

Chapter – IV

**ANALYSIS AND
INTERPRETATION OF DATA**

CHAPTER - IV

ANALYSIS AND INTERPRETATION OF DATA

4.1 Introduction :-

It has been outlined in the scope of present study that, manpower management has two important aspects namely **recruitment and selection** of employees and their sound **wage and salary** administration. Manpower amongst all other resources is most important one because of two reasons- firstly, other resources are meant to serve manpower and secondly all other resources are get effectuated by efforts of manpower. This chapter purports to study, the practices relating to personnel management in KMT. The coverage in the personnel management includes recruitment sources, selection procedure, employee development, compensation, various incentives, statutory and non-statutory welfare measures etc. The following discussions make a detailed study of these aspects.

4.2 Determination of Manpower Requirement :-

Manpower planning is a "process by which a management determines how an organisation should move from its current manpower position to its designed manpower position". Manpower planning is vital to employment function because it determines qualitative and quantitative manpower requirement .

Determination of kind and number of personnel required for different job is the first step of recruitment and selection programmes.

Now reflecting on manpower planning in KMT --- number of employees to be recruited newly is determined by bus fleet. KMT allows to recruit new 8 employees for every new bus arrival in the fleet out of which 5 employees are to be recruited to traffic supervisory and traffic departments, 2 employees for workshop and one employee to general administration. Recruitment standard is set as per Bombay Provincial Act 1949 which is applicable to KMT for its overall administration.

In KMT there is no separate department of personnel administration. public relation officer and in-charge labour welfare officer look after the human resource planning with prior permission and discussion of the transport manager and transport committee.

DEPARTMENTWISE MAN POWER POSITION AS ON 31-03-2004

Table 4A

GENERAL ADMINISTRATION DEPARTMENT

Sr. No.	Designation	No. of employees
1.	Assistant Engineer (Civil)	1
2.	Assistant Purchase Officer	1
3.	In-charge Internal Auditor	1
4.	In-charge Accountant	1
5.	In-charge store and purchase officer	1
6.	Superintendent Issue cash	1
7.	Superintendent public Relation officer	5

8.	Assistant Auditor	33
9.	Senior clerk	1
10.	Junior Clerk	1
11.	Statistical In-charge	2
12.	Security officer	1
13.	Gate keeper	1
14.	Typist	8
15.	Helper	3
16.	Peon	1
17.	Sweeper	1
	Total	66

Table 4 B

Traffic Supervisory and Traffic Department

Sr. No.	Designation	No. of employees
1.	Traffic Inspector	1
2.	Assistant Traffic Inspector	20
3.	Controller	4
4.	Traffic Controller	33
5.	Time Keeper	5
6.	Senior Clerk	1
7.	Junior Clerk	20
8.	Typist	1
9.	Driver	214
10.	Conductor	292
11.	Peon	5
12.	Sweeper	10
	Total	649

Table 4 C

Workshop

Sr. No.	Designation	No. of Employees
1	Workshop Manager	1
2.	Maintenance Engineer	1
2.	Electric Supervisor	1
3.	Foremen	1
4.	Mechanic Supervisor	5
5.	Head Mechanic	4
6.	Head Electrician	1
7.	Head Painter	1
8.	Mechanic Art A	6
9.	Electrician Art A	1
10.	Welder Art A	1
11.	Tyre fitter Art A	1
12.	Painter Art A	1
13.	Vehicle Examiner Art A	1
14.	Body repairy Art A	2
15.	Black Smith Art A	1
16.	Up holder Art A	1
17.	Wiremen Art A	1
18.	Fitter Art B	32
19.	Body repairs Art B	3
20.	Tyre fitter Art B	3
21.	Black smith Art B	3
22.	Upholder Art B	1
23.	Welder Art B	1
24.	Electrician Art B	4
25.	Wiremen Art B	1

26.	Plant Fitter Art B	1
27.	Painter Art B	1
28.	Tyre Fitter Art C	4
29.	Welder Art C	3
30.	Black Smith Art C	5
31.	Tean smith Art C	2
32.	Body repairs Art C	2
33.	Up holder Art C	1
	Total	98

Table 4.1
AGE-WISE CLASSIFICATION OF EMPLOYEES

Sr. No.	Age Group of Employees	No. of Respondents	Total of %
1	25 to 30	5	6.25%
2	30 to 35	10	12.50%
3	35 to 40	17	21.25%
4	41 to 45	12	15%
5	46 to 50	17	21.25%
6	Above 50	19	23.25%
Total		80	100

As shown in the Table 4.1 one may infer that

- i) 23.75% employees come under 50 and above age group. Which is the highest among other groups.
- ii) 21.25% employees were between 45 to 50 age group.
- iii) Group of employees between age group 25 to 30 is the lowest age group (6.25%) in organisation.

From the above analysis 50 years and above age group is the highest among other age groups because of number of employees recruited newly depend upon number of buses in fleet. From last several years KMT has not purchased any new buses but takes on rental basis and required workforce is adjusted by daily wages workers, hence present workforce was recruited before 20 to 25 years.

Table 4.2
EDUCATIONAL QUALIFICATION OF EMPLOYEES

Sr. No.	Educational Qualification	No of Respondents	Total of %
1	Primary	6	7.50%
2	Secondary	33	41.25%
3	Higher secondary	28	35.00%
4	Graduation	8	10.00%
5	Post Graduation	4	5.00%
6	Technical	1	1.25%
Total		80	100

The Table 4.2 indicates that 41.20% employees are having secondary educational qualification. 35% employees up to higher secondary educational level. Only 10% and 5% employees who had graduation and post graduation qualification respectively.

