CHAPTER - IV

ANALYSIS AND INTERPRETATION OF DATA

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INTRODUCTION :

After having proper perspective of the theory of personnel management and the necessary background of "Savitri Mahila Industrial Co-operative Society", the present chapter deals with the processing of primary data collected by way of questionnaires canvassed among workers of "Savitri Mahila Industrial Co-operative Society." An enquiry was conducted with the help of pre-structured questionnaire having number of questions about the various aspects of personnel management in the society. The parameters of the enquiry have already been described in the first chapter. The stratified random sampling method is followed to determine the size of the sample. There are 50 female workers including supervisors and managers. They are working in various departments. 50% of the total workers i.e. 25 workers are considered as adequate sample for the present study, in case of managers and supervisors all of them i.e. one manager and two supervisors were covered under the investigation. Out of 25 workers included in the sample 15 are permanent workers while 10 are temporary workers. Due care is taken to include required number of workers from each section.

Besides formal enquiry through questionnaire, an informal discussion was also carried out to know the facts which could not have been collected through questionnaire. A separate questionnaire is administered to manager and supervisors.

The collected data is mainly processed with the help of suitable tables. The common mathematical techniques such as percentage, ratios etc. are used. Each table is followed by the analysis and interpretation of data contained in that.

(1) PERSONAL BACKGROUND :

TABLE NO. 4.1

AGE-WISE CLASSIFICATION OF EMPLOYEES

sr.No.	Age Group (Yrs.)	No. of Employees	Percentage
1.	20 - 24	1	4
2.	25 - 29	5	20
3.	30 - 34	10	40
4.	35 - 39	3	12
5.	40 - 44	5	20
6.	45 - 49	1	4
	TOTAL	25	100

From the above table, it is seen that, majority of workers belong to age group of 30 - 34 years (i.e. 40%)

followed by 20% from the age group. 25 - 29 and 40 - 44 respectively. It can be said that as majority of workers lie between middle age. This industrial unit is not too old. Therefore, not a single employee has retired as yet.

The working efficiency and capacity of the workers mostly depend upon the age. It is a predominant factor in the working capacity of the women workers in the industry.

TABLE NO. 4.2
CASTE-WISE DISTRIBUTION OF EMPLOYEES

Sr.No.	Caste	No. of Employees	Percentage
1.	Mahar	1	4
2.	Lingayat	7	28
3.	Sutar	1	4
4.	Gurav	1	4
5.	Brahmin	2	8
6.	Mang	5	20
7.	Kasar	1	4
8.	Christian	1	4
9.	Muslim	1	4
0	Maratha	5	20
	TOTAL :	25	100

Table No. 4.2 shows that the workers in this industry belong to various castes and religions. It is generally believed that the people from certain castes do

not allow their women to work outside. The facts from the table however do not show this because the workers from various castes have joined the industry. It is interesting to note that the number of backward caste women like Mang are fairly large, but not large as compared to Lingayat and the Maratha.

TABLE NO. 4.3

NATIVE PLACE OF EMPLOYEES

Sr.No.	Native Place	No.of Employees	Percentage
1.	Rural	23	92
2.	Urban	2	8
	TOTAL :	25	100

The above table shows that majority (92%) of employees come from surrounding villages and thus the factory has served the great cause of creating jobs for rural population.

Only 8% employees are coming from the urban place. It means that this factory has given preference to the workers coming from rural areas. It has achieved the objective of providing employment to rural women. As a result of this, economic condition of rural employees has improved. They need not go to the urban areas in search of jobs.

TABLE NO. 4.4

PRESENT RESIDENTIAL PLACE OF EMPLOYEES

Sr.No.	Present Residential Place	No.of Employees	Percentage
1.	Rural	22	88
2.	Urban	3	12
	TOTAL :	25	100

The above table shows that majority (88%) of employees have their present residence in rural areas. As they come from the same area in which they are working they have the feeling of remaining in their native area.

TABLE NO. 4.5

MARITAL STATUS

Sr.No.	Status(Marital)	No.of Employees	Percentage
1.	Married	19	76
2.	Unmarried	1	4
3.	Divorced/Widow	5	20
	TOTAL :	25	100

Only 12% of workers' present residential place is urban because of their personal problem of living. Presently they are living in Warananagar.

