.'

GENERAL CRITERIA						
	Experience	Knowledge	Senio- rity	Education	Merit	Other
Number of Res- pondents.	25	-	24	-	25	-

From the above table it can be concluded that, In The
Shetkari Sahakari Sakhar Karkhana Limited, Sangli-

- i. All the respondents i.e. 25 have the knowledge of
promotion criteria of experience and merit.
- ii. In addition 24 respondents also adds seniority criteria
for promotion.

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X-axis - Promoted Criteria

A - Experience

B - Secondary

C - Education

D - Merit

Y-axis - No. of Respondents

1 cm = 2 Resp.

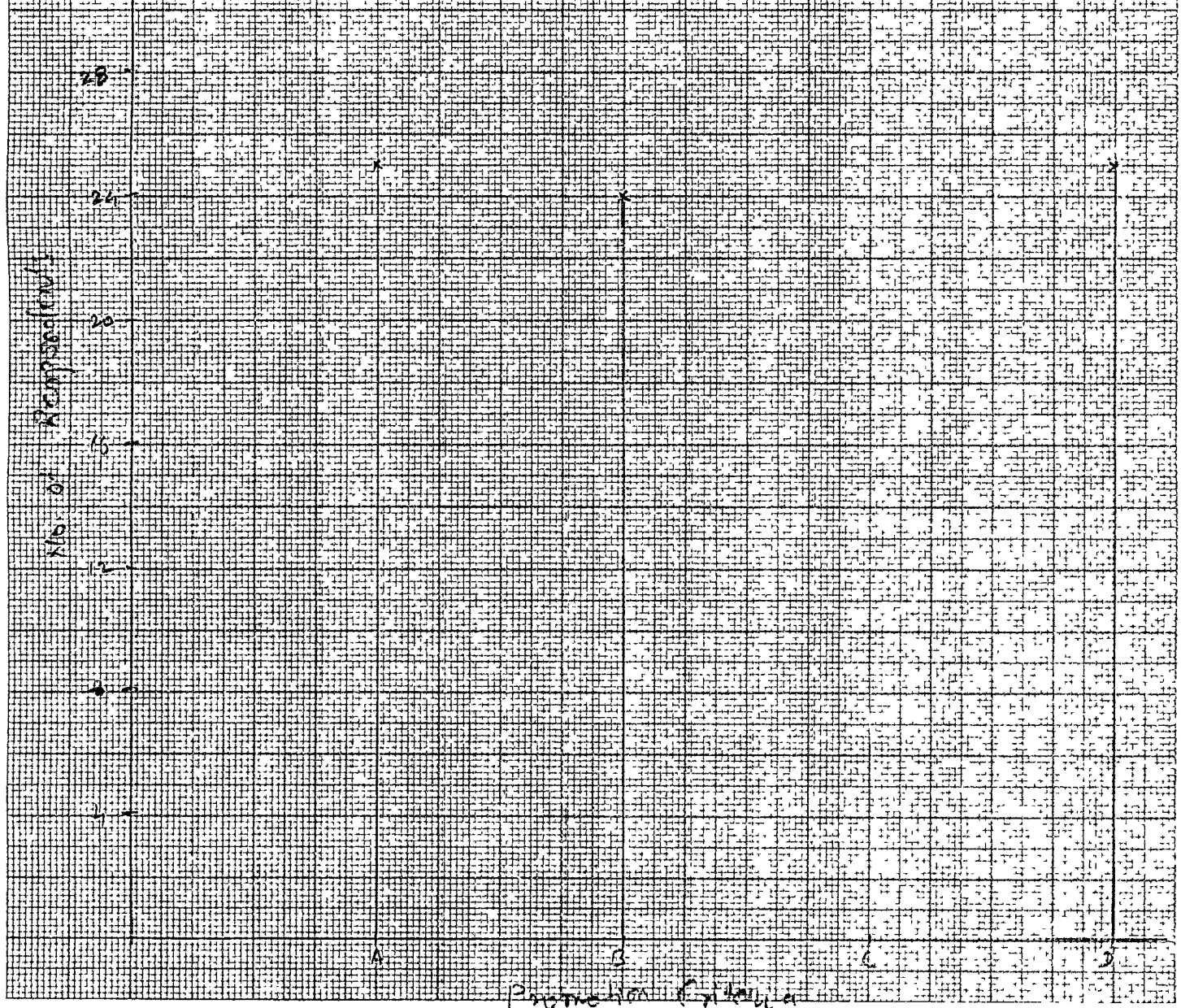


TABLE NO.11 (a)

A table showing reasons(criteria) for Transfers
in 'The Rahuri Sahakari Sakhar Karkhana Limited, Rahuri,
District. Ahmednagar.

CRITERIA				
Promotion	Punish- ment	Necessity	Adjustment of man power.	Adminis- trative purpose.
Number of Respon- dent.	-	-	20	25

From the above table one can conclude that-

- i. In the Rahuri Sahakari Sakhar Karkhana Limited,
Ahmednagar all the respondents well known of the
criteria of transfers i.e. Adjustment of man power
and administrative purpose.
- ii. In addition 20 respondents also responses to necessity
criteria for transfer.