Technical education is mostly neglected for selection of recruitee because of nature of work and type of industry, very few people require with technical knowledge in workshop only. However organisation gives preferences to those recruitees who have practical experience of work instead of technical educational qualification. Only 1.25% employees are recruited as per technical educational criteria. The proportion of employees who have graduation and post-graduation educational qualification is also very low, reason behind this is presently KMT does not recruit new employees permanent in nature due to change in policy and majority of

workforce was recruited several years ago whose length of service is more than 25 to 30 years when awareness regarding education was growing at very low pace.

Table 4.3
EMPLOYEES MODE OF CONVEYANCE FOR COMING TO
ORGANISATION.

Sr. No.	Mode of conveyance	No of Respondents	Total of %
1	By Bus	50	62.50%
2	By Motorcycle	18	22.50%
3	By Bicycle	7	8.75%
4	On foot	5	6.25%
Total		80	100%

Table 4.3 show that 22.5% employees prefer own two-wheeler for coming to the organisation. 8.75% and 6.25% employees prefer bicycle and on foot respectively. 62.5% employees come to the organisation by bus.

Majority of (62.50%) the employees’ groups prefer bus as a mode of conveyance because they reside in city and its suburban area where KMT bus services are available frequently on all routes which is free of cost to the employees and KMT does not allow any advances or loan facilities to its employees at concessional rate of interest to purchase their own vehicles.

4.3 Recruitment :-

Recruitment process aims at developing and maintaining adequate manpower resources upon which the organisation can depend when it needs additional employees. Thus recruitment is a positive process of searching prospective employees and stimulating them to apply for job in the organisation.

Table 4.4
SOURCES OF RECRUITMENT OF KMT

Sr. No.	Sources of Recruitment	No of Respondents	Total of %
1	Employment Exchange	44	55.00%
2	Advertisement	8	10.00%
3	Notice Board	2	2.50%
4	Friends and Relatives	8	10.00%
5	Any other	18	22.50%
Total		80	100%

Table 4.4 shows that external sources are tapped for the purpose of recruitment. 55% employees were recruited through the employment exchange. 10% employees were recruited by advertisement. Recruitment through references of present friends and relatives was 10%. Other sources of recruitment include backlog and sympathy recruitment from which 22.5% employees were recruited.

Employment exchange sponsors the major portion of job seekers. This is partly due to the legal compulsion under Employment Exchange

(compulsory notification of vacancies) Act, 1959 and partly due to convenience in the system.

The external sources are resorted to when vacant posts cannot be filled internally. The most common source of external recruitment is advertisement in local dailies. KMT uses this source for recruitment of accountant, statistician , traffic inspector, assistant traffic inspector and other lower position posts.

KMT does not practice with other external sources of recruitment such as technical institutes, colleges, professional associations, computer data bank etc. Due to its nature of service, very few people are required with high educational and technical qualifications at middle level management and workshop only. Management should use internal sources of recruitment to fill posts like controller, assistant traffic inspector, as it helps in increasing the prestige and sense of security among the workers.

4.4 Selection :-

Once the manpower planning determines the required manpower, recruitment attracts candidate for screening. Selection becomes the next logical step. The selection process involves few steps like setting standard, hiring standard, administering the hiring standard and taking selection decision. The hiring standard is sometimes called as hurdles. These hurdles are put to use differently for different jobs like preliminary

interview, application blank, selection test, interview, references check, physical examination etc.

Table 4.5
METHOD OF SELECTION USED FOR SELECTION
OF EMPLOYEES

Sr. No.	Method of Selection	No of Respondents	Total of %
1	Written test and Interview	18	22.50%
2	Interview and Trial on job	14	17.50%
3	Only Interview	36	45.00%
4	Physical Test	00	00
5	Trial on Job only	3	3.75%
6	No any test	9	11.25%
Total		80	100%

Chart 4.1 : Method of Selection

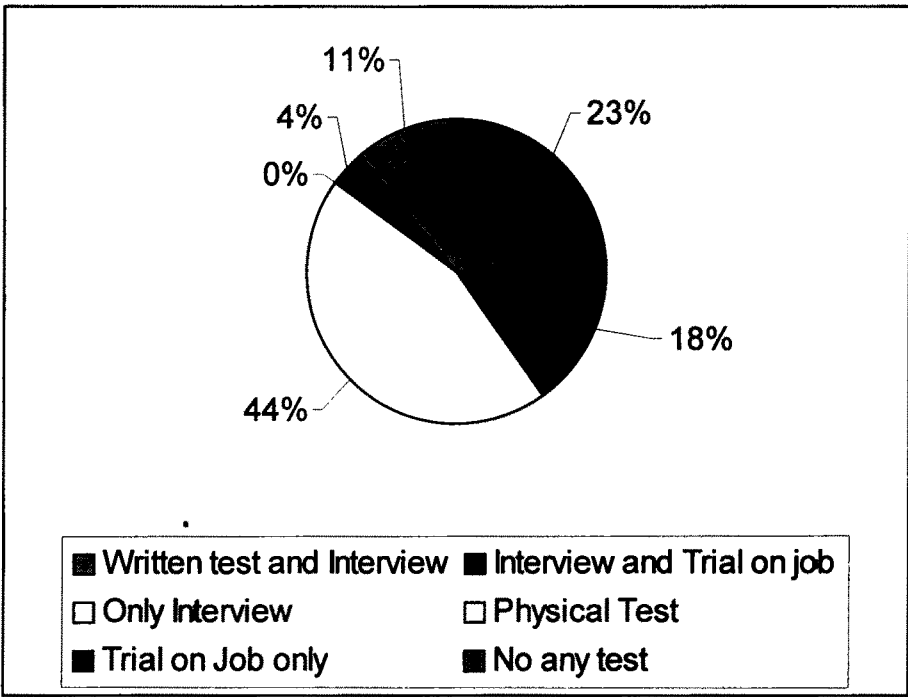


Table 4.5 makes some important revelations, there are no scientific and common selection techniques used for selection of recruitees. 22.5% employees were selected by written test and interview technique. 17.5% employees were selected by interview and trial on job and 3.75% employees by trial on job only, this technique was generally used for selecting drivers. Besides that 11.25% workers did not face any types of selection test for placement. 45% employees were selected by interview method of selection only.

