

CHAPTER - 5TRAINING AND PROMOTION

After the employees are selected they are given training to acquaint with the philosophy of the company and with the production procedure. This improves productivity of the workers, instils discipline in them, integrates workers psychologically, attitudinally and mentally. There are various methods and combinations of training. Organisations choose mode of training depending upon the nature of work and duties to be discharged.

Hindustan Latex Ltd. provides training to the shop floor and supervisory cadres of employees. Production process being automated and stereotyped very little training is required. HLL provides on job training to the workers. Even office staff is provided some training. As the need may arise candidates are given refresher training. Candidates promoted from lower to higher posts are also imparted training as per requirement. However, there is rigid and pre-set programme of training for each employee. Training is spread over to a time span of one year.

Hindustan Latex Ltd. follows a mixed promotion policy. Performance, qualifications and experience are the factors that are considered in promoting the workers. However, from 1990-91 HLL has not promoted workers below the salary of Rs.2,500/- p.m. The Company did not find any vacancy because

most of the workers being less than 54 years of age, nobody was due for retirement, the production being almost constant no new posts were created at higher level.

Employees drawing salary above Rs. 2,500/- p.m. are promoted as a few vacancies did occur. Whenever such a vacancy occurs it is notified to the employees well in advance. Eligible candidates apply. Candidates fulfilling the requisite conditions are given a written test. Nature of the test is objective and questions concerning the job, the work are put to the examinees. Immediately on completion of the written test candidates are interviewed. Interview committee known as Departmental Promotion Committee consists of deputy general, manager, chiefs of the finance and personnel departments and the chief of the department in which the vacancy is to be filled. The interview is focussed on assessing the abilities of the interviewee to carry out the functions of the post to which he is likely to be promoted. If necessary such a candidate is given training.

The chapter is divided into three section. First covers Training, Second Section is devoted to promotions in HLL and the discussion is concluded in the Third Section.

#### S E C T I O N I

Out of 80 employees interviewed 20( 25.00 percent) were given no training. They are from production sector, specifically from special packing department. It is beyond comprehension that they were not given any training. Eight (10.00 percent)

were given one year's or less than one year's training. Out of them 7 (87.50 percent) found the training sufficient, while one (12.50 percent) found it to be insufficient. The sole employee found the training to be inadequate because the contents of the training did not match the job to be performed and duration of the training was too short to master the skill. Fifty two (65.00 percent) employees were given training for more than one year. Among them 51 (98.08 percent) found the training to be adequate. One worker (1.92 percent) did not agree with majority. His grievance was that the contents of the training are not appropriate to equip the trainee to discharge his duties satisfactorily. Employees who vouched the training to be adequate opined that because of training they could discharge their duties more efficiently and easily. It was a general consensus among the employees that training programme is tailored considering all employees have done S.S.C. examination. Naturally those twentyone who are less qualified find it difficult and those 58 who are more qualified find the training to be very easy.

Scrutiny of the answers filled in, in the schedule reveals that only two employees were given further training. Many of the employees put in production department have only general education. They need to be given extensive training in the production process.

Further in the schedule respondents were invited to give suggestions to improve the training. Their responses are tabulated below from various angles to give full picture of the mind of the employees.

TABLE 5.1

SUGGESTIONS FOR IMPROVEMENTS OF TRAINING CLASSIFIED ACCORDING TO AGE :

Age (years)	SUGGESTIONS FOR IMPROVEMENT IN TRAINING							Total
	Easy to understand	Period Increased	Period Reduced	Job Training	Basic knowledge to be given	No suggestion		
23 to 28	1 (4.00) (100.00)	1 (4.00) (50.00)	1 (4.00) (100.00)	-	-	22 (88.00) (30.98)	25 (100.00) (31.25)	
29 to 34	-	-	-	4 (9.00) (100.00)	1 (2.27) (100.00)	39 (88.64) (54.93)	44 (100.00) (55.00)	
35 to 39	-	1 (16.66) (50.00)	-	-	-	5 (83.34) (7.04)	6 (100.00) (7.50)	
40 to 44	-	-	-	-	-	4 (100.00) (5.63)	4 (100.00) (5.00)	
45 to 49	-	-	-	-	-	-	-	
50 to 54	-	-	-	-	-	1 (100.00) (1.41)	1 (100.00) (1.25)	
TOTAL	1 (1.25) (100.00)	2 (2.50) (100.00)	1 (1.25) (100.00)	4 (5.00) (100.00)	1 (1.25) (100.00)	71 (88.75) (100.00)	80 (100.00) (100.00)	

NOTE : Figures in upper parantheses are percentages of horizontal and in lower parantheses are percentages of vertical total.

Majority of the employees (71, 88.75 percent) made no suggestions to improve the training scheme. However, nine (11.25 percent) have made pragmatic suggestions to improve the scheme. One employee each suggested that the training should be so imparted that it should be easy to understand, period of training should be reduced and training should give basic knowledge of theory and job. Two employees want training period to be extended while four employees want training to be given in respect of jobs to be performed.

All those who have suggested improvement in training programme are of comparatively younger age and below 39 years. Majority of them i.e. five are between the age group of 29 to 34 and their suggestions are superior to that of others. They are all male employees. Youngsters want the training easy to understand.

Table 5.2 presents the suggestions of workers viewed through educational achievements.

Among the nine employees giving suggestions technically qualified employees want training pertaining to the job they have to perform. This is a very pragmatic and welcome suggestion to improve the contents of training programme. Technically qualified one employee wants the training to be so framed that it would be easy to understand. College educated employees have also put forth suggestions, but two have made suggested opposite to one another. One wants time span of training to be lengthened and the other shortened. One from

TABLE - 5.2

SUGGESTION FOR IMPROVEMENTS IN TRAINING AS RELATED TO EDUCATION

Suggestions for Improvement in Training	EDUCATION						Total
	Illit- erate	Primary	Second- ary	College	Techn- ical		
Easy to Understand	-	-	-	-	1 (100.00) 1 ( 3.22)	1 (100.00) 1 ( 1.25)	
Period should be increased	-	-	1 ( 50.00) 1 ( 4.76)	1 ( 50.00) 1 ( 3.70)	-	2 (100.00) 2 ( 2.50)	
Period should be reduced	-	-	-	1 (100.00) 1 ( 3.70)	-	1 (100.00) 1 ( 1.25)	
Job training	-	-	-	-	4 (100.00) 4 (12.90)	4 (100.00) 4 ( 5.00)	
Basic knowledge	-	-	-	1 (100.00) 1 ( 3.70)	-	1 (100.00) 1 ( 1.25)	
No suggestion	1 (DDL.40) 1 (100.00)	-	20 ( 28.16) 20 ( 95.23)	24 ( 33.80) 24 ( 88.68)	26 (36.61) 26 (83.67)	71 (100.00) 71 ( 88.75)	
TOTAL	1 ( 1.25) 1 (100.00)	-	21 ( 26.25) 21 (100.00)	27 ( 33.75) 27 (100.00)	31 (38.75) 31 (100.00)	80 (100.00) 80 (100.00)	

NOTE : Figures in upper parantheses are percentages of horizontal and in lower parantheses are percentages of vertical total.

this category of employees wants basic knowledge to be imparted through training. It is natural that the sole illiterate employee has no suggestion to offer, either because he is not capable of perceiving it or because his job is so simple that it needs no induction.