If we observe the data in the above table, it can be said that majority (96%) of employees are married.

One woman was unmarried whereas five women were found to be either divorced or widows. Therefore, it can be concluded that most of the women were married. It so happens because they wanted to share financial burden of their families.

TABLE NO. 4.6

EDUCATIONAL LEVEL OF EMPLOYEES

Sr.No.	Level of Education	No.of Employees	% age
1.	Illiterate	5	20
2.	Primary	8	32
3.	Secondary	5	20
4.	Higher Secondary	6	24
5.	Graduate/Post-Graduate	1	4
	TOTAL :	25	100

Education is one of the most important indicators of social development. It is one of the factors which affects demographic behaiour and decisions such as marriage, fertility, mortality etc. Education received determines the overall wellbeing and contributions to the family and the society.

The percentage of illiterates is 20. These illiterate women could not get education due to their poor economic condition and absence of educational facilities.

It is not surprising that many of them are illiterate, moreover the traditional value system is our society does not allow for any encouragement for improving female literacy.

TABLE NO. 4.7

PROFESSIONAL EDUCATION OF EMPLOYEES

Sr.No.	Name of the Course	No.of Employees	Percentage
1.	I.T.I.	Nil	0
2.	Typing	2	8
3.	Sewing Class/Others	3	12
4.	No other courses have been done	20	80
	TOTAL :	25	100

Above table reveals that 20% workers have done sewing class and typing. Maximum (80%) number of workers have not done any other course.

In the villages majority of the women have learnt the sewing art.

(2) **FAMILY BACKGROUND :**

TABLE NO. 4.8

MONTHLY INCOME OF FAMILY

Sr.No.	Monthly Income in Rs.	No.of Employees	% age
1.	1,000 to 2,000	8	32
2.	2,001 to 3,000	6	24
3.	3,001 to 4,000	9	36
4.	4,001 and above	2	8
	TOTAL :	25	100

Above table reveals that maximum (36%) number of workers' monthly family income is in the range of Rs. 3,001 to Rs. 4,000, whereas 32% workers' monthly family income is from Rs. 1,001 to Rs. 2,000. 24% workers' monthly family income is from Rs. 2,001 to Rs. 3,000. Monthly family income of 8% of workers is Rs. 4,001 and above.

It is seen that (68%) majority of families go in for other sources to get the additional income, because in this co-operative society no employees get salary more than Rs. 2,000/-.

TABLE NO. 4.9

HOUSEHOLD RESPONSIBILITY OF EMPLOYEES

Sr.No.	Responsibility	No.of Employees	Percentage
1.	Sharing with mother	1	4
2.	Alone	8	32
3.	With servant	Nil	0
4.	With husband	16	64
	TOTAL :	25	100

From the above table, we can interpret that in case of most of the respondents (64%) family responsibilities were shared by their husbands. In case of 36% of the families, it is observed that the responsibilities were either shared by mother or by the respondents alone.

In case of 64% of the families the responsibilities were shared by husband. It seems that all these families are nuclear families.

TABLE NO. 4.10

TYPES OF HOUSING OF EMPLOYEES

Sr.No.	Types of House	No.of Employees	Percentage
1.	Owned	15	60
2.	Rented	10	40
3.	Owned by Relatives	Nil	0
	TOTAL :	25	100

This table indicates that 60% of the employees have their own houses and 40% of employees have to stay in rented houses.

From the above statistical information, it is clear that the majority of the workers are in the villages and they built their own small house with roof and walls of simple nature. 40% of workers live in rented houses because of their personal problems.

TABLE NO. 4.11
DISTANCE FROM RESIDENCE TO WORKING PLACE

Sr.No.	Distance (Kms.)	No.of Employees	Percentage
1.	0 - 15	24	96
2.	16 - 20	0	0
3.	21 - 25	1	4
4.	More than 25	0	0
	TOTAL :	25	100

Above table reveals that in case of 96% workers the distance from residence to work place is 0 to 15 kms. Only 4% of the employees stay at a distance of 21 - 25 kms. from residence to work place. No one is living beyond 24 kms. away from the factory.