Interview is a common method of selection for both executive and non-executive categories of employees. There is no permanent selection committee constituted for the purpose of conducting interview. Such committee is formed as and when needed. However additional transport manager, public relation officer and concerned departmental head are members of such committee under the head of transport manager.

The aptitude test and psychological test are not prevalent for all categories of employees. Physical test is also not conducted for selecting unskilled workers. Not a single worker has undergone through the physical test for selection.

Organisation does not provide its own application blank. Hence applicants are requested to submit their application on plain paper providing complete bio-data.

The KMT had the practice of promptly informing the selected candidates about the result of interview and asking them to join immediately.

4.5 Placement :-

'A square peg in a round hole' is an adage that amply justifies the importance of placing the right man on right job. If not, the organisation suffers from reduced efficiency of its skill, greater job dissatisfaction, absenteeism, turnover etc. So sound placement is fitting finale to result oriented manpower programmes.

In KMT most of the selection are made by keeping specific vacancies in view and selected candidates are automatically placed in those vacancies. There are no formal placement programmes in the organisation.

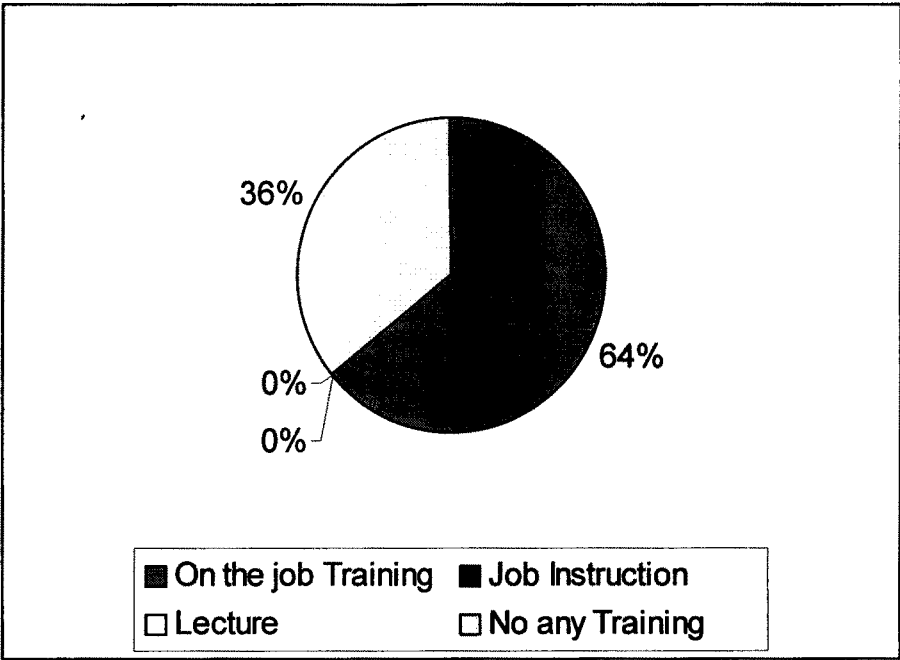
4.6 Training :-

Training is cornerstone of sound management for it makes employees more effective and productive. It is actively and intimately connected with all the personnel or managerial activities. It is an integral part of whole management programme with all its many activities functionally inter-related.

Table 4.6
METHODS OF TRAINING

Sr. No.	Method of training	No. of Respondents	Total of %
1.	On the job Training	51	63.75%
2.	Job Instruction	00	00
3.	Lecture	00	00
4.	No any Training	29	36.25%
	Total	80	100%

Chart 4.2 : Method of Training



Training is the process of increasing knowledge and skill of employee for doing a particular job most efficiently, but this philosophy seem to be neglected to the some extent. This evident from fact that no sound training programmes for the workers have ever been introduced.

The KMT does not have any training department of its own. The management viewed upon this training arrangement were made in central

Institute of Road Transport (CIRT) Pune but from above chart still 36.25 percent employee not benefited by any training programmes majority of employee (63.75) received on the job training by immediate supervisor or experienced workers with due course before the placement such training restricted to traffic department and workshop only there is no any provision for executive training programmes.

Table 4.7
WORKERS OPINION ABOUT SATISFACTION OF PRESENT JOB

Sr. No.	Opinion about job satisfaction	No. of Respondent	Total of %
1	Yes	65	81.25%
2	No	15	18.75
	Total	80	100%

Table 4.7 reveals that -

- i) 81.25% employees are satisfied on their present job.
- ii) 18.75% employees have negative opinion about their present job.

From the analysis of above table the researcher found that, the employees have negative opinion about job satisfaction because of higher educational qualification and they did not get any promotion since appointment and secondly organisation does not use scientific techniques for manpower planning such as job analysis, job description, job specification etc. So it leads to job dissatisfaction among the workers.

4.7 Manpower Adjustment :-

Organisation faces some changing conditions which require adjustment in the size of its workforce. Transfer and promotion are methods which make possible the workforce’s mobility and movement required in the normal lifecycle and in the dynamically changing need of an enterprises. The following discussion relating to transfer and promotion are formalised in KMT.

4.7.1 Transfer :-

A transfer is a horizontal movement of an employee from one job to another at the same or another place where his salary, status and responsibility are the same.

Table 4.8
OPINION OF WORKERS ABOUT TRANSFER POLICY

Sr. No.	Workers opinion	No of Respondents	Total of %
1	Not yet transferred	57	71.25%
2	Transferred two or more time	23	28.75%
3	Consulted before transfer	00	00
4	Intra-department transfer	00	00
5	Dissatisfied on transfer	00	00
	Total	80	100%

As shown in the table 4.8 it appears that 71.25% employees are not yet transferred since their appointment. Only 28.75% employees have been transferred two or more times in the same department.

