

CHAPTER – IV

ANALYSIS AND INTERPRETATION

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CHAPTER IV

ANALYSIS AND INTERPRETATION

4.1 HUMAN RESOURCES MANAGEMENT IN SHREE DATTA FOUNDERS AND ENGINEERS :

There are four important wealth producing resources like men, money, machines and material. Among them man means manpower is important one. Industrialist cannot earn satisfactory profit unless he makes a proper use of available resources.

In order to increase the profit and to make progress the owner should try to make the development and improvement in skill of these workers.

Human Resource Management Policy of Shree Datta Founders and Engineers:

- 1) It maintains good relationship with the employees by doing a proper communication with them.
- 2) It always interacts with employees on important matter and tries to get their co-operation in achieving companies' goal.
- 3) Organization provides different types of opportunities to their employees to make their personal development by increasing ability to work and by providing facilities.
- 4) Foundry tries to achieve the good faith of their employees by their proper co-operation and good behavior.
- 5) Whenever there will be need and necessary it share the information with all the employees regarding the companies' health matter and about the companies' progress.
- 6) It gives more scope for the development of supportive, active and co-operative leadership style.

- 7) It makes the delegation of authority and responsibility with other managerial personnel who are capable to perform the duties perfectly even in emergencies and in absenteeism of owner.
- 8) Company provides all necessary and required facilities to workers so that workers can do their jobs accurately and properly.
- 9) Company makes the timely and fully payment of salaries and wages to workers because only satisfied workers can do their job happily.
- 10) Company provide first aid medical facility, safety and security to workers to protect them against any small occupational accident happened.

Shree Datta Founders And Engineers Human Resource Management Policies.

To satisfy the working and performance need of the organization and for maintain the human resources management accurately and properly the found follows its own human resource management policy. Its some of the important features are as fallows:

1. Organization considers their worker as their resources and assets and not as liabilities, and view and value their contribution useful for the survival and growth of their organization.
2. It makes known to all the personnel at all the levels and functions that the management has concern for the welfare of the people.
3. Try to make it known to all personnel that organization belongs to them as they are treats as resources and assets of the organization.
4. It establishes an organizational culture and climate and takes the necessary efforts to train the executive at all the levels.

5. It formulates a policy and strategy for manpower management and development and communicates. It properly to all personnel in organization.
6. It plans and implement human development programs, technical training, team work, group programme, communication skills development, leadership development and many such short and medium term programs for developing human resources according to respective need.
7. It follows an appropriate human resource planning with the intention that right kind of people with right potentiality and proper capacity in right number must be employed on the right job with best possible compensation package.
8. Organization encourages their workers to communicate with their superiors freely.
9. Organizer and manager must be able to organize, plan, control and guide. Personnel functions of humanization of work, industrial relation function, human resource development function and welfare function for acting as a good team builder and communicator.

4.2 RECRUITMENT IN THE FOUNDARY:

Attempts are made to find out what actual recruitment process is followed in the Shree Datta Founders and Engineers. It takes more efforts to find and appoint the educated executive only and workers and labors in factory are appointed by simple process. First of all we will find out how many workers are aware of this recruitment policy in factory. The fallowing table shows the percentage of workers who are aware about the

recruitment procedure.

Procedure of Recruitment in Foundry:

Table No. 4.1

PROCEDURE OF RECRUITMENT	NO OF WORKERS	Percentage (%)
AWARE	120	80%
NOT AWARE	30	20%
TOTAL	150	100%

From above table it is observed that out of 150 workers 120 are aware of the recruitment procedure and 30 employees are not aware about the recruitment procedure in Shree Datta Founders.

It means that most of the workers know the recruitment procedure through which they are recruited.

Source :

Discussion with manager and workers.

Recruitment Policy Of Shree Datta Founders And Engineers

1) As the foundry is having about 150 total workers in which there may be some unskilled, semiskilled, skilled and junior or staff workers are there. in this foundry appointments of candidates are make from local area itself. At the time of doing the recruitment of skilled employees the firm gives more importance to the following steps:-

- Age of the workers.
- Knowledge and education of employees.
- Experience of workers and his family background.

- Area from where does he come.
 - Vehicle or bicycle is available with him or not.
- 2) Over number of educated candidate than requirement of the post are avoided.
 - 3) In a foundry transfer of workers and other staff members are avoided.
 - 4) Only the experience workers who are working since four to six years then only they may be given a permanent employment opportunity.
 - 5) No much time and money is spending while appointing unskilled employees.
 - 6) The foundry intended not to appoint the higher educated candidates at the lower level, other wise it pay higher salary, incentives, extra facilities to them which is not possible for foundry.

4.3 SOURCES OF EMPLOYMENT IN SHREE DATTA FOUNDERS AND ENGINEERS AND ENGINEERING

❖ INTERNAL SOURCES

1) Present Permanent Employees :

When the organization want to appoint candidates at a higher level job. It chooses the candidates from this source because of the availability of most suitable candidates. Through such appoint the foundry may motivate the present employees.