Majority of all types of employees, specifically college educated as well as technically trained employees have no suggestions to improve training. It indicates that from the point of view of majority employees training is proper and useful.

Table 5.3 gives the same phenomenon as classified in terms of length of service of respondents. Most of the suggestions have come from workers within the service period of 4 to 9 years and among them predominantly from those who have service period of 4 to 6 years. There is only one employee with service less than three years who wants basic knowledge to be given in training. As can be seen from tables 5.1 and 5.2, he is a person of age group 29 to 34 years, college educated and recently employed in HLL. Table 5.4 also tells us that he is a junior clerk. Senior employees have no suggestions to offer probably because they have adjusted to environment and have sobered down.

Table 5.4 gives the suggestions for improvement of training as viewed by employees of different designations. It appears that there is only one employee from administrative

**TABLE 5.3**  
**SUGGESTIONS FOR IMPROVEMENTS IN TRAINING RELATED TO LENGTH OF SERVICE :**

Length of Service (years)	Suggestions for Improvement in Training						Total
	Easy to understand	Period should be increased	Period should be reduced	Job Training	Basic Knowledge	No Suggestion	
Upto 3	-	-	-	-	1 ( 14.28 ) ( 100.00 )	6 ( 85.71 ) ( 8.45 )	7 ( 100.00 ) ( 8.75 )
4 to 6	-	1 ( 1.42 ) ( 50.00 )	1 ( 1.42 ) ( 100.00 )	4 ( 5.71 ) ( 100.00 )	-	64 ( 91.42 ) ( 90.01 )	70 ( 100.00 ) ( 87.50 )
7 to 9	1 ( 33.33 ) ( 100.00 )	1 ( 33.33 ) ( 50.00 )	-	-	-	1 ( 33.33 ) ( 1.40 )	3 ( 100.00 ) ( 3.75 )
Above 9	-	-	-	-	-	-	-
Total	1 ( 1.25 ) ( 100.00 )	2 ( 2.50 ) ( 100.00 )	1 ( 1.25 ) ( 100.00 )	4 ( 5.00 ) ( 100.00 )	1 ( 1.25 ) ( 100.00 )	71 ( 88.75 ) ( 100.00 )	80 ( 100.00 ) ( 100.00 )

NOTE : Figures in upper parantheses are percentages of horizontal and in lower parantheses are percentages of vertical total



TABLE - 5.4

SUGGESTIONS FOR IMPROVEMENTS IN TRAINING PROGRAMS AS CLASSIFIED ACCORDING TO DESIGNATION

Present Designation	SUGGESTIONS FOR IMPROVEMENT IN TRAINING						Total
	Easy to understand and 2	Period should be increased 3	Period should be reduced 4	Job training 5	Basic Knowledge 6	No. suggestion 7	
1 Superintendent	-	-	-	-	-	2 (100.00) ( 2.81)	2 (100.00) ( 2.50)
Senior Clerk	-	-	-	-	-	2 (100.00) ( 2.81)	2 (100.00) ( 2.50)
Junior Clerk	-	-	-	-	1 ( 25.00) ( 100.00)	3 ( 75.00) ( 4.22)	4 (100.00) ( 5.00)
Assistant	-	-	1 (100.00) (100.00)	-	-	-	1 (100.00) ( 1.25)
First Aid Attendant	-	-	-	1 (100.00) ( 25.00)	-	-	1 (100.00) ( 1.25)
Sweeper	-	-	-	-	-	1 (100.00) ( 1.40)	1 (100.00) ( 1.25)
Head Security Guard	-	-	-	-	-	1 (100.00) ( 1.40)	1 (100.00) ( 1.25)
Assitant Security Guard	-	-	-	-	-	1 (100.00) ( 1.40)	1 (100.00) ( 1.25)

Contd...

TABLE - 5.4 (CONTD.)

1	2	3	4	5	6	7	8
Supervisor	1 ( 10.00 ) 1 (100.00)	1 ( 10.00 ) 1 ( 50.00 )	-	-	-	8 ( 80.00 ) 8 ( 11.26 )	10 (100.00) 10 ( 12.50 )
Grade IV Worker	-	1 ( 9.09 ) 1 ( 50.00 )	-	1 ( 9.09 ) 1 ( 25.00 )	-	9 ( 81.82 ) 9 ( 12.67 )	11 (100.00) 11 ( 13.75 )
Grade III Worker	-	-	-	1 ( 5.00 ) 1 ( 25.00 )	-	19 ( 95.00 ) 19 ( 26.76 )	20 (100.00) 20 ( 25.00 )
Grade II Worker	-	-	-	1 ( 20.00 ) 1 ( 25.00 )	-	4 ( 80.00 ) 4 ( 5.63 )	5 (100.00) 5 ( 6.25 )
Grade I Worker	-	-	-	-	-	16 (100.00) 16 ( 22.53 )	16 (100.00) 16 ( 20.00 )
Casual/ Temporary Worker	-	-	-	-	-	5 (100.00) 5 ( 7.04 )	5 (100.00) 5 ( 6.25 )
Total	1 ( 1.25 ) 1 (100.00)	2 ( 2.50 ) 2 (100.00)	1 ( 1.25 ) 1 (100.00)	4 ( 5.00 ) 4 (100.00)	1 ( 1.25 ) 1 (100.00)	71 ( 88.75 ) 71 (100.00)	80 (100.00) 80 (100.00)

NOTE : Figures in upper parantheses are percentages to horizontal and in lower parantheses percentages to vertical table.

cadre putting forth a suggestion. All others are from production cadre. Among them four are workers and two are supervisors. Workers have emphasised that they need be given training about the job to performed. Production of condoms is an unique product and it needs precision of highest order to be perfect. Such training is not imparted as a part of education even in technical institutions. That is why there is a necessity. Eventhough it is not demanded by majority of workers such suggestion must be weighed not on majority but on the nature of work and need for precision and quality of such product. A supervisor and a worker have pleaded for extension of training period.

The suggestions putforth by employees have been discussed from various angles. It is <sup>now</sup> ~~not~~ time to consolidate the discussion and conclude it. Contents of the training should be easy to understand is a suggestion put forth by an young employee (23 to 28 years) having pretty good experience (7 to 9 years) who is a technically qualified supervisor. Suggestion that the period of training should be extended is pleaded by an young employee (23 to 28 years) probably having 4 to 6 years service secondary educated grade four worker and by or middle aged employee ( 35 to 39 years ) with probably 7 to 9 years service having collegiate education and working as supervisor in HLL. An assistant with 4 to 6 years service and college education of age 23 to 28 years wants the period of training to be reduced. Four employees of the age group of 29 to 34 years who have 4 to 6 years service to their credit and

and technically educated have suggested that the training should comprise of the job to be performed in HLL and three of them are workers directly connected with production process. The suggestion that basic knowledge of the work should be imparted intraining has come from a Junior Clerk with service less than three years having collegiate education and a middle aged person (29 to 34 years). The offshoot of this discussion is that though the suggestions regarding training have been putforth by handfull employees they are genuine, pragmatic and therefore worth taking note of.

Refresher training has been given to two superitendents and a senior Clerk, all the three belonging to administrative cadre. A casual talk with workers brought to the notice, of the researcher that many a workers pleaded for refresher training especially when transferred from one section or department to another. This seems to be worth consideration.