From the analysis of above table one may infer that 28.75% employees were transferred two or more times in the same department. Employees were not consulted by management before transfer, however those all employees were satisfied on that. Reason behind it was employees anticipate better opportunity for future advancement.

Transfers were made because of organisational need and not with point of view to increase the versatility of the employees. There is no existence of personal transfer policy, frequency of transfer is very less.

Shift transfer being prevalent in the organisation transfer from one shift to another is common fortnightly phenomenon. However employees are permitted to mutually adjust shift timing among themselves.

For successful transfer policy it is indispensable to have a proper job description and job analysis, remedial transfer should be made.

4.7.2 Promotion :-

Promotion is the process of upward vertical mobility of an employee in an organisation involving greater responsibility, enhanced pay, status and rank. Promotion helps in reducing discontent and unrest at the same time is useful in conserving proved skill. It can also help in drawing suitable and competent workers.

In KMT promotion function is looked after by public relation officer and concerned head of department with discussion of transport manager. Any grievances pertaining to seniority are handled by the transport committee and transport manager. Promotion policy in the organisation is influenced by some common features which can dichotomise as reservation, preference to the scheduled caste and scheduled tribes. This is imperative because policy directive from the government.

Seniority cum merit is an important consideration in many promotion decisions, *seniority* refers to length of service of an employee. Usually length of service is computed on the basis of the current continuous employment, *merit* refers to the employee's performance on the job in terms of requirement of the job, past record, supervisor's evaluation, proven ability on the job etc. are additional factors for promotion, but there is no any trade test/interview conducted while taking promotion decisions. Vacancies arise on account of promotion generally filled by giving preferences to daily wages workers.

Table 4.9

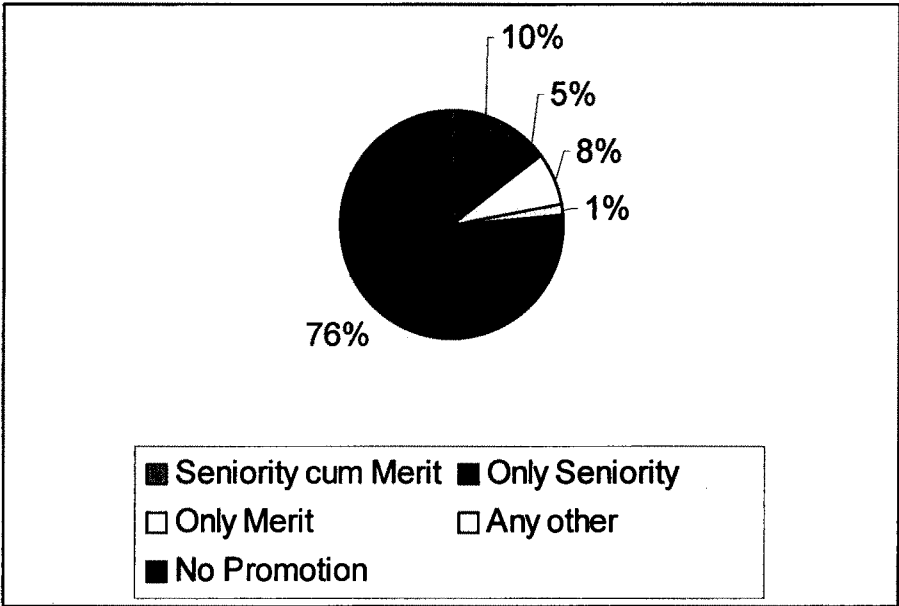
CATEGORY-WISE PROMOTION OF EMPLOYEE IN KMT

Sr. No.	Department and Previous Designation	No. of Promotion	Occupied Designation
<i>A.</i>	<i>General Administration</i>		
1.	Clerk	1	Junior Clerk
2.	In-charge Purchase and store officer	2	Purchase and store officer
<i>B.</i>	<i>Traffic supervisory and traffic department</i>		
3.	Conductor	1	Assistant Traffic Inspector
4.	Conductor	1	Controller
5.	Conductor	1	Controller
6.	Conductor	1	Controller
7.	Conductor	1	Controller
8.	Driver	1	Time-keeper
	Driver	1	Controller
<i>C.</i>	<i>Workshop</i>		
9.	Helper	1	Fitter
10.	Team smith	1	Battery Re-conditioner
11.	Cleaner	1	Black smith
12.	Cleaner	1	Helper
13.	Cleaner	2	Fitter
14.	Helper	1	Fitter
15.	Helper	1	Fitter
16.	Helper	1	Fitter
17.	Cleaner	1	Fitter
18.	Cleaner	1	Helper
19.	Cleaner	1	Helper

Table 4.10
BASIS FOR PROMOTION

Sr. No.	Basis of Promotion	No. of respondent	Total of Percentage
1.	Seniority cum Merit	8	10%
2.	Only Seniority	4	5%
3.	Only Merit	6	7.5%
4.	Any other	1	1.25%
5.	No Promotion	61	76.25
	Total	80	100%