2) Present Temporary Or Casual Employees :

Whenever company wants to appoint permanent employee, it will choose from present available temporary employee. Only when the company will satisfy with the performance of employees. Then only it will do the selection of the casual or casual employee for the permanent post.

3) Dependence Of Deceased, Disable, Retire And Present Employee.

Some time if any accident occurs with the workers at the working time, then in such case the foundry will take the responsibility of recruitment of the dependence of such deceased, retire and present employee, by doing it foundry fulfills the commitment and loyalty with employees and their family.

❖ EXTERNAL SOURCES

1) Employment Exchange :

When organization is unable to get the candidates from internal source and if any sudden emergency of workers are there then in such case foundry takes the help of private and public employment agencies. Mostly at the time of doing the appoint of higher level employees it take the help of external source.

2) Casual Appliance :

The foundry likes to make the appointment of employees at the lower and middle level from local areas. As it requires such type of employees for temporary base so it like to make appointment from a casual appliance, because by providing them job it may possible for a organization to save time and money or many time foundry keep a notice board out of the gate about vacancy of employees and workers.

3) Similar Organization :

When organization wants to appoint executive personnel, then it would like to make appointment of such personnel who are having experience of same type of work in similar organization, because such candidates may have better experience as they had worked the same type of work in similar organization so they may be more perfect in their job.

The foundry would like to recruit such employees because as they are having knowledge there is no need to provide more time and money on training and guidance process after such selection.

4) Advertisement :

Many times organization takes help of such source when it is unable to get the required candidates from local area, or from similar organization and employment exchange then in such case organization gives news about the vacancy in advertisement in newspapers and through this source it may select the accurate candidates, because newspapers is read by many person so there is possibility that large number of application may done by applicants. It may become possible for a organization to do selection of best one.

Source:

By doing the personal discussion with officials.

4.4 VIEWS OF SHREE DATTA FOUNDERS AND ENGINEERS ABOUT RECRUITMENT POLICY

Recruitment is a process of searching for prospective employees and stimulatingly them to apply for various jobs at various posts in organization. The main objective of recruitment policy is attract the people who are having knowledge, skills and experiences which can suit the present and future need of organization to influence fresh blood and young talents candidates at all levels of organizations. Personnel must be selected whose skill and talent is more suitable for companies value so more importance is given on quality of candidates and not on the quantity.

As the policy of company state that from then internal source

whenever it has to appoint the permanent post candidates it is going to recruit the personnel from present temporary employees who are having full knowledge of performance and organization that will recruit for permanent post actually it is good process because if they are going to appoint some new candidates it will take more time to become familiar with the organization.

Whenever organization wants to make promotion it is again going to select from the existing permanent employees through such kind of recruitment they are going to a make positive motivation of their employees. According to the datta founder's recruitment policy they are going to provide the employment opportunity to dependence of deceased, disable, retires and present employee, in case any accident or physical injury happened with them. It is very important because by providing such opportunity and by providing employment to local area people it is going to increase the standard of living of employees and local people which is needed for country's development.

The policy further state that from external source it will recruit the employees from employment exchange and advertisement but it will not make recruitment through the campus selection, any education institution, data bank, because foundry think that it is more costly and lengthy process. There are more knowledgeable persons are available in internal source. It may possible to appoint most suitable candidates for required post by making recruitment of such data bank because more workers will available from this source from different area and not only from local area. When it want to recruit the workers or labor at lower level then in such case the casual recruitment source is more suitable because appointment EMO is done for short or temporary period only.

Table showing employees of different age group in Shree Satta Founders and Engineers.

Table : 4.2

CATEGORY	AGE GROUP			NO OF EMPLOYERS
	20-30	30-50	50 & Above	
MANAGERS	--	03	02	05
INCHARGE OFFICERS	10	02	--	12
WORKERS	30	50	05	85
SUBORDINATE STAFF	12	10	05	27
TOTAL	52	65	12	129

Source of personnel record of Shree Datta Foundrs and Engineers 2008-2009.

But the study conducted by researcher shows that there are six managers and twelve in charge officers most of them are in the age group of 30-50 not most of the workers and subordinate staff are also age of 50. In fact the organization believe that it is the more beneficial to appoint the aged and experience people who were owed already in similar type of organization. So in this believe it go on avoiding the recruitment of new and fresh blood which is very important for the success of any organization in today's dynamic world.

Table Showing Recruitment Sources

Table : 4.3

CATEGORY	MANAGEMENT RECOGNITIONS	EXISTING EMPLOYEES	DIRECT APPLICATIONS	ADVERTISING	EMPLOYMENT EXCHANGE	CASUAL APPLICATIONS	SIMILAR ORGANISATION
MANAGERS	--	--	03	--	02	--	--
INCHARGE OFFICER'S	--	05	05	05	--	--	--
WORKERS	20	--	--	--	--	50	15
SUBORDINATES	05	07	--	10	--	05	--

Source - Personnel Records

It indicate that the organization most believe to recruit the managers either on direct application or on employment exchange office. The in charge officers are recruited on the basis of existing, direct application and with the help of advertisement in news papers.