## SECTION - II

### PROMOTIONS

Over the period of time some employees retire from services or leave services to join other organisation. Positions vacated by them can be filled by appointment of candidates from outside or by promoting employees in the organisation. Persons who have gathered experience and expertise expect that they should be promoted to the posts fallen vacant by such movement. It is a natural aspiration.

TABLE - 5.5  
 TABLE SHOWING DESIGNATION WHEN APPOINTED AND PRESENT DESIGNATION OF WORKERS

Designation when appointed.	PRESENT DESIGNATION													Total	
	Superintendent	Assit.	Senior Clerk	Junior Clerk	First Aid Assit.	Sweeper	Head Sec. Guard	Asst. Sec. Guard	Supervision	Grade IV	Grade III	Grade II	Grade I		Casual/Temporary.
Superintendent	1 100.00 1 50.00	-	-	-	-	-	-	-	-	-	-	-	-	-	1 100.00 1 25
Assistant	1 50.00 1 50.00	1 50.00 1 100.00	-	-	-	-	-	-	-	-	-	-	-	-	2 100.00 2 25
Senior Clerk	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Junior Clerk	-	-	2 33.33 2 100.00	4 66.66 4 100.00	-	-	-	-	-	-	-	-	-	-	6 100.00 7 50
First Aid Atten.	-	-	-	-	1 100.00 1 100.00	-	-	-	-	-	-	-	-	-	1 100.00 1 25
Sweeper	-	-	-	-	-	1 100.00 1 100.00	-	-	-	-	-	-	-	-	1 100.00 1 25
Head Security Guard	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Asst. Security Guard	-	-	-	-	-	-	-	1 50.00 1 100.00	-	-	-	-	-	-	2 100.00 2 50
Supervisor	-	-	-	-	-	-	-	-	5 100.00 5 50.00	-	-	-	-	-	5 100.00 6 25
Grade IV	-	-	-	-	-	-	-	-	-	3 100.00 3 27.27	-	-	-	-	3 100.00 3 75
Grade III	-	-	-	-	-	-	-	-	5 20.08 5 50.00	11 45.83 11 55.00	-	-	-	-	24 100.00 30 00
Grade II	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade I	-	-	-	-	-	-	-	-	-	9 34.61 9 45.00	19.23 5 100.00	12 46.15 12 75.00	-	-	26 100.00 32 50

Internal promotions may be granted on the basis of either seniority or performance or on the basis of both. Such upward movement improves morale, efficiency, sincerity and belongingness among the employees and sets example before others.

A flow chart of the movement of employees in HLL has been presented in table 5.5. It gives an understanding of the promotion policy of HLL and of the attitude of the management towards employees. At the beginning workers were categorised as unskilled, semiskilled and skilled. But from 1991 HLL has changed to categorisation of workers into grade I, grade II, grade III and grade IV. A fresh appointee is taken as casual worker and after completion of training and acquiring some experience is promoted to grade I and therefrom they are successively promoted to higher grades.

Table 5.5 reveals that out of 80 employees interviewed 31 (38.75 percent) were promoted where as 49 (61.25 percent) remained where they were. Out of these 31 employees promoted 14 (45.16 percent) have climbed two steps on the ladder of promotion, while remaining 17 (54.84 percent) could climb only one step. So table 5.5 is a flow table giving us an idea of the process of promotion. On the right-hand side bottom, it is seen that out of 9 casual/temporary workers 4 have moved to worker grade I position. However, this is not a promotion. Workers, in the initial stage are appointed temporary. On completion of training and satisfactory performance they are confirmed and placed as worker grade I.

**TABLE-5.6**  
**TABLE SHOWING PROMOTION GIVEN OR NOT**  
**BY DEPARTMENT**

Department	Promotion given or not		Total
	Promotion given	Promotion not given	
Personnel	1 (50.00) ( 3.22 )	1 ( 50.00 ) ( 2.04 )	2 (100.00) ( 2.50 )
Accounts	1 ( 25.00 ) ( 3.22 )	3 ( 75.00 ) ( 6.12 )	4 (100.00) ( 1.25 )
Purchase	-	1 (100.00) ( 2.04 )	1 (100.00) ( 1.25 )
Sales	1 ( 50.00 ) ( 3.22 )	1 ( 50.00 ) ( 2.04 )	2 (100.00) ( 2.50 )
Office Staff	1 ( 25.00 ) ( 3.22 )	3 ( 75.00 ) ( 6.12 )	4 (100.00) ( 5.00 )
Quality Control	2 ( 28.57 ) ( 6.45 )	5 ( 71.42 ) (10.20 )	7 (100.00) ( 8.75 )
Electrical	2 ( 33.33 ) ( 6.45 )	4 ( 66.66 ) ( 8.16 )	6 (100.00) ( 7.50 )
Laboratory	-	3 (100.00) ( 6.12 )	3 (100.00) ( 3.75 )
Mechanical	6 ( 75.00 ) ( 19.35 )	2 ( 25.00 ) ( 4.08 )	8 (100.00) ( 10.00 )
Moulding & Vulchanising	4 ( 57.14 ) ( 12.90 )	3 ( 42.85 ) ( 6.12 )	7 (100.00) ( 8.75 )
Compounding	3 ( 75.00 ) ( 9.67 )	1 ( 25.00 ) ( 2.04 )	4 (100.00) ( 5.00 )
Packing	2 ( 28.57 ) ( 6.45 )	5 ( 71.42 ) ( 10.20 )	7 (100.00) ( 8.75 )
Special Packing	1 ( 10.00 ) ( 3.22 )	9 ( 90.00 ) ( 18.36 )	10 (100.00) ( 12.50 )
Inspection	7 ( 46.66 ) ( 22.58 )	8 ( 53.33 ) ( 16.32 )	15 (100.00) ( 18.75 )
Total	31 ( 38.75 ) (100.00 )	49 ( 61.25 ) (100.00 )	80 (100.00) (100.00 )

NOTE : Figures in upper parantheses are percentages of horizontal and lower parantheses percentages to vertical total.

The 31 employees promoted belonged to all age groups. It is natural that the age group 29 to 34 being the largest among the interviewed (44), maximum number (17, 38.63 percent) were promoted. Proportion of employees promoted from lower age group (23 to 28 years) was little lower at 32 while it was higher at 50 percent for age groups between 35 to 39 and 40 to 44 years. And, the sole employee in the age group of 50 to 54 was promoted. It explains natural phenomenon that experience is taken into consideration for promotion. But it also shows that experience alone is not the criterion because fifty percent employees from age group 35 to 39 and 40 to 44 were not promoted. All the 31 (38.75 percent) employees granted promotion had 4 to 6 years service at HLL.

The same phenomenon as viewed from educational achievements reveals that as many as 16 (51.61 percent) from 31 technically qualified employees were promoted. This group was followed by secondary educated (33.33 percent) and by college educated (25.92 percent). Sole illiterate employee was on the side of promoted. It means in an establishment where production is the main activity, promotions are rapid in that area. While in such organisation administrative staff being supportive promotions are at snails pace.

Promotions given as discussed on the basis of departments are exhibited in table 5.6. The figures in the table substantiates the argument of the preceding paragraph.



Mechanical (75.00 percent), compounding (75.00 percent), moulding and vulcanising (57.14 percent) are the main activity in HLL and that is why they had lion's share in the promotion. While Accounts (25.00 percent), office staff (25.00 percent) had minimum.