Chart 4.4 : Basis of Promotion



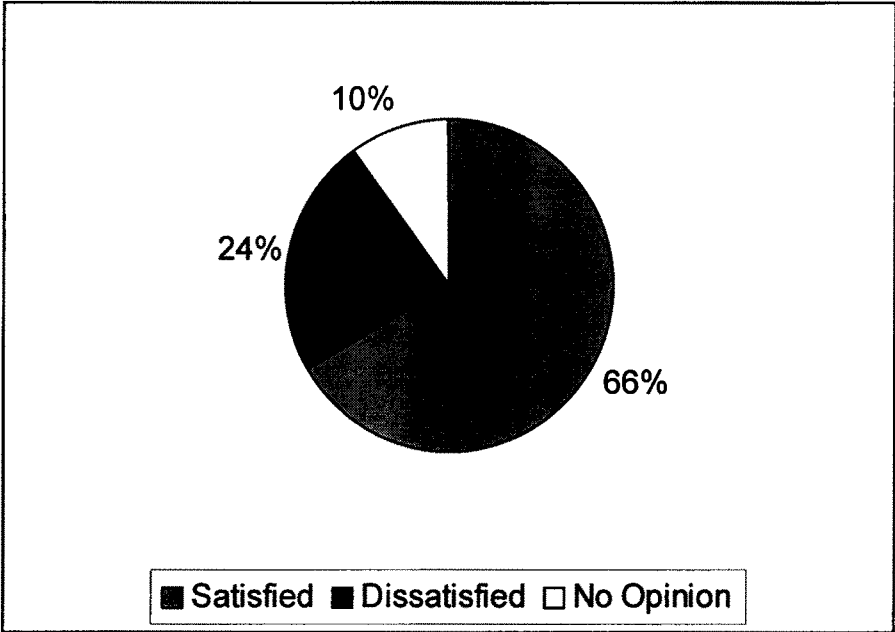
The result of present study regarding promotion bases are shown in chart 4.4. It indicates that 10 percent employees were promoted on the bases of seniority cum merit, 5 percent employee were promoted through only seniority criteria and 7.5 percent employees by only merit basis. Other basis includes the government directives which was 1.25 percent.

Seniority cum merit is an important consideration in 10 percent promotion decisions. However required bases of promotion is not fixed, it changes with the several circumstances because of organistion’s promotion policy take into consideration all the aspects essential for the promotion of workers for different department workers i.e. ability, efficiency, qualification, potentiality for further development besides seniority and merit.

Table 4.11
OPINION ABOUT PROMOTION POLICY

Sr. No.	Opinion about	No. of Respondent	Total of Percentage
1.	Satisfied	53	66.25%
2.	Dissatisfied	19	23.75%
3.	No Opinion	8	10%
	Total	80%	100%

Chart 4.4 : Opinion About Promotion Policy



As shown in the chart 4.11 it is reveals that 66.25 percent employees were satisfied on present promotion policy followed by organisation. Only 23.75 percent employees were dissatisfied on promotion policy. 10% employees did not respond for the question because of fear of management.

The employees who express dissatisfied opinion about promotion policy because of, when merit and seniority about equal, inter-personal influences become basis for promotion decision even rationalised formal system and secondly criteria for promotion is not fixed by management. It changes to some extent for every promotion.

4.8 Wage and Salary administration :-

Wage and Salary administration refer to the establishment and implementation of sound policies and practices of employee compensation. The purpose of it is to maintain an equitable wage and salary structure. A satisfactory wage and salary administration programme is more conducive to high moral and reduce inter-group friction in as much as it reduces inequalities between earning of employees. It is important and delicate issue in personnel management. Because wage is a mean of providing income for employees and cost of doing business to the employer. As such it has become the largest single cause for majority of industrial dispute.

4.8.1 Wage policy in KMT :-

In KMT wage are determined by organisation's ability to pay and prevailing market rate. Productivity as a factor of determining wage, plays very limited role in KMT. Cost of living is related to dearness allowance component of wage rate. Wage and salary is fixed by confirming relevant wage laws. KMT follows the provision of 5th pay commission but does not keep in view the incentives aspects of wage and salary to improve productivity. All the employees are paid through the workers' co-operative society. Deduction are effected by the provision of *Payment of Wage Act 1936* and payment is made on the monthly rated basis.

4.8.2 Method of Payment :-

In general there are two payment methods - payment on the *basis of time* and payment on the *basis of output*. In KMT all the workers are reimbursed by time basis due to nature of industry where units of output are difficult to distinguish and measure.

4.8.3 Payment of Wage :-

The payment of wage Act 1936 applicable to KMT sec. 5 of the Act lays down that wage of every employed person in any railway, factory or other establishment in which less than 1000 persons are employed shall be paid before the expiry of the seventh day of wage period, but this obligation is not in practice in KMT. Management viewed upon this, time of payment is mutually adjusted among employees.

Table 4 D
GRADE AND SCALE OF PAY IN KMT

Sr. No.	Category	Grade	Scale
1.	Additional Transport manager	I	8000-275-13500
2.	Workshop manager	II	6500-2—11500
3.	Assistant Engineer (Civil)	III	6500-200-10500
4.	Officer	IV	5500-175-9000
5.	Supervisor	V	5500-150-8000
6.	Clerk	VI	4000-100-5000-100-7000
7.	Controller	VII	3200-85-4900-85-05070
8.	Driver	VIII	3200-85-4900-85-4985
9.	Conductor	IX	3200-85-4900
10.	Helper	X	2576-55-2740-70-4280
11.	Cleaner and Sweeper	XI	2550-55-2660-6-3980s

Table 4.12
MONTHLY WAGE/SALARY IN KMT

Sr.No.	Wage/Salary level	No. of Respondents	Total of %
1.	Rs. 5000-Rs. 6000	10	12.50
2.	Rs. 6000-Rs. 70000	29	36.25
3.	Rs. 7000- Rs. 8000	22	27.50
4.	RS. 8000 - Rs. 9000	9	11.25
5.	Rs. 9000-Rs. 10,000	8	10.00
6.	Above Rs. 10,000	2	2.50
	Total	80	100

Note : (Wage/salary includes Basic pay + DA+ HRA + City Allowance + Night Allowance)

As shown in table 4.12 –

- a) With pay level Rs. 6000 to Rs. 8000 there are 63.25 percent employees in the organisation.
- b) Only 11.25 percent employees are from pay level Rs. 8000 to Rs. 9000.
- c) The lowest group in organisation with pay level above Rs. 10,000 was only 2.5 percent.