Workers are mostly recruited in Shree Datta Founders and Engineers either by management recommendation or by casual application.(notice on board at gate) and whenever there will be need for subordinate staff(peons and watchman's) they are recruited by any of easiest available and simple method through which more numbers of workers can get their work.

4.5 SELECTION PROCEDURE IN SHREE DATTA FOUNDERS AND ENGINEERS

Selection policy of Shree Datta Founders and Engineers after the applications are received is as follows.

- 1) At the time of appointing managerial personnel who are mostly appointed on the basis of direct applications first of all applications

are received by them.

- 2) After receiving the applications screening process will carry on where the only eligible candidates applications are accepted and ineligible applicants are rejected. If the fill information in application is match with the requirements then only their applications are accepted and owner will make inquiry about the general character and ability of applicant to the referees. Thus candidate's character is checked.
- 3) After this only the screened applications are considered for the selection and firm will send them interview letters according to foundry personal interview is very important process. Through this owner can understand the positive and negative qualities of the applicant.
- 4) If the work is related with some technical work then the owner asks about the demonstration or practical work to do.
- 5) If necessary some time manager also retakes some written test if the work is related with clerkly type of work.
- 6) Many time questions on general knowledge may be orally asked to persons who want to give interviews for the post of quality in charge, purchase in charge, in charge of quality assurance etc.
- 7) While appointing management representative accountant and shift supervisors the organization make the selection of experience one and so before doing selection of experience one and so before doing selection some questions which are related with the respective work are asked to the personnel. Then the selection is done.

- 8) Most of the time whenever there is need to do the promotion it make the selection from existing employees only but if the workers are not suitable for promotion then only the outsiders are invited for interview.
- 9) For the appointment of labor and workers at lower level organization does the selection with the help of casual appointment. Or a board is put at the outside of the gate about the workers requirement and workers are mostly selected from local area only just by asking them some oral questions. Because the selection is done just for very short, seasonable and temporary period of time.
- 10) The selection of personnel and watchman's are done on the recommendations by management personnel on the basis of their education and physical fitness.

Source:

With the help of management policies.

Sources of Selection :

An organization cannot fallow one fixed source for selection like internal or external. Instead of this according to the situation and need and requirement organization use any of sources to select the employees of any category. It may be internal source or external source.

Chart Shows Category Wise Internal Source

Table No. 4.4

Category	Management Recommendations	Promotions	Employees Nominated by Management
Managers	--	--	--
Officers	--	05	--
Workers	30	20	--
Subordinates Staff	10	05	--

Chart Showing External Source Of Selection

Table 4.5

Category	Direct Applications	Advertisement	Casual Appointment
Managers	05	05	--
Officers	05	--	--
Workers	--	20	10
Subordinates Staff	--	--	10

According to this chart Shree Datta Founders and Engineers had not adopted any uniform selection procedure and hence selection procedure differs from one category of employees to another.

Following are some important steps in n selecting process are mostly used by Shree Datta Founders and Engineers.

1) Application Blank:

For the selection of permanent employees officer level employees, managerial personnel the application blank step is followed for 5% to 10% only.

2) Written Test or Live Demonstration :

Clerical type of personnel and the workers related with the technical work has to follow such type of tests.

3) Personal Interview :

Before doing the appointment of workers and subordinate staff member interview is conducted by organization to know them in more better way.'

4) Reference Checking :

The organization always insists to give at least two references while recruiting but only 10% employees were selected on the basis of reference checking.

5) Physical Fitness :

Before doing the final selection of workers persons and watchmen the Organization does the process of checking the physical fitness of employees.

6) Final Selection :

Final selection of employee's is done by general manager, owner, and works manager recommendations by management or officers for their relatives, friends for workers is considered for selection procedure.

Employees View About Selection Procedure :

Out of 120 employees only 60 employees are satisfied with this selection procedure. Most of employees are un aware about the sources and procedure of selection in Shree Datta Founders and Engineers.

According to them the organization most of the time give preferences to the casual type of appointment from local area. Some time it also gives more impotence to the recommended cases so because this reason organization may avoid to the capable and eligible candidates to some time.

4.6 TRAINING AND DEVELOPEMNT IN SHREE DATTA FOUNDERS AND ENGINEERS :

Training needs identification in Datta founders and engineers.

Lot of importance in given for training in Datta foundry because the performance is mainly based on accuracy. This is possible to get only with the help of training. Training is considered as one of the important part of the culture and environment in foundry. In foundry training processes are mostly provided to the workers who are working at the middle and lower level this need of training has been found with the help of performance appraisal. Organization prepare its own training program and formats this formulation is done on the basis of actual need of training this schedule consists with the total number of persons who need a particular type of training the time required to give training, cost which has to be spent on training, the faculty (internal, extrenal) who will be the best suited to deliver the training. Organization will ready to give training only after identifying training need is expressed after a formal discussion between the appraisers and appraise.