TABLE NO.4.12

MODE OF CONVEYANCE ADOPTED BY THE EMPLOYEES

Sr.No.	Mode of Conveyance	No.of Employees	Percentage
1.	On food	7	28
2.	By Bus	14	56
3.	Other Vehicles	4	16
	TOTAL :	25	100

Table No. 4.12 reveals that majority of employees (56%) use S.T. bus facility to come to the factory. The remaining employees who stay near industrial unit come by walking. From this explanation, it can be said that every workers try to report to his duty in time. 16% employees use other vehicles such as Auto Rickshaw, Tempo, Trax etc.

TABLE NO. 4.13

MONTHLY FAMILY EXPENDITURE

Sr.No	Monthly Expenditure(Rs)	No.of Employees	% age
1.	1,001 - 2,000	16	64
2.	2,001 - 3,000	7	28
3.	3,001 - 4,000	1	4
4.	4,001 - 5,000	1	4
	TOTAL :	25	100

Above table reveals that monthly family expenditure of maximum (64%) number of workers is between the range of Rs. 1,001 to Rs. 2,000 per month. Whereas 28% workers spent Rs. 2,001 to Rs. 3,000 per month. Percentage of workers whose monthly family expenditure is between Rs. 3,001 to Rs. 4,000 and Rs. 4,001 to Rs. 5,000 is 4% each.

The expenditure depends upon not only family income but also on their size of the family, their spending habits and style of living.

(3) **RECRUITMENT AND SELECTION :**

TABLE NO. 4.14

RECRUITMENT SOURCE OF EMPLOYEES

Sr.No.	Source of Recruitment	No.of Employees	% age
1.	Advertisement	8	32
2.	Employment Exchange	0	0
3.	I.T.I.	0	0
4.	Friends and Relatives	17	68
5.	Any other	0	0
	TOTAL :	25	100

From the above analysis, it is clear that only 32% employees are recruited by the source of advertisement, and majority (68%) of the employees belong to the friends and relatives of the old employees.

This method is very useful to a newly established factory. In this method of recruitment one gets the employee immediately and one has to incur minimum expenditure on advertisement. So in Savitri Mahila Industrial Co-operative Society, this method is used for recruitment of employees.

The skilled and unskilled workers and clerical staff is mostly recruited through advertisement and friends and relatives.

TABLE NO. 4.15

METHODS OF SELECTION

Sr.No.	Types of Tests	No.of Employees	Percentage
1.	Oral Interview	14	56
2.	Written Test	0	0
3.	Job Test	0	0
4.	Selection Test	0	0
5.	None of the above	11	44
	TOTAL :	25	100

From the above analysis, it is clear that in respect of majority (56%) of workers selection was made by the method of oral interview and they (employees) were asked simple questions regarding name, educational qualification, age and family background etc. In respect cf 44% of workers none of the above methods of selection was adopted. They were directly appointed.

(4) **TRAINING :**

TABLE NO. 4.16

METHODS OF TRAINING

Sr.No.	Methods of Training	No.of Employees	Percentage
1.	Special Training	21	84
2.	Apprenticeship Training	0	0
3.	Job Training	0	0
4.	Not given Training	4	16
	TOTAL :	25	100

From the above analysis, it is clear that majority of the workers (84%) has taken the training by special training methods. This method of training is useful for illiterate and literate employees.

The management has arranged training programme for majority of employees. But 'Methods of Training' and 'Period of Training, depends upon the nature of work. Training is provided on the job only.

TABLE NO. 4.17

DURATION OF TRAINING

Sr.No.	Duration	No.of Employees	Percentage
1.	10 - 15 days	12	48
2.	16 - 20 days	0	0
3.	21 - 25 days	0	0
4.	26 - 30 days	0	36
5.	Not given training	4	16
	TOTAL :	25	100

This table is concerned with the duration of training of employees. Majority (48%) of employees have been given short term training i.e. between 10 - 15 days, 36% employees were given training for 26 - 30 days.

It shows that majority of employees were given proper training, through various training programmes. It is seen that the participation of employees is higher in case of training of 10 - 15 days followed by training of 26 - 30 days. In case of employees engaged in counting of units no training is necessary so there are four workers who have not been given any kind of training.