From the above analysis it is understandable that 63.25% employees earn in between Rs. 6000 and Rs. 8000 because of pay scale which is fixed by taking into consideration the provision of 5th pay commission. Proportion of drivers, conductors, time keepers is more in the total work force of organisation therefore most of the employees are in this range (as mentioned in the Grade VII, VIII, IX in the Table 4D). Due to the nature of work and operating area of KMT very few administrative personnel are required in general administration with higher qualification. Hence only 2.5% employees earn above Rs. 10,000.

4.9 Components of Wage and Salary :-

4.9.1 Dearness Allowance :-

Dearness allowance is common phenomenon with the wage structure of KMT. The object of granting Dearness allowance is to compensate the workers for increase in the cost of living. Adjustment in wage level becomes necessary, amongst other factors on account of increase in the cost of living and improvement in economic condition. There are numerous systems of payment of dearness allowance. They vary from industry to industry and wage/salary slab. But in KMT it is a flat rate of 71% on basic pay and is applicable to all the employees irrespective of their wage slab.

4.9.2. House Rent Allowance :-

Housing facility is not provided to any employee because of workmen mostly reside in the nearby villages and township and commute daily to the place of work. However KMT has given 15% house rent allowance on basic pay to every employee irrespective of any differences of wage salary slabs.

4.9.3. City Allowance :-

City allowance is granted by KMT to its all employees it varies according to wage / salary slabs. Rs. 35 up to limit of basic wage Rs. 5000. and Rs. 65 above the basic of Rs. 5000.

4.9.4 Night Allowance :

Provision of night allowance is made in wage/salary structure of KMT, it is restricted to traffic supervisory department, traffic department and workshop workers only. Every employee who work in night shift is granted Rs. 4 per shift as a night allowances.

4.10 Authorised Deduction from Wage and Salary :-

The Payment of Wage Act, 1936 is applicable to KMT. The main purpose of this act is to ensure regular and timely payment of wage to employed person and to prevent unauthorised deductions being made from wage/salary and arbitrary fine being imposed on employed person.

The deductions authorised under the act are enumerated in section 7 (2). The researcher has conformity of those provisions in KMT wage/salary structure, such provisions are discussed below.

4.10.1 Provident Fund Contribution :

The organisation deducts employee's contribution to provident fund at the rate of 12% on basic pay with equal percentage of its own. Such a deduction is made with point of view of social security of employee after his retirement and to meet new situations which quite often means total stoppage of earning of employees.

4.10.2 Professional Tax :

It is responsibility of every employer to collect professional tax of employees on behalf of the Government. The KMT deducts such Tax from

total wage payable to employee at the end of th month in following manner.

Basic pay up to	Tax deduction
Rs. 2,500 - Rs. 5,000	Rs. 60.00
Rs. 5,000 - Rs. 10,000	Rs. 175.00
Above Rs. 10,000	Rs. 208.33

4.10.3 Loan and Advances :

The facility of loan and advances is available to employees through the workers co-operative society. To recover the due installment of loan KMT makes deduction from total wage payable to employee.

4.11 Incentives :-

The term wage incentives has been used both in the restricted sense of participation and in the widest sense of financial motivation. It is managerial device of increasing a worker productivity, simultaneously it is a method of sharing gains in productivity with workers by rewarding them financially for their increased rate of output. So incentives is related aspect of wage and salary administration. It is system of payment under which the amount payable to person is linked with his output.

Incentives may be monetary or non-monetary which is discussed in foregoing chapter clearly.

Now reflecting in the KMT, monetary incentives are not found, no employee is benefited by monetary incentives ever because of being a

service industry. In all departments it might be difficult to measure the individual performance as the production or service performed by group of employee jointly. In such case individual incentives scheme do not seem to be appropriate .

In organisation there is greater scope for non-monetary incentives scheme. Employees in the organisation are '*not economic men*' so such as they are '*ego men*' what they want, above all else is credit for work done, interesting task, appreciation, approval and congenial relation with their employer and fellow workers. These satisfaction they want even more than high wage and that greater emphasis should be placed on such non economic factors as status, position, emotional satisfaction and sense of participation. But this philosophy is also mostly neglected by management.

What some extent above non-monetary incentives found in KMT is discussed below.

4.11.1 Workers' Participation in Management :-

It is a tool for improving the overall performance of an enterprise, it means that workers are given an opportunity to take part in these decision which affect their wage, working conditions and their very job and this participation paves the way to harmonious organisation relation in an atmosphere which is conducive to increased productivity and efficiency.

Table 4.13
ATTITUDE OF WORKERS TOWARDS THE PRESENT SYSTEM
OF WORKERS' PARTICIPATION.

Attitude of workers	No of Respondents	Percentage
X ₁	68	85.00%
X ₂	00	00
X ₃	00	15.00%
X ₄	00	00
Total	80	100

Variables :

- | | |
|----------------------|---|
| X₁ | Workers' participation does not exist at any level. |
| X₂ | Not aware of the concept. |
| X₃ | Participation at reasonable level through suggestion. |
| X₄ | The present system is effective to maintain cordial relation between workers and management. |

The close assessment of the data in Table 4.13 shows that scheme of workers' participation in management was totally absent. Opinion of 85% percent employees comprehensible that, they were not implicated at any level in any way. Only 15 % percent employees participate in management rarely by suggestion scheme.

The investigator found various reasons for nonexistence of workers' participation scheme in the organisation but most affecting reason

is lack of proper understanding between management and employees of the concept, purpose and benefits of the scheme.

4.11.2 Working Condition :-

Provision of healthy and suitable working condition is an important responsibility of welfare part of personnel management. In which condition employee works has got tremendous impact on his health. It also affects the efficiency, psychology and quality of work he does. The healthy, bright and inspiring atmosphere lead to more work than dirty, unhealthy and sullen atmosphere. The researcher found the following infringement of Factory Act, 1948 during the investigation.