Purpose Of Training In Shree Datta Founders And Engineers

According to the organization it is a basic need to provide training and guidance through courses and workshop to employees (workers) because of the following reason.

1) To Increase Productivity:

Even though workers are appointed for temporary period they have to provide necessary training mostly to them who are engaged in production department organization believes that instructions can help employees to increase their level of performance as their present assignment. it is helpful to increase the productivity.

2) To Improve Quality :

Organization through those better informed workers is less likely to make operational mistakes. Trained workers may produce better quality product and increase profit.

3) It Help Organization To Fulfill Future Personnel Needs :

Whenever there is sudden emergency arises for a different post. Organization can fill up the vacancies easily from the internal sources when organization has to meet large order it can possible. It is possible only it has adequate training for both employees and managerial personnel.

Methods of Training Used In Shree Datta Founders And Engineer :

A) On The Job Training :

On the job training is a most commonly method used by foundry for the different category of workers, like technical and non technical employees, skilled and non skilled employees. This is the most simple and easiest way giving training because in this method training and

instruction can be given in a short period of time. it may be given orally or live demonstration may shown because the various instrument and equipment for showing the operation are available in the foundry.

So there is no need to purchase the extra equipment to provide training and there is no need to make extra arrangement for giving the instruction just while doing job the guidance and education can be given to workers. In this method many times employees learn to do the job just by observation. The expert managers in particular field give the necessary guidance while doing the job. So it is also possible to take some corrective action.

B) Working Instruction / Lectures/ Charts :

Whenever there will some sudden emergency like orders has been received from customers in such a case to fulfill that order. It will become necessary for managerial personnel to take a lecture in a class-room to provide the necessary instructions to workers. And to tell what exact difference they have to do while doing the production.

But when we ask about the workers about this type of training method they said they are not much appreciate this type of method because of following reasons. Lack of interest in new type of work much time it is difficult to understand new and latest method of working. Extra time is required to take such type training. Workers some time they are unable to understand the high language of managers.

C) Giving Demo :

Whenever the workers who re working are the machines they may not understand how to operate or if some problems creates then they ask their managers to show the demonstration on new to work on machinery.

D) Oral Assistant & Technical Education:

Many times owner make arrangement by providing some technical advices to the head of department who are afterwards going to provide some technical training to their subordinates. Some times some outside officers are invited to give training.

Training Process at Shree Datta Founders and Engineers:

The Training process can be expressed in following ways:

Prepare skill Matrix:

1. Find out the actual need & requirements of training.

Ascertaining the training need with the help of performance appraisal. Verify how much time and money is required to spend on training. Training programs are decided only after the discussion between workers and managerial persons. Internal officers are mostly selected for giving training within the organization.

2. Organize training programme and refresher courses.

Obtain a program feed back and periodic feed back. Inspect whether objectives are met or not. Maintaining a record of training program evaluation of trained employees.

4.7 DEVELOPMENT PROCEDURES IN SHREE DATTA FOUNDERS & ENGINEERS.

In Datta Foundry development of personnel manager is done these process are related with only in charge and managerial personnel.

Need of Development of Managerial & Other respective persons in Datta Foundry.

Technical Skill Development:

Such kind of development process is carried on in organization. It enables a manager to use effectively the techniques, methods, different

processes & equipments in performing specific jobs. Technical skills are most important for operating purpose. Managers must adopt it. They must have knowledge of how “Things Works”.

Human Skills:

Such skills include the ability to communicate, motivate & lead these skills also called as human relating Abilities which enable the managers in Datta Foundry to handle human resources which is helpful in achieving employee’s satisfaction and organizational goals can also be achieved.

Giving Demo: :

Whenever the workers who are working on the machines they may not understand how to operate it or if some problem create then in such conditions they may ask their managers to sort-out the problems and to show the demonstration about how work on machinery.

Oral Assistant & Technical Educations:

Many times owner make arrangements by providing some technical advices to the head of the department who are become enable to provide some technical training to his subordinates. If necessary some times the outside officers are also invited to give training and guideline.

Methods of development followed by Shree Datta Founders And Engineers :

❖ **On the Job Techniques :**

This type of development method is very common in most of all industries because it is less expensive and time saving method. Because there is no need to purchase extra equipment and machinery for development and also there is no need to take addition time during working hours only the developments process will complete.

1) The Coaching Method :

In this method the superior authority level personnel will guide the subordinate and show the demonstration of how to do the things. He will instruct the trainee about the goals and targets of organization. The coach is the person who is going to explain various ways through which goals and targets can be achieved. He also gives the suggestion to make improvement in the performance.*

Periodic evaluations are also a part of coaching. It is also called as training by doing method.