XXXXX
XXXXX

TABLE NO.11 (b)

A table showing reasons(criteria) for transfers in

'The Shetkari Sahakari Sakhar Karkhana Limited, Sangli'.

CRITERIA				
Promotion	Punish- ment	Nece- ssity	Adjustment of man power	Administrative purpose
	-	-	25	25

From the above table one can concluded that,

In The Shetkari Sahakari Sakhar Karkhana Limited,

Sangli a-ll the respondents states the criteria

Adjustment of man power and administrative purpose.

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XXXXX

TABLE NO.12 (a)

A table showing knowledge of respondents regarding the difference between Personnel Management and Personnel Administration in 'The Rahuri Sahakari Sakhar Karkhana Limited, Rahuri, Dist. Ahmednagar.

	Answered	Not answered	Total
Number of Respondents.	5	20	25

From the above table it seems that, In The Rahuri Sahakari Sakhar Karkhana Limited, Ahmednagar, only 5 respondents answered the difference between Personnel Management and Personnel Administration and 20 respondents can't answer.

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XXXXX

TABLE NO. 12 (b)

The table showing knowledge of respondents regarding the difference between Personnel Management and Personnel Administration in 'The Shetkari Sahakari Sakhar Karkhana Limited, Sangli.'

	Answered	Not answered	Total
Number of Respondents.	4	21	25

From the above table it seems that, In The Shetkari Sahakari Sakhar Karkhana Limited, Sangli. Out of 25 respondents only 4 respondents answered and 21 can't answer.

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XXXXX

TABLE NO.13 (a)

A table showing the types of records maintained
in ' The Rahuri Sahakari Sakhar Karkhana Limited, Rahuri,
District. Ahmednagar.'

TYPES OF RECORD			

	Accidental	Absen- teeism	Employees turn over

Number of Respon- dents.	25	25	25

It can be revealed from the above table that
all types of records are maintained in the
factory.

XXXXXX
XXXXXX

TABLE NO. 13 (b)

A table showing the types of records maintained
in 'The Shetkari Sahakari Sakhar Karkhana Limited, Sangli'.

TYPES OF RECORDS			
	Accidental	Absenteeism	Employees turnover
Number of Respon- dents.	25	25	25

From the above table it can be revealed that
all types of records are maintained in this
factory.

XXXXX
XXXXX

TABLE NO. 14 (a)

A table showing main retirement provisions in
'The Rahuri Sahakari Sakhar Karkhana Limited, Rahuri,
District. Ahmednagar.'

RETIREMENT PROVISIONS.				
	Gratuity	Provident Fund	Pension	Long service Award
Number of Respon- dents.	25	25	25	-

From the above table it can be concluded that all
the respondents are aware of their retirement
provisions in the factory.

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XXXXXX

TABLE NO. 14 (b)

A table showing main retirement provisions in
' The Shetkari Sahakari Sakhar Karkhana Limited, Sangli.'

RETIREMENT PROVISIONS				
	Gratuity	Provident Fund	Pension	Long service Award
Number of Respondents.	25	25	25	-

From the above table it can be concluded that
all the respondents have the awareness of
their retirement provisions in the factory.

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At the concluding stage of our study we need to recall some of the hypothesises, originally drafted in research design but not included in the methodology presented in the Second 'B' Chapter. We feel that these should be recorded here. Since most of the respondents strongly urged that there is a scope for improvement in existing practices but they were under the emotional pressure and ignorant about the relationship between any policy and its implementation.

Secondly, Personnel Management being technical subject they do not know the secret policies of Management. Some of the respondents were keen to know the link between production, welfare and recruitment and results reflected through loss in production due to mis-management resulting in sickness of the sugar factory. We have also appended the news paper reports published from 'The Times of India, Indian Express, Maharashtra Times, Kesri etc.' and before concluding this chapter the originally drafted hypothesis are being recorded hereafter.

HYPOTHESIS

- I. The Personnel Practices are directly responsible for smooth and normal function of industry.
- II. The Personnel Practices include the crux of managerial policies and routine methods followed for selection, training prior to placement, job evaluation, specification and superannuation.
- III. The aspects confined to retaintion, promotion, transfer and/ or compulsory retirement are not in away linked with Personnel Practices in Co-operative Sector.
- IV. The development of Sugar Industry in Maharashtra especially the jurisdiction of the existing study was the direct outcome of the acceptance of the Personnel Practices..
- V. The knowledge and application about Personnel Practices may not be always contributory variable for promoting efficiency and/ or rapid development of industry.
- VI. An introduction and execution of Personnel Policies in Indian Industry helps to upkeep sound Industrial Relations and thereby contributes for the functioning of Sugar Industry in a good manner.

We may presume that some of these were proved.