A) Inadequate Facility of Drinking Water :-

The adequate drinking water facility is not provided in workshop and central rest room as well as various control point in the city. Only single Tap has been provided to supply drinking water to entire work force in work shop.

B) Rest Room :-

Operation of KMT is controlled through the different part of city. The rest room facility is not available at all in *Gangavesh, Shivaji Chowk, Dasarachowk*, and *Bhawani Mandap* control points.

C) Abundance of Dust and Dirt :-

The workshop walls, rest rooms and premises are abound in dust and dirt. The workshop and rest rooms wall have not been painted for a long time as a result the rooms have become sultry and dark.

D) Absence of Urinal Facility :-

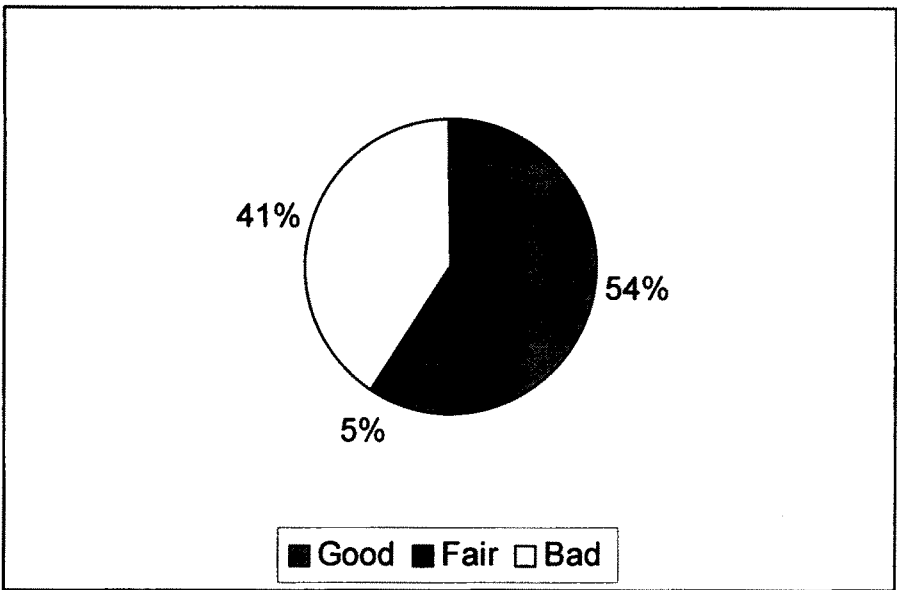
The urinal, bath room, latrine and washing facility are totally absent in almost all control point.

All this absences lead to unhealthy effect on the psychology and efficiency of the workforce, in order to improve the present condition it is trussed upon that all deficiencies be removed for healthy working atmosphere.

Table No. 4.14
WORKERS’ OPINION ABOUT WORKING HOURS.

Sr. No.	Workers’ Opinion	No. of Respondents	Total of %
1.	Good	43	53.75%
2.	Fair	04	5.00%
3.	Bad	33	41.25%
	Total	80	100

Chart 4.5 : Opinion About Working Hours



The table 4.14 depicts that 53.75 percent employees are content about working hours. 41.25 percent employees are not satisfied on present working hours.

The traffic supervisory department, general administration and workshop employees were very content on present working hours but who viewed bad opinion about working hours were from traffic department as drivers and conductors because route is fixed by management and working hours are calculated as per standard time and not by actual time taken for completing the route. This standard timing was fixed several years ago and not updated with taking in to consideration the increasing stoppage on route and growing traffic in the city. Specially for traffic department workers the management should make efforts to genuine working hours with required rest interval to enable workers to perform their duty happily and efficiently.

4.12 Employees Satisfaction :-

Employee satisfaction with wage/salary policies and practices is very important, this is reflected in satisfaction with pay also. If pay satisfaction is low job satisfaction is also low which affects an overall functioning of the organisation.

Wage/ salary are generally the most important, it not the only, source of income of employees but also one of the important determinant of their social status inside and out side the organisation. An idea about employees satisfaction with wage and salary policy and practices can be had from. Table 4.15 prepared on the basic of our survey.

Table 4.15
EMPLOYEE SATISFACTION WITH THEIR
PRESENT WAGE/SALARY

Sr.No.	Degree of satisfaction	No of Respondents	Total of %
1.	Highly satisfied	--	
2.	Satisfied	39	48.75
3.	Dissatisfied	41	51.25
	Total	80	100%

It is evident from Table 4.15 that larger number of employees were dissatisfied with their present wage/salary. 51.25 percent of workers were found to be dissatisfied . It was found that during the course of survey workers were not satisfactorily remunerated as compared to general administration and traffic supervisory department employees. Majority of

the employees reside in the city and its suburban area and they are unable to adjust their cost of living and changing vogue with present wage/salary and it ultimately leads towards dissatisfaction among the employees.

Table No. 4.16
OPINION OF EMPLOYEES REGARDING GETTING
WAGE/SALARY IN STIPULATED TIME.

Sr. No.	Opinion of Employee	No. of Respondents	%
1.	Yes	10	12.50
2.	No	71	87.50
	Total	80	100

The results of finding in this respect are shown in table 4.16. According to 87.5 percent employees’ opinion wage/salary is not received in stipulated time. Only 12.5 percent employees viewed favorable opinion.

Management viewed upon this, expenses of KMT is more over its revenue partly because the increasing prices of diesel and non-reimbursement of concessional fare offered to students, public, workers etc. and secondly government authority does not grant permission to increase the ticket rate with the proportion of increasing price of diesel so management is unable to pay wage/salary in stipulated time.