2) Channel Method of Development:

In this method trainees are rotated to a various routine jobs in department unit. Because before person has been appointed as a managerial personnel he has given training assistant and knowledge about billing, issuing orders, preparing inspection notes, handling customers accounts etc. Job rotation is mostly given to the lower level managers to promote him as a higher level manager. It provides lot of different types of working experience to person so he can become able for promotion post. Such rotation continues for a period ranging from six months to twenty four months as per the requirements.

3) Under Study Assignments / Attachment Method:

Under this method the head of the department and superior person give guidance and knowledge to other employees so he can do a job in better way during the absenteeism of that superior authority.

❖ Off The Job Technique In Shree Datta Founders And Engineers

1) Case Method :

Much type of case studies are put in front of trainee managerial personnel and the trainer will ask them some solution also. At the end of the explanation problems and difficulties will be explain to them and

some suggestions are expected from them. And trainer will compare between various solutions and he will choose the best out.

2) Conferences :

Whenever there will some sudden emergency the managerial personnel and the authority person will be called to an emergency meeting in a conference room. Where the trainee will instruct the entire personnel manager about how to make improvement and Development in existing or new type of work.

3) Lecture Method :

This is a less time consuming method of development which is used by most of all type of organization. Because without wasting time in attending meeting and discussion no development is possible. Only the oral guidance and suggestions for operating correctly are given.

❖ Workers And Employees View About The Development Method In Shree Datta Founders And Engineers

- 1) The managerial personnel said that the on the job and off the job methods are followed very rarely and all the times.
- 2) Only if any such necessary is there then only owner are ready to prove such kind of off the job technique process.
- 3) Even though the job rotation and attachment methods are followed but only to do work as a representative of authority people, but many kind of limitations and restrictions are imposed on them.
- 4) Instead of giving the chance to the managerial personnel to learn the new method of technology during their absenteeism. They ask there

family member only to attain the foundry and watch the performance for a temporary period.

❖ **Views Of Managerial Personnel In Shree Datta Founders And Engineers :**

According to managerial and chief executive personnel management development means

- It is a problem solving ability.
- Obtaining perfect performance.
- Depth of insight
- Technical and conceptual skill development
- Creating more knowledgeable organizational atmosphere
- Increase motivation and integration ability sense of service and security is developed.

Objective And Aim Of Management Development In Shree Datta Founders And Engineers :

- 1) Improvement in supervision and guidance
- 2) Improvement in inter departmental co-operation
- 3) Improvement in supervision and guidance highlighting on individual weaknesses for the purposes of attracting intelligent personnel stimulating junior executives to do better work.
- 4) Motivating the subordinate workers.

To delegate the authority and responsibility whenever there is need and necessary.

To develop responsible management personnel. It enables the management to understand the human relation problems.

Important Steps In The Development Process In Shree Datta Founders And Engineers :

- Ascertain the need of development
- Looking at the organization objectives
- Evaluation of present management talents. programmers
- Programmed evaluation
- Evaluation of development and training programmed.

4.8 PERFORMANCE APPRAISAL IN STREE DATTA FOUNDERS AND ENGINEERS :

According to this organization there must be an appraisal of performance. The main objective of performance appraisal in Datta foundry is as fallows:

To find out the effectiveness in performance of employees. Performance appraisal does the work of evaluation and inspection of quality of product and performance. Performance is important process to do the comparisons between standard work and actual work.

Through the performance appraisal it will become possible for manager to find out whether there are any weakness, drawbacks and shortages in performance,. They found so then it will become possible for them to take some corrective steps to repair or maintenance and improvement of that work.

With the help of performance appraisal it will become possible for owner to get the work done according to their requirement form subordinates to achieve the goals and target of organization.

Views Of Personnel Management And Workers In Shree Datta Founders About Performance Appraisal Procedure :

They think that it is systematic method of judgment about salary increases, transfers and demotions. They think through this performance appraisal procedure the superior gives guidance to the subordinate about how he is doing, suggest some needed changes in their working method, behavior attitudes in skills or job knowledge etc. It maintains and develops individual and group development by informing the employees about his performance standard.

Employees say that there is always one kind of burden on workers while working in foundry because superior may do the performance at any time and he may check his performance.

It is time consuming and costly method because many time it take more time to do performance appraisal and if some shortness is found then he has to proved them full assistance and guidance to take corrective actions. Performance appraisal system many time Create some bad effects on relation and communication between superior authority and subordinates.

4.9 DATA PRESENTATION AND ANALYSIS :

The data which is collected from Shree Datta Engineers regarding the study of human resource managements is analyzed and presented in following manner.