#### BASIS OF PROMOTION

As a part of enquiry respondents were asked to give the basis on which they were promoted. Four basis were narrated to have been effected - a) Qualification, seniority and experience, b) Performance at written test and interview, c) Qualification, experience and performance, and 3) Seniority and experience. Some employees were promoted on the basis of ethnic ground as belonging to reserve category. But there appears to be no uniformity in opinion of the employees as to what exact was the basis of promotion. To illustrate the point 17(21.25 percent) employees stated that promotions were granted on the basis of qualification, seniority and experience, while 18(22.50 percent) opined that promotions were based on qualification, experience and performance. There is very marginal difference between what they said but one group did not agree to what other group said. It indicates that HLL does not have a transparent promotion policy.

Among the employees, who stated that promotion was given on the basis of qualification, seniority and experience were 8 belonging to the age group of 23 to 28, 6 to age group 29 to 34, 2 belonged to age group 35 to 39 and one to the

age group of 40 to 44 years. The first two age groups, namely 23 to 28 and 29 to 34 years, had almost equal number of employees in whose opinion promotion was granted on one of the three basis stated in the preceeding paragraph. However, there were only three employees (two from age group 29 to 34 years and one from 35 to 39 years) who stated that promotion was granted on ethnic basis, that is backward class.

As can be seen from table 5.7, technically educated employees divided themselves on the point of basis of promotion, so was the case with college educated employees, except for the difference that they did not agree with former category of employees that the promotion policy was not implemented. Most the secondary educated (12 out of 21) opined that senior and work experience was the basis of promotion. The sole illiterate person joined them.

In table 5.8 the same phenomenon has been presented as classified by length of service. Employees having service at HLL of 4 to 6 years is the major group ( 70, 87.50 percent). They are almost equally divided on the issue of basis of promotion, except the last two, namely, reserve category and policy not implmented. Almost same is the case with junior group of seven workers. They are carrying impression of different basis except the last two. In relation to these two groups, senior group has little more sane argument.

Tabulation of the same data on the basis of present designation gave almost the same picture. Grade III workers subscribed to all views as basis of promotion, to be followed

**TABLE - 5-7**  
**BASIS FOR PROMOTION AS RELATED TO EDUCATION**

BASIS FOR PROMOTION	EDUCATION							Total
	Illiterate	Primary	Secondary	College	Technical			
Quali. Seniority experience	-	-	3 ( 17.64 ) ( 14.28 )	8 ( 47.05 ) ( 29.62 )	6 ( 35.29 ) ( 19.35 )			17 (100.00) ( 21.25 )
Written Inter-view performance	-	-	-	8 ( 44.44 ) ( 29.62 )	10 ( 55.55 ) ( 32.75 )			18 (100.00) ( 22.50 )
Qualification experience, perform	-	-	5 ( 27.77 ) ( 23.80 )	6 ( 33.33 ) ( 22.22 )	7 ( 38.88 ) ( 22.58 )			18 (100.00) ( 22.50 )
Seniority and Works experience.	1 ( 45.45 ) (100.00)	-	12 ( 54.54 ) ( 57.14 )	4 ( 18.18 ) ( 14.81 )	5 ( 22.72 ) ( 16.12 )			22 (100.00) ( 27.50 )
Reserve Category	-	-	1 (33.33) ( 4.76 )	1 ( 33.33 ) ( 3.70 )	1 ( 33.33 ) ( 3.22 )			3 (100.00) ( 3.75 )
Policy not implemented	-	-	-	-	2 (100.00) ( 6.45 )			2 (100.00) ( 2.50 )
TOTAL	1 ( 1.25 ) (100.00)	-	21 ( 26.25 ) (100.00)	27 ( 33.75 ) (100.00)	31 ( 38.75 ) (100.00)			80 (100.00) (100.00)

NOTE : Figures in upper parantheses are percentages of horizontal and lower parantheses percentages to vertical total.

TABLE - 5.8

BASIS FOR PROMOTION AS RELATED TO LENGTH OF SERVICE

Basis for Promotion	Length of service				Total
	Upto 3	4 to 6	7 to 9	Above 9	
Qualification Seniority experience	1 ( 5.88 ) 1 ( 14.28 )	14 ( 82.35 ) 14 ( 20.00 )	2 ( 11.26 ) 2 ( 66.66 )	-	17 (100.00) 21 ( 21.25 )
Written Test Inter-view performance	3 ( 16.66 ) 3 ( 42.85 )	14 ( 77.77 ) 14 ( 20.00 )	1 ( 5.55 ) 1 ( 33.33 )	-	18 (100.00) 22 ( 22.50 )
Qualification experience performance	1 ( 5.55 ) 1 ( 14.28 )	17 ( 94.44 ) 17 ( 24.28 )	-	-	18 (100.00) 22 ( 27.50 )
Seniority works experience	2 ( 9.09 ) 2 ( 28.57 )	20 ( 90.90 ) 20 ( 28.70 )	-	-	22 (100.00) 27 ( 27.50 )
Reserve Category	-	3 (100.00) 3 ( 4.28 )	-	-	3 (100.00) 3 ( 3.75 )
Policy not Implemented	-	2 (100.00) 2 ( 2.85 )	-	-	2 (100.00) 2 ( 2.50 )
TOTAL	7 ( 8.75 ) 7 (100.00)	70 ( 87.50 ) 70 (100.00)	3 ( 8.75 ) 3 (100.00)	-	80 (100.00) 80 (100.00)

NOTE : Figures in upper parantheses are percentages of horizontal and lower parantheses percentages to vertical total.

by Grade IV and Grade I workers who opined that promotions are granted on the basis enumerated in the first paragraph of this subsection. Other categories of employees had stray opinions.

Table 5.9 gives the views of employees classified by departments in which they work. The view that promotion is granted on the basis of written test, interview and performance is subscribed by ten departments. Employees are promoted on the basis of qualification, seniority and experience is the view presented by nine departments. Persons from eight departments felt that promotions are based on qualifications, experience and performance. Twenty two (27.50 percent) employees from seven departments argued that promotion was due to seniority and work experience.

Among eighty employees interviewed 58 (72.50 percent) were satisfied about the promotion policy. Even granting that all the 31 employees who were promoted were satisfied about implementation of the promotion policy, 27 employees who were not promoted had a view that the policy was implemented satisfactorily.

All employees in the age group of 40 to 44 years and 50 to 54 years, 83.33 percent from age group of 35 to 39 years, 72.72 percent in 29 to 34 years and 64.00 percent from the age group of 23 to 28 years were satisfied about implementation of the promotion policy. That means with lesser age the proportion of employees satisfied about this phenomenon declined.

TABLE - 5.9

BASIS FOR PROMOTION AS RELATED TO DEPARTMENTS

Department	BASIS OF PROMOTION							Total
	Qualification Seniority experience	Written Test Performance	Qualification experience Performance	Seniority Works Experience	Reserve Category	Policy implemented		
1	2	3	4	5	6	7	8	
Personnel	-	2 (100.00) ( 11.11)	-	-	-	-	2 (100.00) ( 2.50)	
Accounts	2 ( 50.00) ( 11.76)	2 ( 50.00) ( 11.11)	-	-	-	-	4 (100.00) ( 5.00)	
Purchase	-	1 (100.00) ( 5.55)	-	-	-	-	1 (100.00) ( 1.25)	
Sales	-	-	1 ( 50.00) ( 5.55)	1 ( 50.00) ( 4.54)	-	-	2 (100.00) ( 2.50)	
Office Staff	-	-	-	4 (100.00) ( 18.18)	-	-	4 (100.00) ( 5.00)	
Quality Control	2 ( 28.57) ( 11.76)	2 (28.57) ( 11.11)	-	3 ( 42.85) ( 13.63)	-	-	7 (100.00) ( 8.75)	
Laboratory	1 ( 33.33) ( 5.88)	-	2 ( 66.66) ( 11.11)	-	-	-	3 (100.00) ( 3.75)	

Contd...