4.13 Employee Benefits :-

Direct wage and salary payment constitute by only a part of the total compensation package. The rest is constituted by employee benefits. In general these are not directly linked to individual productive efforts of employees but are available to all employees irrespective of the quantity or quality of their individual performance. Such benefits are classified as.

4.13.1 Statutory Welfare Measure :-

The welfare measure provided with the precincts of establishment are provided and regulated by the labour legislation. The Factory Act, 1948, provides welfare measures in their respective category of unit. the KMT are covered by provision laid down in the Factory Act 1948. The researcher observations during field visit to KMT about welfare measures are discussed below.

i) Washing Facility :-

Washing facility in organisation is totally absent and provision of the Act has not taken into consideration.

ii) Canteen :-

As per the factory Act 1948 sec. 40-50 canteen facility should be provided with concessional rate where the total workers employed 250, KMT cross this limit of employees but canteen facility is not provided.

iii) Shelter, Rest Room, and Lunch Room :-

During course of survey researcher found that rest room and lunch room is provided only in central workshop, but not with proper amenities, most of the workers from workshop and traffic department used to take lunch at their work place, rest room facility is totally absent in all control point.

iv) First -aid Appliances :-

First and appliances are provided by KMT to all employee as per provision of Act.

4.13.2 Non-Statutory Welfare Measure-

i) Housing Facility :-

Housing facility is not provided by organisation to any types of employees because, nearly every employee resides in the city and in the nearby village who commute daily to the place of work. Workmen are given house rent allowance. There was no strong demand from employees about the housing facility because most of the workers have their own residential houses.

ii) Transport Facility :-

The need of transport facility is not felt in KMT as most of employees come from city, suburban area and nearby villages where the KMT bus service is available, which is free of cost to the employees.

iii) Recreational Facility :-

Recreational facility provides a healthy opportunity for the physical, social, cultural and intellectual upliftment to workers by providing scope for proper use of leisure time. Further, it relieves and refreshes his mentality.

In KMT recreational facilities are not provided except one T.V. room, Indoor games, outdoor games, Library, picnic, sight seeing trips, music etc. are totally neglected by respective departments. KMT operates its bus service through different control points which are located in different parts of city where even newspaper is also not available hence every worker is dissatisfied on management.

iv) Educational Facility :-

Education enriches the quality of labour force and enables the worker to adjust with organisational goal and changes.

In KMT such facility is not provided to workforce and their children.

v) Medical Facility :-

The work process in workshop can create health hazards for the workers such as accident, causing disablement and occupational diseases but this facility is ignored by management even scheme of reimbursement of medical expenses incurred by employee is not prevalent. The KMT has made provisions for sick leave with pay.

vi) Workers Co-operative :-

In order to inculcate the habit of thrift and also to save the workers from the vortex of money lenders and their exorbitant interest rates the co-operative credit society is organised. The employer's role in this co-operative of workers was that of assistance and organisation.

vii) Loan and Advances :-

KMT allows interest free advances to the employees on the occasion like *Dassara, Diwali, Id* etc. of Rs. 1000 per employee.

viii) Uniform :-

The KMT provides one set of uniform each to the traffic department and workshop employees every year with taking into consideration the safety measure of employees and labour welfare

ix) Leave and Holiday :-

The leave and holidays are provided to the workers in accordance with provision of Factory Act 1948. Quantum of annual leave allowed are mostly same as what is provided under sec. 79 of the above Act. The types of leave allowed by organisation can be categorised as follows.

- a) Privilege leave
- b) Casual leave
- c) Sick leave
- d) Maternity leave

Every employee after completion of 240 days continuous service shall be entitled to privilege leave of 30 days, casual leave of 8 days and

sick leave to the extent of 10 days without any medical certificate apart from this workers enjoy weekly holiday and 9 national and state holidays as per the list notified by the state government.

The leave facility available to executive is akin to that of non-executive. All the employees are satisfied on present leave facility and it should be continued by management.

Besides the above, it has been found that workmen not covered under ESI (*Employee's State Insurance*) Scheme shall be eligible to sick leave as follows.

- The sick leave due to the workmen for the year shall be adjusted up to maximum 10 days against his accident leave period.
- In case of adjustment made above does not cover the accident leave period .

4.14 Retirement Benefits :-

Provident fund, gratuity, pension are retirement benefits. It is lumpsum payment made by employer to an employee in consideration of his past service when the employment is terminated. In the case of employment coming to an end due to retirement or superannuating it enables the affected employee to meet the new situation which quite often means a reduction in earning or even total stoppage of earning. In case of death of an employee it provides much needed financial assistance to the surviving member of the family. Gratuity, provident fund as a instrument

of social security and significant in the India where general income level is low cannot be over emphasised.

The KMT comprehended significance of retirement benefit of employees with taking into consideration the social security of employees. The following retirement benefits are provided to its employees.

4.14.1 Gratuity :

In KMT, after continuing service of five years every employee is benefited by gratuity : While calculating gratuity, organisation takes into consideration the basic pay and dearness allowance at the time of retirement as well as number of working days in the month and number of years of total services rendered by employee. Generally following formula is used to determine the amount payable to employee as a gratuity on account of his retirement.

$$\text{Gratuity} = \frac{\text{Basic Pay+DA on the date of Retirement}}{26 \text{ days of working in the month}} \times 15 \text{ days} \times \text{No. of total service years}$$

4.14.5 Provident Fund :-

In organisation employee and employer contribution of provident fund is made and invested in special fund which is actually disbursed at the time of retirement of employee.

4.15 Bonus : -

Bonus is regarded as an ex-gratia payment made by the employer to his workers to provide a stimulus for extra effort by them in production process, on occasion. It also represents the desire of the employer to share with workers the surplus generated by common endeavour and enterprise.

The payment of Bonus Act 1965 was brought in force on September 25th 1965. It is not applicable to KMT. The sec. 36 of Bonus Act provided a pretext to the local authority to stop payment of Bonus.