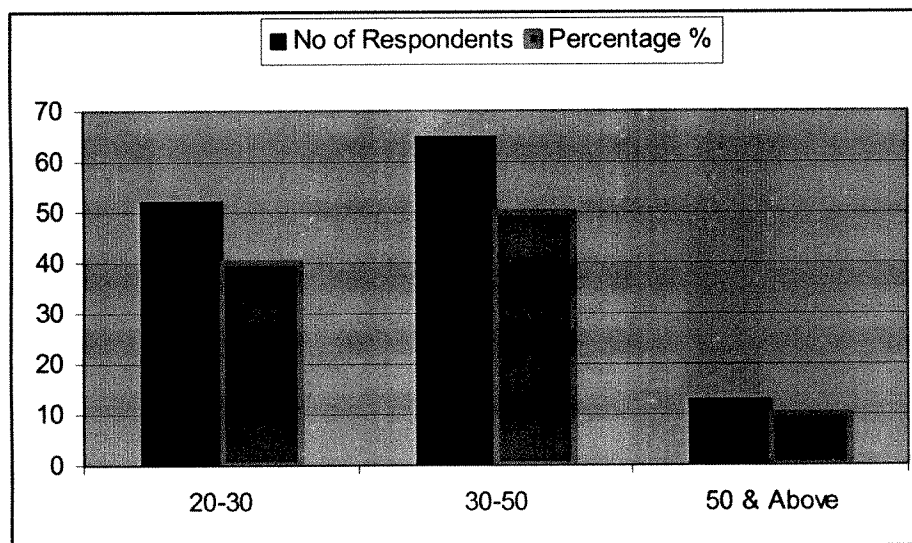
Table Showing Distribution Of Workers According To Age

Table No. 4.6 :

Age group of Workers	No of Respondents	Percentage (%)
20 – 30	52	40%
30 – 50	65	50%
50 & Above	13	10%
TOTAL	130	100%

Table shows that 50% of the worker out of 130 is related with age group of 30-50 this can be representing in following manner:

Graph No. 4.1



Performance Appraisal In Shree Datta Founders And Engineers

According to this organization there must be an appraisal of performance. The main objective of performance in Datta Foundry is as follows:

To find out the effectiveness in performance of employees.

Performance Appraisal does the work of evaluation and inspection of quality of product and performance.

Performance Appraisal is important process to do the comparison between standard work and actual work.

Through the process of Performance Appraisal it will become possible to a manager to find out the whether there are any weakness, drawback and shortages in performance. If they found so then it will become possible for them to take some corrective steps for repair or maintenance and improvement of that work.

With the help of Performance Appraisal it will become possible for owner to get the work done according to their requirement from subordinates to achieve the goal and target of organization.

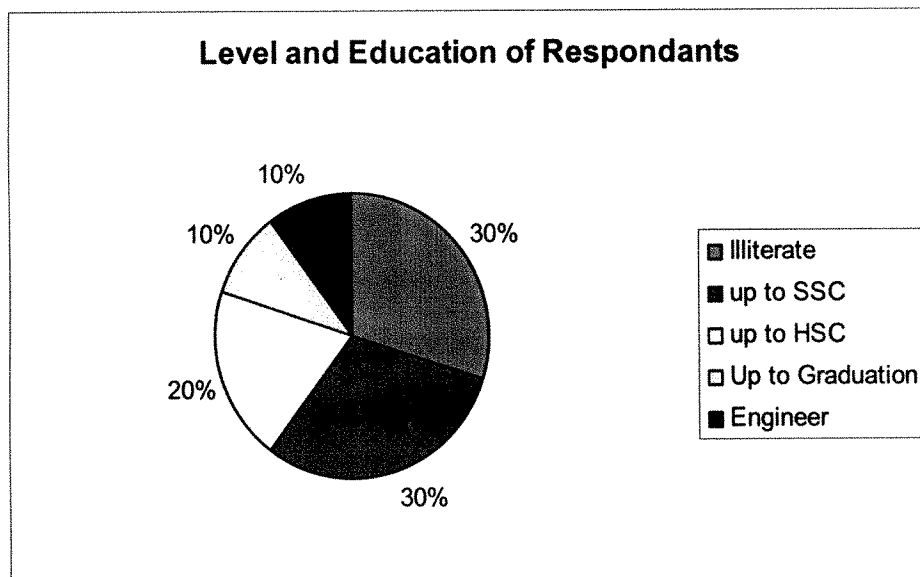
TABLE 4.7

Table showing distribution of workers according to level of education.

Level of Education	No of Respondents	Percentage (%)
Illiterate	15	30%
Up to SSC	15	30%
Up to HSC	10	20%
Up to Graduation	05	10%
Engineer	05	10%
Total	50	100%

The above table shows the category of worker who are more educated, less educated and who are illiterate. This can be made clear by using following diagram:

Graph No.4.2



5% employees are graduated and another same 5% employees are engineer persons who have educated the educational and technical status.

TABLE 4.8 :

Table showing the no. Of employees received training.

Opinion About Received Training	No of Respondents	Percentage (%)
YES	50	100%
NO	00	00
TOTAL	50	100%

The table shows that most of all the employees received training guidelines from their superior. It is collected after making enquiry from only 50 employees who told that they received good training in foundry.