(CONTD.) TABLE 5.9

1	2	3	4	5	6	7	8
Electrical	1 { 16.66 } 5 { 5.28 }	1 { 16.66 } 5 { 5.55 }	2 { 33.33 } 11 { 11.11 }	2 { 33.33 } 9 { 9.09 }	-	-	6 { 100.00 } 7 { 7.50 }
Mechanical	1 { 12.50 } 5 { 5.28 }	1 { 12.50 } 5 { 5.55 }	2 { 25.00 } 11 { 11.11 }	4 { 50.00 } 18 { 18.18 }	-	-	8 { 100.00 } 10 { 10.00 }
Moulding & Vpulchanising	1 { 14.28 } 5 { 5.28 }	2 { 28.50 } 11 { 11.11 }	4 { 57.14 } 22 { 22.22 }	-	-	-	7 { 100.00 } 8 { 8.75 }
Compounding	-	-	4 { 100.00 } 22 { 22.22 }	-	-	-	4 { 100.00 } 5 { 5.00 }
Packing	1 { 14.28 } 5 { 5.28 }	2 { 28.57 } 11 { 11.11 }	-	3 { 42.85 } 13 { 13.63 }	1 { 14.28 } 33 { 33.33 }	-	7 { 100.00 } 8 { 8.75 }
Spl. Packing	3 { 30.00 } 17 { 17.64 }	1 { 10.00 } 5 { 5.55 }	1 { 10.00 } 5 { 5.55 }	5 { 50.00 } 22 { 22.72 }	-	-	10 { 100.00 } 12 { 12.50 }
Inspection	5 { 33.33 } 29 { 29.41 }	4 { 26.66 } 22 { 22.22 }	2 { 13.33 } 11 { 11.11 }	-	2 { 13.33 } 66 { 66.66 }	2 { 13.33 } 100 { 100.00 }	15 { 100.00 } 18 { 18.75 }
Total	17 { 21.25 } 100 { 100.00 }	18 { 22.50 } 100 { 100.00 }	18 { 22.50 } 100 { 100.00 }	22 { 27.50 } 100 { 100.00 }	3 { 3.75 } 100 { 100.00 }	2 { 2.50 } 100 { 100.00 }	80 { 100.00 } 100 { 100.00 }

NOTE: Figures in upper parentheses are percentage of horizontal and  
in lower parentheses are percentages of vertical total.

The phenomenon was analysed on the basis of educational achievement of the employees. The proportion of satisfied employees showed a declining trend with rising level of education. Proportion of employees satisfied from two categories of education and that of employees promoted therefrom tallis almost. The point can be illustrated as in table 5.10.

**TABLE - 5.10**  
**PROMOTIONS GIVEN AND EMPLOYEES SATISFIED AS RELATED**  
**TO LEVEL OF EDUCATION**

Education	Promotion Given		Satisfied	
	Promotion	Percent- age to total in category	Satisfied promotion	Percent- age to total in the category
Illiterate	1	100	1	100
Primary	-	-	-	-
Secondary	7	33.33	20	95.23
College	7	25.92	19	70.37
Technical	16	51.61	18	58.06
TOTAL	31		58	

In case of secondary and college educated employees the proportion of satisfied employees is much greater than the proportion of employees actually educated.



As viewed from the point of length of service in HLL all the 31 (44.28 percent of 70 in this category) employees promoted had 4 to 6 years experience in the company, but 54 (77.14 percent) were satisfied about implementation of the promotion policy. It is a matter of worth nothing that even employees with experience upto 3 years and 7 to 9 years, though not promoted were satisfied.

Table 5.11 reveals that All junior Clerks, Assistant and first aid assistant were not satisfied with the promotion policy. They are the persons who are not promoted. Both the superintendents and senior clerks, sweeper, Head security guard, assistant security guard and grade one workers were satisfied with the implementation of the promotion policy. As can be seen from flow table No. 5.5 one superintendent, sweeper, one assistant security guard, and 12 grade I workers were not in the list of promotees and even they voted for the promotion policy.

Table 5.12 indicates that the sole employee interviewed from purchase department voted against the promotion policy while all the seven employees from moulding and vulcanising department voted for the promotion policy.

The next point of enquiry with interviewees was to find out their feeling whether any discrimination was done in promoting employees. Out of eighty employees covered in the sample 69 (86.25 per cent) stated that no discrimination was done in taking the employees to higher level. Seven

TABLE - 5.11  
SATISFACTION ABOUT PROMOTION POLICY AS RELATED  
TO DESIGNATION

Present Designation	Satisfaction about Promotion Policy.		Total
	Satisfy	Not satisfy.	
Superintendent	2 (100.00) ( 3.44)	-	2 (100.00) ( 2.50)
Senior Clerk	2 (100.00) ( 3.44)	-	2 (100.00) ( 2.50)
Junior Clerk	-	4 (100.00) ( 18.18)	4 (100.00) ( 5.00)
Assistant	-	1 (100.00) ( 45.45)	1 (100.00) ( 1.25)
First Aid Attender	-	1 (100.00) ( 45.45)	1 (100.00) ( 1.25)
Sweeper	1 (100.00) ( 1.72)	-	1 (100.00) ( 1.25)
Head Security Guard	1 (100.00) ( 1.72)	-	1 (100.00) ( 1.25)
Asst. Security Guard	1 (100.00) ( 1.72)	-	1 (100.00) ( 1.25)
Supervisors	8 ( 80.00) ( 13.79)	2 ( 20.00) ( 9.09)	10 (100.00) ( 12.50)
Grade IV Workers	5 ( 45.45) ( 8.62)	6 ( 54.54) ( 27.27)	11 (100.00) ( 13.75)
Grade III Workers	14 (70.00) ( 24.13)	6 ( 30.00) ( 27.27)	20 (100.00) ( 25.00)
Grade II Workers	4 ( 80.00) ( 6.89)	1 ( 20.00) ( 45.45)	5 (100.00) ( 6.25)
Grade I Workers	16 (100.00) ( 27.58)	-	16 (100.00) ( 20.00)
Casual/Temporary	4 ( 80.00) ( 6.89)	1 ( 20.00) ( 45.45)	5 (100.00) ( 6.25)
TOTAL	58 (72.50) (100.00)	22 ( 27.50) (100.00)	80 (100.00) (100.00)

NOTE : Figures in upper parantheses are percentages of horizontal and in lower parantheses are percentage of vertical total.