TABLE NO. 4.18
TRAINING BENEFITS

Sr.No.	Training Benefits	No.of Employees	Percentage
1.	Special Increment	18	72
2.	Special Increment with higher Grade.	6	24
3.	Regular Increment with Higher Grade	1	4
4.	No benefits	0	0
	TOTAL :	25	100

From the above statistical information, it is clear that to majority (72%) of workers special increment is given, because they work fast. Some (24%) workers get the benefit of special increment with higher grade. About 4% workers get the benefit of training in the form of increase in their regular increment with higher grade.

If employees get the proper training, their productivity increases and there is minimum wastage of raw material.

TABLE NO. 4.19
IMPACT OF TRAINING

Sr.No.	Improvement	No.of Employees	Percentage
1.	Work speed Increased	21	84
2.	Waste Reduced	4	16
3.	Not known	0	0
	TOTAL	25	100

From the above statistical information, it is clear that in respect of (84%) workers, the impact of training resulted in more work. Due to additional knowledge about the work, their productivity increases and the quality of the goods was found to be improved.

In respect of (16%) workers impact of training resulted in minimum wastage of raw material. So the cost is reduced and profit is increased. Thus the training is useful to both employer as well as employees.

5. SALARY AND WAGES :

TABLE NO. 4.20

SYSTEMS OF WAGE PAYMENT

Sr.No.	Rate	No. of Employees	Percentage
1.	By Piece	0	0
2.	By Time	25	100
3.	Others	0	0
	TOTAL	25	100

After observing the above table, it is seen that 100% workers were paid time wages.

TABLE NO. 4.21

SALARY INCOME OF EMPLOYEES

Sr.No.	Salary Per Month(Rs)	No.of Employees	Percentage
1.	Upto Rs. 1,000	4	16
2.	1,001 to 1,500	8	32
3.	1,501 to 2,000	13	52
4.	More than Rs.2,000	0	0
	TOTAL	25	100

From the above table No. 4.21, we can find that majority(52%) of workers' get the salary in the range of Rs. 1,501 to Rs. 2,000 per month. 48% of workers' salary is in the range of Rs. 1,001 to Rs. 1,500 per month. Newly recruited workers get the salary of Rs. 1,000 per month.

6. GRIEVANCE SETTLEMENT PROCEDURE :

TABLE NO. 4.22

TYPES OF GRIEVANCES OF EMPLOYEES

Sr.No.	Reason	No.of Employees	Percentage
1.	Leave	4	16
2.	Weekly offs	4	16
3.	Transfers	0	0
4.	Shift working hours	0	0
5.	Promotions	0	0
6.	Wages/Salaries allowances	17	68
7.	Others	0	0
	TOTAL :	25	100

From the above statistical information, it is clear that in this industry workers' grievances are about leave and weekly off, to the extent of 16% each. In this factory only permanent workers get the benefit of leave i.e. casual leave 18 days, illness leave 5 days and other leave 10 days. So those workers who are not permanent have grievance about leave. Majority(68%) of workers have grievances about wages and salary allowances. This means that workers are not satisfied with their exiting salary and wages.

TABLE NO. 4.23

GRIEVANCE COMMUNICATION

Sr.No.	Types of Grievance Communication	No.of Employees	Percentage
1.	Write formally	6	24
2.	Approach Personally	1	4
3.	Both	18	72
	TOTAL :	25	100

From the above statistical information, it is clear that 24% of the employee communicate their grievances in writing formally because they are literate. But few persons communicate their grievance by approaching personally. Majority of the workers in this factory adopt both the methods to present their grievances.

TABLE NO. 4.24

AGENCIES USED FOR GRIEVANCE SETTLEMENT

Sr.No.	Agencies Used	No.of Employees	Percentage
1.	Supervisor	0	0
2.	Head of Department	10	40
3.	Union Representative	15	60
	TOTAL :	25	100

Above table reveals that majority(60%) of the workers used union representatives as the agency for

grievance settlement. Some (40%) workers used Head of Department as agency for grievance settlement.

No 'supervisor' was consulted for Grievance Settlement.