Graph No.4.3

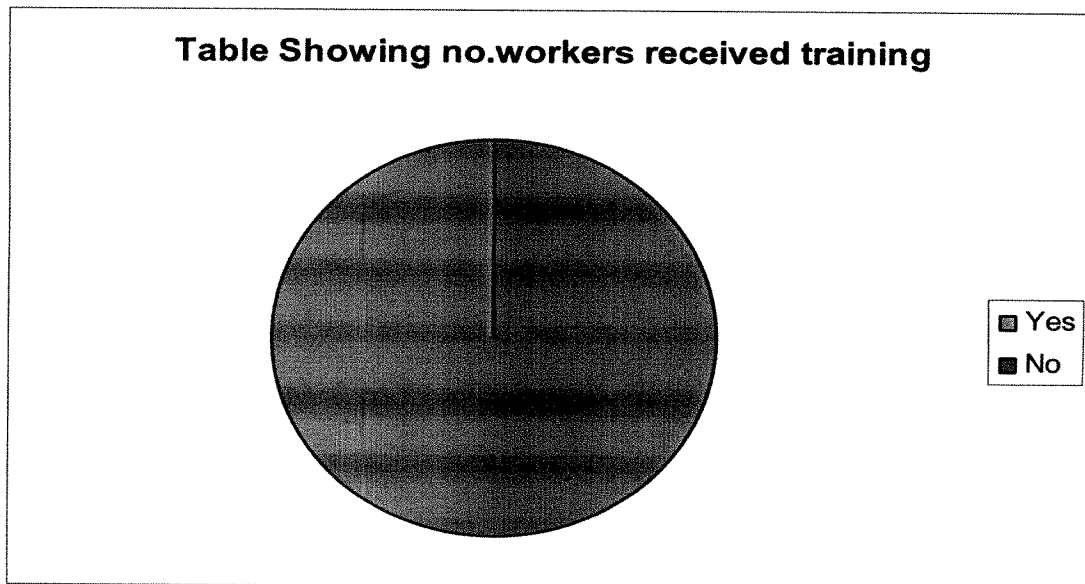


TABLE 4.9

Table showing opinion about training method from the employees of Shree Datta Founders and Engineers:

Opinion About Training Method	No of Respondents	Percentage (%)
Excellent	30	60%
Good	10	20%
Satisfactory	10	20%
Unsatisfactory	00	00
TOTAL	50	100%

The table shows that about 60% of employees are having the opinion of excellent method of training in Shree Datta Founders and Engineers and there are no unsatisfactory opinions about it.

Graph No.4.4

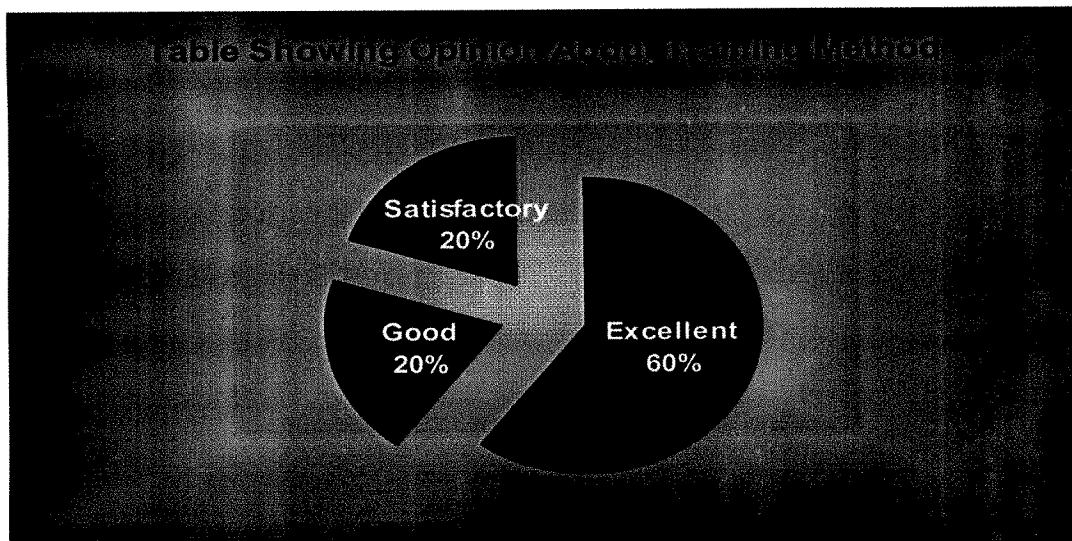


TABLE 4.10

Table showing workers awareness about performance appraisal system.

Opinion About Awareness of P.A.	No of Respondents	Percentage (%)
YES	40	80%
NO	10	20%
TOTAL	50	100%

It has been found that from this survey, about 80% of employees and workers are aware about the P.A. system in organization, if superior people keep regular watch and evaluation process of employees.