**TABLE - 5.12**  
**SATISFACTION ABOUT PROMOTION POLICY AS RELATED TO DEPARTMENT.**

Department	Satisfaction about promotion Policy		Total
	Satisfy	Not Satisfy	
Personnel	1 ( 50.00 ) ( 1.72 )	1 ( 50.00 ) ( 45.45 )	2 (100.00) ( 2.50 )
Accounts	2 ( 50.00 ) ( 3.44 )	2 ( 50.00 ) ( 9.09 )	4 (100.00) ( 5.00 )
Purchaser	-	1 (100.00) ( 45.45 )	1 (100.00) ( 1.25 )
Sales	1 ( 50.00 ) ( 1.72 )	1 ( 50.00 ) ( 45.45 )	2 (100.00) ( 2.50 )
Office Staff	3 ( 75.00 ) ( 5.17 )	1 ( 25.00 ) ( 45.45 )	4 (100.00) ( 5.00 )
Quality Control	4 ( 57.14 ) ( 6.89 )	3 ( 42.85 ) ( 13.63 )	7 (100.00) ( 8.75 )
Laboratory	2 ( 66.66 ) ( 3.44 )	1 ( 33.33 ) ( 45.45 )	3 (100.00) ( 3.75 )
Electrical	1 ( 16.66 ) ( 1.72 )	5 ( 83.33 ) ( 22.72 )	6 (100.00) ( 7.50 )
Mechanical	6 ( 75.00 ) ( 10.34 )	2 ( 25.00 ) ( 9.09 )	8 (100.00) ( 10.00 )
Moulding and Vulchanising	7 (100.00) ( 12.06 )	-	7 (100.00) ( 8.75 )
Compounding	3 ( 75.00 ) ( 5.17 )	1 ( 25.00 ) ( 45.45 )	4 (100.00) ( 5.00 )
Packing	6 ( 85.71 ) ( 10.34 )	1 ( 14.28 ) ( 45.45 )	7 (100.00) ( 8.75 )
Special packing	9 ( 90.00 ) ( 15.51 )	1 (10.00 ) ( 45.45 )	10 (100.00) ( 12.50 )
Inspection	13 ( 86.66 ) ( 22.41 )	2 ( 13.33 ) ( 9.09 )	15 (100.00) ( 18.75 )
<b>TOTAL</b>	58 ( 72.50 ) (100.00)	22 ( 27.50 ) (100.00)	80 (100.00) (100.00)

NOTE : Figures in upper parantheses are percentages of horizontal and in lower parantheses are percentage of vertical total.

(8.75 percent) had no comment to offer, while 4 (5.00 percent) employees expressed their feeling that discrimination was done promoting the employees to higher posts. They were the persons belonging to 29 to 34 years of age group (three) and 35 to 39 years of age (one). All the employees in upper age bracket vouched for the integrity of the management. But among these two age groups proportion of promotion was fairly high, 43.18 and 50 percent respectively.

One College educated and three technically educated employees opined that discrimination was done in promoting employees. Though proportion of promotees was 25.92 percent among college educated employees, it was fairly good (54.83 percent) among technically qualified persons. And among these two categories employees had shown dissatisfaction about implementation of the promotion policy in sizable number. Ninety five percent among secondary educated and the only illiterate person expressed that no discrimination was done in promoting employees in HLL.

Among those four who felt discrimination done one had his mother tongue Marathi, two Kannada and one Urdu. So, feeling regarding promotion policy does not seem to have any linguistic bearing. Majority of these people vouched for the Policy.

Among those four who voiced that discrimination was done in promoting employees one was supervisor, two were grade IV and one was grade three workers. All Superintendents, senior clerks, assistant, sweeper head as well as assistant

security guards, grade II and grade I workers and casual workers were who felt that no discrimination was done in promoting employees. The four who felt discrimination done had 4 to 6 years (three) and 7 to 9 years (one) service in HLL.

Among the four workers who had a feeling that discrimination was done in promotion, one belonged to quality control, two were from electrical and one from mechanical departments, While all employees from accounts, sales, moulding and vulcanising, packing, special packing and inspection departments were of the opinion that no discrimination was done in promoting employees.

In summary it can be stated that sixty nine employees were siding the management, four accusing the management in promotion procedure. Seven abstained from giving any opinion. These four employees were from 29 to 39 age group, college and technical educated; supervisors, grade IV and III workers, with 4 to 9 years service belonging to quality control, electrical and mechanical departments. Their mother tongues were Marathi, Kannada and Urdu.

In the end of this section in the schedule employees were invited to give suggestions for improving the promotion policy. Forty eight (60.00 percent) had no suggestions to offer. That means 32 (40.00 percent) offered suggestions. Thirteen (16.25 per cent) stated that qualification, seniority

**TABLE - 5.13**  
**SUGGESTION FOR IMPROVEMENT OF PROMOTION POLICY AS RELATED TO AGE**

Suggestions	By Age					Total	
	23to28	29to35	35to39	40to44	45to49		50to54
No Suggestions	12 ( 25.00 ) ( 48.00 )	28 ( 58.33 ) ( 63.63 )	4 ( 8.33 ) ( 66.66 )	3 ( 6.25 ) ( 75.00 )	-	1 ( 2.08 ) ( 100.00 )	48 (100.00) ( 60.00 )
Qualification, Seniority, experience performance	7 ( 53.84 ) ( 28.00 )	5 ( 38.46 ) ( 11.36 )	1 ( 7.69 ) ( 16.66 )	-	-	-	13 (100.00) ( 16.25 )
Merit, written test, Qualification.	2 ( 50.00 ) ( 8.00 )	1 ( 25.00 ) ( 2.27 )	1 ( 25.00 ) ( 16.66 )	-	-	-	4 (100.00) ( 5.00 )
Seniority only	1 ( 11.11 ) ( 4.00 )	8 ( 88.88 ) ( 18.18 )	-	-	-	-	9 (100.00) ( 11.25 )
Qualification Only	3 (100.00) ( 12.00 )	-	-	-	-	-	3 (100.00) ( 3.75 )
Previous experience only	-	2 (100.00) ( 4.54 )	-	-	-	-	2 (100.00) ( 5.00 )
After proper period	-	-	-	1 (100.00) ( 25.00 )	-	-	1 (100.00) ( 1.25 )
TOTAL	25 ( 31.25 ) ( 100.00 )	44 ( 55.00 ) ( 100.00 )	6 ( 7.50 ) ( 100.00 )	4 ( 5.00 ) ( 100.00 )	-	1 ( 1.25 ) ( 100.00 )	80 (100.00) ( 100.00 )

NOTE : Figures in Upper parantheses are percentages of horizontal and  
in lower parantheses are percentages of vertical total

TABLE - 5.14

SUGGESTIONS FOR IMPROVEMENT IN PROMOTION POLICY AS RELATED TO EDUCATION

Suggestions	Education				Total	
	Illiterate	Primary	Secondary	College		Technical
No S u g g e s t i o n s	1 ( 2.08 ) (100.00)	-	17 ( 35.41 ) ( 80.95 )	18 ( 37.50 ) ( 66.66 )	12 ( 25.00 ) ( 38.70 )	48 (100.00) ( 60.00 )
Qualification, Seniority experience performance	-	-	-	3 ( 23.07 ) ( 11.11 )	10 ( 76.92 ) ( 35.25 )	13 (100.00) ( 16.25 )
Merit written Qualification	-	-	-	2 ( 50.00 ) ( 7.40 )	2 ( 50.00 ) ( 6.45 )	4 (100.00) ( 5.00 )
Seniority only	-	-	4 ( 44.44 ) ( 19.04 )	1 ( 11.11 ) ( 3.70 )	4 ( 44.44 ) ( 12.90 )	9 (100.00) ( 11.25 )
Qualification only	-	-	-	2 ( 66.66 ) ( 7.40 )	1 ( 33.33 ) ( 3.22 )	3 (100.00) ( 3.75 )
Previous Experience only.	-	-	-	-	2 (100.00) ( 6.45 )	2 (100.00) ( 5.00 )
After proper period	-	-	-	1 (100.00) ( 3.70 )	-	1 (100.00) ( 1.25 )
TOTAL	1 ( 1.25 ) (100.00)	-	21 (26.25 ) (100.00)	27 ( 33.75 ) (100.00)	31 ( 38.75 ) (100.00)	80 (100.00) (100.00)

NOTE : Figures in uppers parantheses are percentages of horizontal and in lower parantheses are percentages of vertical total.

experience and performance should be the basis of promotion. Merit, qualification and written test should form the criteria of promotion as was stated by two (2.50 per cent) employees. Three (3.75 percent) opined that qualification alone should be the deciding factor for promotion. One (1.25 percent) argued that promotions should be by seniority only. Previous experience was named as basis of promotion by two (2.50 percent ) employees.