It means now-a-days trade unions play a very important role in the industrial world. Only those who are not the member of trade union, used Head of the Department for their grievance settlement.

TABLE NO. 4.25

OPINION ABOUT GRIEVANCE SETTLEMENT

Sr.No.	Opinion	No.of Employees	Percentage
1.	Simple	25	100
2.	Take more time	0	0
	TOTAL :	25	100

Above table reveals that 100% workers expressed their opinion about grievance settlement that it is simple and does not take more time.

It means that in grievance settlement all types of problems like leave, weekly off, wages are solved.

(7) DISCIPLINARY PROCEDURE FOLLOWED :

TABLE NO. 4.26
METHODS OF COMMUNICATION

Sr.No.	Methods of Communication	No.of Employees	Percentage
1.	Notice Board	16	64
2.	Pamphlets	0	0
3.	Circulars	4	16
4.	Trade Unions	5	20
5.	Any Other Way	0	0
	TOTAL :	25	100

From the above table, it can be seen that 64% of the employees know the disciplinary procedure by way of notices on the board. Trade unions also communicate the disciplinary procedure to the extent of 25% and circulars to the extent of 16%.

TABLE NO. 4.27

DISCIPLINARY ACTION TAKEN

Sr.No.	Action Taken	No.of Employees	Percentage
1.	Oral Warning	8	32
2.	Written Memo	15	60
3.	Dismissal	0	0
4.	Fine etc.	2	8
	TOTAL :	25	100

Above table reveals that maximum (60%) number of workers were given written memo as a disciplinary measure, whereas 32% of the workers were given oral warning. In respect of 8% of workers' disciplinary action was taken in the form of fine etc.

No employee is found to be suspended or dismissed. If the employees commit any mistake they are given oral warning and if he does not correct his mistake, he is given written memo and show-cause notice and lastly they are fined.

(8) MOTIVATION :

INTRODUCTION :

'Savitri Mahila Industrial Co-operative Society, Warananagar' employees fifty workers, two supervisors and a manager. All these people get bonus at the rate of 5% of their salary every year at the time if Diwali festival. In addition to bonus, the employees who show higher efficiency also get reward of the additional amount of 5% of their salary. This amount is also given to the employee along with the bonus at the time of Diwali festival. The higher or lower efficiency of the workers is determined according to the output forth by the workers.

TABLE NO. 4.28

EFFECT OF MOTIVATION ON EMPLOYEES

Sr.No.	Effect of Motivation	No.of Employees	Percentage
1.	It helps effective performance of work	3	12
2.	It increase status and image.	3	12
3.	It gives increment in salary	0	0
4.	It increase psycho-logical satisfaction	19	76
	TOTAL :	25	100

The above table shows that effect of motivation on employee is resulted in increase in their psychological satisfaction in respect of 24% of workers. The effect of motivation was that it helped in effective working and it increased their status and image.

If proper motivation is given to the employees, they get the psychological satisfaction and they do more work. This is turn increases the productivity in the organisation. As a result of motivation the concerned employees receive reward and bonus. As compared to other employees the motivated employees are appreciated which is turn improves their status and image in the eyes of employees and management.

(9) TRADE UNION :

TABLE NO. 4.29

MOTIVE TO JOIN TRADE UNION

Sr.No.	Aim of Member	No.of Employees	Percentage
1.	For solving the problem unitedly	15	100
2.	Other	0	0
	TOTAL :	15	100

Out of 25, 10 employees being temporary were not found to be members of the trade union.

From the above table, it is clear that all the employees who are member of trade union aim at solving their problems unitedly. It means that in this factory motive to join trade union is for solving the problems of all types e.g. wages leave, allowance etc. unitedly. All permanent workers become the members of trade union.

TABLE NO. 4.30

SATISFACTION FROM THE UNION ACTIVITY RECEIVED BY THE EMPLOYEES

Sr.No.	Satisfaction	No.of Employees	Percentage
1.	Fully satisfied	25	100
2.	Partly satisfied	0	0
3.	Unsatisfied	0	0
	TOTAL :	25	100

This table indicates that, 100% workers are fully satisfied with the trade union activity.

It is clear from the above analysis that, the union is performing its activities in uplifting the standard of living of the workers.