Graph 4.5

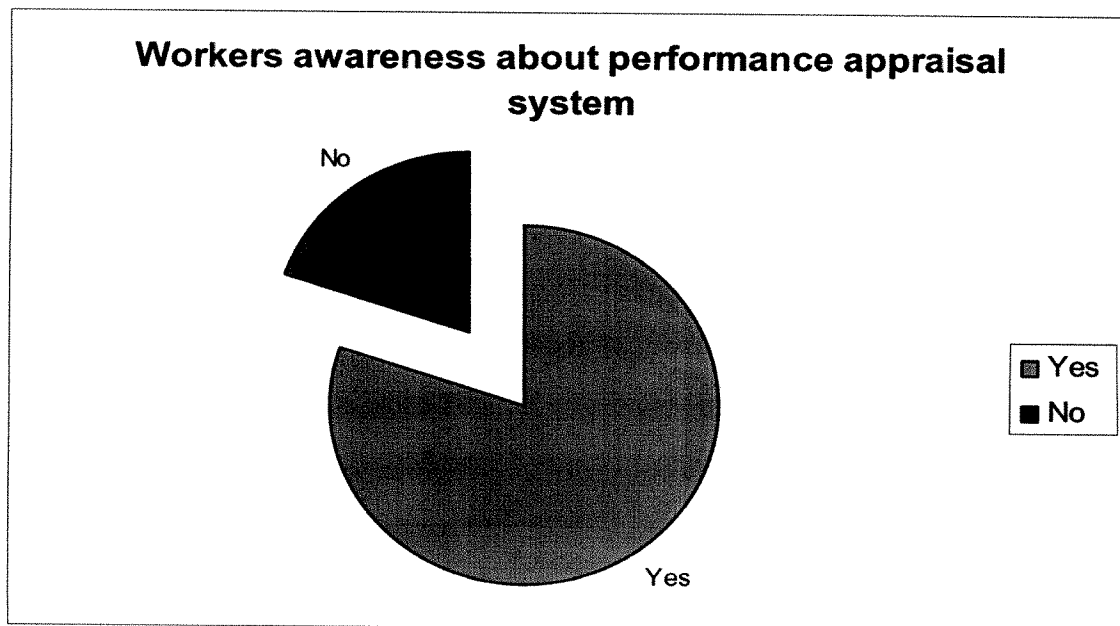


TABLE 4.11 :

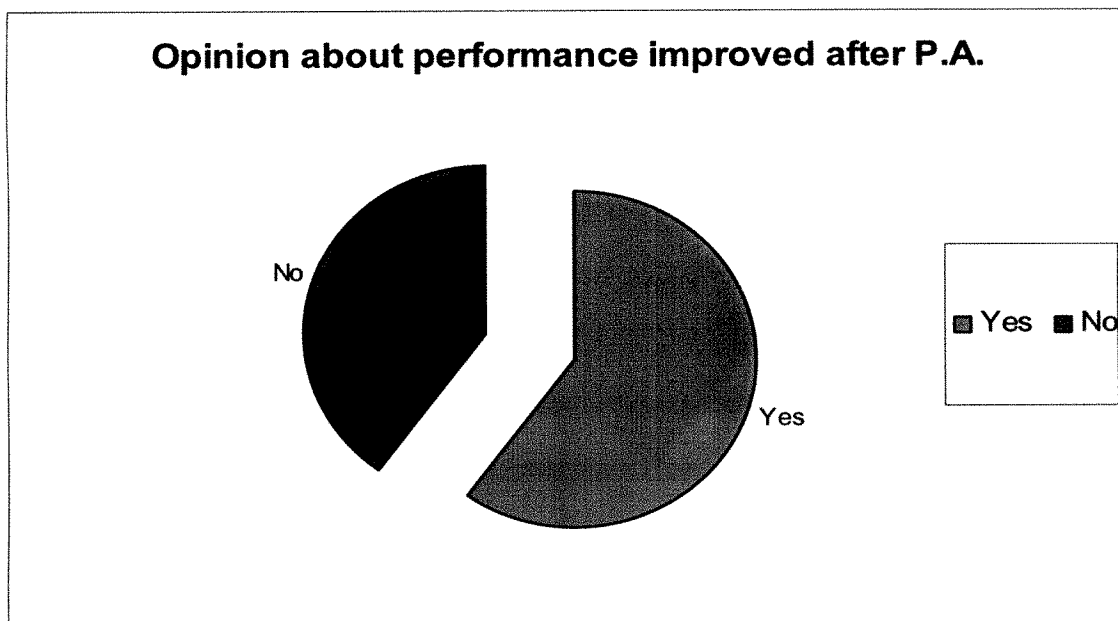
Table showing opinion about performance improved after P.A.

Opinion of Employees	No of Respondents	Percentage (%)
YES	30	60%
NO	20	40%
TOTAL	50	100%

It is observed that 60% employees from selected sample think that these working speed and performance has been improved and increased to good level because of performance appraisal system.

They said that may because of fears and threads of superior we try to do this work in proper way as required by superior.

Graph No. 4.6



Source:

by doing personal discussion with employees.