Table 5.13 presents these suggestions on the basis of age of employees. It is found that qualification, seniority, experience and performance was suggested by three age groups 23 to 39 years. Four (5.00 percent ) employees of these three age groups wanted merit qualification and written test to be the basis of promotion. Seniority was considered by four (5.00 percent) by first two age groups namely 23 to 34 years. The point that promotions should be decided by qualifications was argued by youngest age group (23 to 28 years).

Among the employees interviewed for this survey technically qualified persons have the maximum proportion (61.29 percent) suggesting improvements in promotion



TABLE - 5.15

## SUGGESTIONS FOR IMPROVEMENT IN PROMOTION POLICY AS RELATED TO MOTHER TONGUE.

Suggestions	Mother tongue					Total
	Marathi	Kannada	Urdu	Konkani	Tamil	
No suggestions	9 { 18.75 } { 60.00 }	34 { 70.83 } { 60.71 }	3 { 6.25 } { 42.85 }	1 { 2.08 } { 100.00 }	1 { 2.08 } { 100.00 }	48 { 100.00 } { 60.00 }
Qualification, experience, Seniority performance	1 { 7.69 } { 6.66 }	10 { 76.92 } { 17.85 }	2 { 15.38 } { 28.57 }	-	-	13 { 100.00 } { 16.25 }
Merit, Written test Qualification.	1 { 25.00 } { 6.66 }	2 { 50.00 } { 3.57 }	1 { 25.00 } { 14.28 }	-	-	4 { 100.00 } { 5.00 }
Seniority only	2 { 22.22 } { 13.33 }	6 { 66.66 } { 10.71 }	1 { 11.11 } { 14.28 }	-	-	9 { 100.00 } { 11.25 }
Qualification only	-	3 { 100.00 } { 5.35 }	-	-	-	3 { 100.00 } { 3.75 }
Previous experience only	1 { 50.00 } { 6.66 }	1 { 50.00 } { 1.78 }	-	-	-	2 { 100.00 } { 5.00 }
After proper period	1 { 100.00 } { 6.66 }	-	-	-	-	1 { 100.00 } { 1.25 }
Total	15 { 18.75 } { 100.00 }	56 { 70.00 } { 100.00 }	7 { 8.75 } { 100.00 }	1 { 1.25 } { 100.00 }	1 { 1.25 } { 100.00 }	80 { 100.00 } { 100.00 }

NOTE : Figures in upper parantheses are percentages of horizontal and in lower parantheses are percentages of vertical total.

policy. They are followed by college educated employees (33.33 percent) . Suggestions seem to be an increasing function of rising level of education. Technically qualified persons foreseeing greater opportunities of promotion are more critical in their approach. Among those of technically qualified 52.63 percent (ten) have suggested the broadest base for promotion namely qualification, seniority, experience and performance so that majority of them become eligible for promotion. So is the case with college educated respondents. Secondary educated have suggested only one criterion for promotion namely seniority, being less qualified that is the only basis for promotion on which they can count. All these facts are revealed in table 5.14.

Table 5.15 exhibits the breakup of suggestions in relation to the language of the respondents. Employees with Konkani and Tamil mother tongue have put forth no suggestions. Urdu speaking feel that qualification, experience, seniority, performance as well as merit, qualification and written test and seniority should be the basis of promotion procedure. Marathi speaking employees are almost equally suggested all criteria while Kannada speaking have put all other except the last one.

Statistics given in table 5.16 indicates that proportion of employees putting suggestions has declined with increase experience. The middle group with 4 to 6 years of service has put all suggestions and in larger number. However, from among the employees of this service group only three had voiced discrimination being done while granting promotions. Those who proposed ( eleven ) that qualification, experience, seniority and performance should be the basis of promotion, were followed by those ( seven ) who proposed seniority as the criterion of promotion.

Employees from personnel, purchase, laboratory departments suggested no measures to improve promotion procedure. Employees from electrical department had the largest proportion (83.33 percent) of persons suggesting measures to have better promotion procedure to be followed by packing department (57.14 percent). This can be seen from table 5.17.

As can be seen from table 5.18 <sup>Senior Clerk</sup>superintends, /sweeper, Head and assistant security guards abstained from giving any suggestions. First Aid attendant wants promotion by seniority probably because there is no other criterion on which he can claim promotion. Shop floor employees, specifically workers have put suggestions in greater proportion but their views are different. It seems each of them have suggested basis which suits him to claim promotion. Qualification, seniority, experience and performance being the pioneering suggestion to be followed by seniority alone.

**TABLE - 5.16**  
**SUGGESTION FOR IMPROVEMENT IN PROMOTION POLICY AS RELATED TO LENGTH OF SERVICE**

Suggestions	Length of service				Total
	upto 3	4to 6	7to9	above 9	
No Suggestions	4 ( 8.33 ) 4 ( 57.14 )	43 ( 89.58 ) 43 ( 61.42 )	1 ( 2.08 ) 1 ( 33.33 )	-	48 (100.00) 48 ( 60.00 )
Qualification, Experience, Seniority, performance	1 ( 7.69 ) 1 ( 14.28 )	11 ( 84.61 ) 11 ( 15. 71 )	1 ( 7.69 ) 1 ( 33.33 )	-	13 (100.00) 13 ( 16.25 )
Merit, Written test Qualification	1 ( 25.00 ) 1 ( 14.28 )	3 ( 75.00 ) 3 ( 4.28 )	-	-	4 (100.00) 4 ( 5.00 )
Seniority only	1 ( 11.11 ) 1 ( 14.28 )	7 ( 77.77 ) 7 ( 10.00 )	1 ( 11.11 ) 1 ( 33.33 )	-	9 (100.00) 9 ( 11.25 )
Qualification only	-	3 (100.00) 3 ( 4.28 )	-	#	3 (100.00) 3 ( 3.75 )
Prev. Exp. only	-	2 (100.00) 2 ( 2.85 )	-	-	2 (100.00) 2 ( 5.00 )
After proper period	-	1 (100.00) 1 ( 1.42 )	-	-	1 (100.00) 1 ( 1.25 )
<b>TOTAL</b>	7 ( 8.75 ) 7 (100.00)	70 ( 87.50 ) 70 (100.00)	3 ( 3.75 ) 3 (100.00)	-	80 (100.00) 80 (100.00)

NOTE: Figures in upper parantheses are percentages of horizontal and in lower parantheses are percentages of vertical total.