All the workers have expressed that union is taking care of workers' families in the event of accidents or death of the workers.

TABLE NO. 4.31

INTEREST IN UNION ACTIVITIES

Sr.No.	Level of Interest	No.of Employees	Percentage
1.	Low	8	32
2.	Medium	14	56
3.	High	3	12
	TOTAL :	25	100

Above table reveals that majority (56%) of workers take interest in union activity at medium level. 32% employees take interest in union activity at low level and 12% employees take interest at high level.

It shows that all employees do not take similar interest in activities of the union. Some few (12%) are more active than majority of workers.

TABLE NO. 4.32

ANNUAL FREQUENCY OF UNION MEETINGS

Sr.No.	Frequency of Meeting	Opinion of No. of Employees	Percentage
1	Once	0	0
2	Twice	25	100
3	Thrice	0	0
4	Four Times	0	0
	TOTAL	25	100

All the employees are of the opinion that meeting of the trade union should be conveyed at least twice in a year, in the first half and in the second half of each year. This would enable them to put their difficulties before the union.

(10) SAFETY AND SECURITY

TABLE NO. 4.33

EMPLOYEES SAFETY ARRANGEMENTS

Sr.No.	Provision	No. of Employees (Beneficiaries)	Percentage
1	Safety against war, disease, natural calamities	0	0
2	Economic Securities in the form of pension, insurance, Saving A/c, Provident Fund etc.	25	100
	TOTAL	25	100

From the above table, it is clear that, 100% employees get the benefit of safety arrangement, viz. provision for economic security in the form of pension insurance, saving account and provident fund etc.

No security is however, provided against disease natural calamities, war etc.

TABLE NO. 4.34

OTHER FACILITIES

Sr.No.	Particulars	Results
1	Whether employees have servant	No
2	Whether employees have registered their names in employment exchanges	No
3	Did the employment exchange help them getting job	No
4	Whether employees have previous experience or knowledge of their existing job	No
5	Whether employees expect training for further promotion	No
6	Whether employees have undergone training of workers education	No
7	Whether employees think that the super visor has helped to improve their work	Yes
8	Are employees happy with their salary	No
9	Are any deductions made from their wages and salary	Yes
10	Whether the employees feel the needs growth in their present position	Yes
11	Whether wages are sufficient to meet their family needs	No
12	Are employees allowed to work overtime	Yes
13	Do you talk to your boss freely ?	Yes
14	Is the increment helpful for motivation to work hard ?	Yes
15	Do you get reward for better work ?	Yes

Sr.No.	Particulars	Results
16	Whether reward and bonus are helpful in motivating them	Yes
17	Are member of trade union ?	Yes
18	Whether worker's participation in management is applicable to your company	No
19	Any Joint Management Council in your company	Yes
20	Are you a member of such Council ?	Yes
21	Whether paid leave is allowed to worker	Yes
22	Any transfer policy in your company	No
23	If the employees get more salary will they go elsewhere	No
24	Is there Employee Insurance Scheme in your company	Yes
25	Any safety equipment in your company	Yes
26	Is there proper arrangement for seating and taking rest in the rest-room	No
27	Whether your superior behaves with you cordially	Yes
28	Does supervisor attend to their day to day difficulties	Yes
29	Does management give credit for the the work done.	Yes

In addition to the specific tables which are already presented and commented upon earlier, this table

considers the remaining issues about the working of female workers. This table covers the allied and diverse type of enquiry points. In majority of the cases the responses were found to be positive. However, in case of some issues like, whether they have registered their names at employment exchange ? Did the employment exchange help them in getting the job ? Whether they expect training for further promotion ? Whether wages are sufficient to meet their family needs ? etc. the responses are not positive. The management needs to be very careful and conscious about the provision of such facilities. It is after the compliance of all facilities the workers shall remain fully contended and happy. The efficiency of the workers will improve which in turn bring in additional profits and prosperity to the organisation.

Training and education scheme is however adopted by the factory for all the employees. The workers are allowed to work overtime only in the season of Diwali and Disarray in the morning everyday. As all the workers are females night shift is not suitable. There is a Joint Management Council in the Organisation.

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