TABLE - 5.17  
 SUGGESTION FOR IMPROVEMENT IN PROMOTION POLICY AS RELATED TO  
 DEPARTMENTS

Department	Suggestion for improvement in Promotion Policy							Total
	No Suggestion	Qua.Sen. Exp.Per.	Merit Written Qual.	Seniority Only	Quali. Only	Prev.Exp. Only	After Proper Period	
Personnel	2 { 100.00 } 4.16	-	-	-	-	-	-	2 { 100.00 } 2.50
Accounts	2 { 50.00 } 4.16	1 { 25.00 } 7.69	1 { 25.00 } 25.00	-	-	-	-	4 { 100.00 } 5.00
Purchase	1 { 100.00 } 2.08	-	-	-	-	-	-	1 { 100.00 } 1.25
Sales	-	1 { 50.00 } 7.69	-	-	-	-	1 { 50.00 } 100.00	2 { 100.00 } 2.50
Office Staff	3 { 75.00 } 6.25	-	-	1 { 25.00 } 11.11	-	-	-	4 { 100.00 } 5.00
Quality Control	5 { 71.42 } 10.41	2 { 28.51 } 15.38	-	-	-	-	-	7 { 100.00 } 8.75
Laboratory	3 { 100.00 } 6.25	-	-	-	-	-	-	3 { 100.00 } 3.75
Electrical	1 { 16.66 } 2.08	3 { 50.00 } 23.07	1 { 16.66 } 25.00	-	-	1 { 16.66 } 50.00	-	6 { 100.00 } 7.50
Mechanical	5 { 62.50 } 10.41	2 { 25.00 } 15.38	-	1 { 12.50 } 11.11	-	-	-	8 { 100.00 } 10.00
Moulding and Vulcanising	5 { 71.42 } 10.41	1 { 14.28 } 7.69	-	1 { 14.28 } 11.11	-	-	-	7 { 100.00 } 8.75
Compounding	2 { 50.00 } 4.16	1 { 25.00 } 7.69	-	-	-	1 { 25.00 } 50.00	-	4 { 100.00 } 5.00
Packing	3 { 33.33 } 6.25	1 { 14.20 } 7.69	-	3 { 42.85 } 33.33	-	-	-	7 { 100.00 } 8.75
Special Packing	5 { 50.00 } 10.41	-	1 { 10.00 } 25.00	2 { 20.00 } 22.22	2 { 20.00 } 66.66	-	-	10 { 100.00 } 12.50
Inspection	11 { 73.33 } 22.91	1 { 6.66 } 7.69	1 { 6.66 } 25.00	1 { 6.66 } 11.11	1 { 6.66 } 33.33	-	-	15 { 100.00 } 18.75
Total	48 { 60.00 } 100.00	13 { 16.25 } 100.00	4 { 5.00 } 100.00	9 { 11.25 } 100.00	3 { 3.75 } 100.00	2 { 5.00 } 100.00	1 { 1.25 } 100.00	80 { 100.00 } 100.00

Present Designation	Suggestion for improvement in promotion policy						Total
	No Suggestion	Qualification Seniority Experience Performance	Merit Written Qualification	Seniority only	Qualification only	Previous experience only	
Superintendent	2 (100.00) ( 4.16)	-	-	-	-	-	2 (100.00) ( 2.50)
Senior Clerk	1 ( 50.00) ( 2.08)	-	-	-	-	-	2 (100.00) ( 2.50)
Junior Clerk	2 ( 50.00) ( 4.16)	1 ( 25.00) ( 7.69)	1 ( 25.00) ( 25.00)	-	-	-	4 (100.00) ( 5.00)
Assistant	-	1 (100.00) ( 7.69)	-	-	-	-	1 (100.00) ( 1.25)
First Aid Attender	-	-	-	1 (100.00) ( 11.11)	-	-	1 (100.00) ( 1.25)
Sweeper	1 (100.00) ( 2.08)	-	-	-	-	-	1 (100.00) ( 1.25)
Head Security Guard	1 (100.00) ( 2.08)	-	-	-	-	-	1 (100.00) ( 1.25)
Asst. Security Guard.	1 (100.00) ( 2.08)	-	-	-	-	-	1 (100.00) ( 1.25)
Supervisor	7 ( 70.00) ( 14.58)	1 ( 10.00) ( 7.69)	-	1 ( 10.00) ( 11.11)	-	1 ( 10.00) ( 50.00)	10 (100.00) ( 12.50)
Grade IV Worker	5 ( 45.45) ( 10.41)	5 ( 45.45) ( 38.46)	-	1 ( 9.09) ( 11.11)	-	-	11 (100.00) ( 13.75)
Grade III Worker	8 ( 40.00) ( 16.66)	38 (25.00) ( 38.46)	2 ( 10.00) ( 50.00)	4 ( 20.00) ( 44.44)	1 ( 5.00) ( 33.33)	-	20 (100.00) ( 25.00)
Grade II Worker	4 ( 80.00) ( 8.33)	-	-	-	-	1 (20.00) ( 50.00)	5 (100.00) ( 6.25)
Grade I worker	13 ( 81.25) ( 27.08)	-	1 ( 6.25) ( 25.00)	2 ( 12.50) ( 22.22)	-	-	16 (100.00) ( 20.00)

The discussion presented in preceeding paragraphs indicates that employees in HLL do not have fundamental objections either to the basis or to the procedure followed for awarding promotions. Their views are self-centered.

### S E C T I O N - I I I

In concluding section of the chapter we will summarise what has been argued in preceeding two sections.

Hindustan Latex Ltd, a premier condom manufacturing unit, is fully automatised that has made the production process stereotyped. As a little very little training is required to shop floor employees. Office staff is provided some training. Employees are given refresher training as per need.

The company promotes candidates on the basis of performance, qualification and experience. From 1990-91, promotions of employees drawing salary below Rs.2,500/- p.m. is not done. However, employees with salary higher than this are promoted.

Out of eighty workers covered by sample fifty eight were imparted training. 7 less than one year and 52 were given training for more than one year. Most of them found the training useful. Two employees were given further training. It was found to be sufficient and therefore nine employees could putforth suggestions for improvement of training programme.

Among those who suggested improvement wanted training for job to be given. The suggestions put forth were not fundamental but were of general nature. It indicates that company's training programme is adequate.

Hindustan Latex Limited seems to have a positive attitude in implementing the promotion policy. Thirty one workers were promoted. Fourteen climbed two steps and seventeen one step on the ladder of promotion. Maximum number of promotion, were on production side and specially from mechanical, moulding and vulcanising, compounding and inspection departments (table 5.6). a) Quality, Seniority and experience, b) Performance, written test and interview, and, c) Qualification experience & performance were stated to be the basis of promotion by the employees. Though thirty one employees were promoted fifty eight showed their satisfaction about the promotion policy and process. Thirty two employees put forth suggestions for improving promotion policy. As can be seen from tables 5.13 through 5.18 the suggestions put across are not of fundamental nature desiring revolutionary change in promotion policy. The suggestions pertained to basis of promotion, and it seems employees suggested basis in which they could be fitted.

In a nutshell, training and promotion policies of HLL are pragmatic and acceptable. Even then, there can be a few suggestions to improve them, to which we will come in seventh chapter.