

CHAPTER - IV

ANALYSIS & INTERPRETATION OF DATA

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A) Need For Study on M.S.R.T.C. (Maharashtra State Road Transport Corporation):

Now a day's due to globalization there is adverse affect on various government and non government organization. M.S.R.T.C. is a government undertaking, organization which is known as semi-government organization. Due to the policy of central & state government the traffic has been allowed for the private transport services. There is a fear of security of the jobs in minds of employees working in M.S.R.T.C. which is quite natural. The direct recruitment is seemed to be with hold but it is not the real fact. The M.S.R.T.C. services are coming off with flying colors. This was little bit confusing to the researcher and hence it was decided to conduct the study.

B) Need for study on Human Resource Management Practices (Recruitment, selection, Promotion, and Training) :

It is generally observed that the standards of recruitment, selection, promotion, and training i.e. the personnel policies differ from organization to organization. It is observed by the researcher that the recruitment; selection, promotion, and the training are decided in differed mangers and the researcher was interested to know the policies framed by M.S.R.T.C. employees because she is the neighbour of them. So, she was very much eager to know about the recruitment, selection, promotion, & training policy. Hence, it was decided to conduct the study upon the above topic.

INTRODUCTION OF HRM PRACTICES

♦ THEROTICAL BACKGROUND:

It is the primary duty of the personnel department to procure and maintain an adequate qualified working force of various personnel necessary for manning the organizations. It is a very important function even for the establishment and development of the business. Procurement of efficient personnel leads the organization to success like other elements as money materials and marks. This calls for proper determination of man power requirements.

Procurement function of personnel department includes three major sub functions . a) Recruitment, b) Selection, & c) Placement on the job.

A) RECRUITMENT :

Meaining Of Recruitment :

The success of an organization largely depends upon the team of skilled and qualified workers who are chosen out of a number of applicants for the job. Recuritment is the first step in the employment process which aims at developing and maintaining the adequate man power resources upon whom the organization can depend when it needs additional employees.

Recruitment is a process of searching for the prospective employees and stimulating them to apply for job in the organization. Recruitment is the positive process of employment. It increases the ratio of applicants and member of posts vacant and those provide an opportunity to the management to select the suitable person.

Recruiting is the discovering of potential applicants for actual or anticipated organization vacancies. In other works, it is a "Linking Activity" bringing together those with jobs and those seeking jobs.

All organizations, whether large or small, do engage in recruitment activity, though not to the same extent. This differs with 1) The Size of the Organisation, 2) The employment conditions in the community where the organization is located, 3) The effects of past recruiting efforts which show the organizations ability to locate and keep good performing people.

B) Defination Of Recruitment :

Dale S. Beach :

"Recruitment is the development and maintainance of adequate man power resources. It involves the creation of a pool of available labour upon whom the organization can depend when it needs additional employees".

Dale Yoder :

"The recruitment policy is concerned with quantity and qualifications of man power".

C) Factors Involved In A Recruitment Policy :

- 1) To carefully observe the better and spirit of the relevant public policy on hiring and on the whole, employment relationship.
- 2) To provide individual employees with the maximum of employment security, avoiding frequent lay off or lost time.
- 3) To provide each employee with an open road and encouragement in the continuing development of his talents and skills.
- 4) To assure each employee of the organization interest in his personal goals and employment objectives.
- 5) To assure employees of fairness in all employment relationship, including promotions and transfers.
- 6) To provide employment in job which are engineered to meet the qualifications of handicapped workers and minority sections.

D) Sources Of Recruitment :

The sources of recruitment can be internal and external.

1) Internal Sources :

It is the best method for recruitment of high strata and medium strata managers. Many companies feel that the best practice is to fill jobs from within the organization if possible. They feel that "inside employees already known the company and its policies, and presumably have proved their ability and loyalty.

2) External Sources :

a) Former Employees :

Former employees are those persons who have worked in the concern previously but were out of service for some or the season. It is an excellent source of employees provided their previous service records are good. They have been indoctrinated in company policies, know the companies operating procedures, will required less training.

b) Friends and relatives of the present employees :

Sometimes the present employees present to the concern one's own family members, friends or relations as trust worthy persons.

c) Intermediaries :

This system is being used in India since long. In this system workers are recruited by various persons known by the name of jobbers, chaudhari, or contractors.

d) Schools, Colleges, University, and Technical Institution :

These are also sources of labour supply. Industrial concerns send their needs to these institutes and the institute in turn end the names of the persons for service to them and the posts are filled in good persons are available through this system.

e) Advertising :

This is mostly used for high and middle class vacancies but now it is also used for lower services as well the description of work and salary is given in the advertisement so that applicant may make their initial assessment themselves.

f) Employment Exchange:

This is also an important source of labour power. Unemployed persons register their names and qualifications needly concerns intimate them to their requirements and recommend suitable persons to them.

g) Recruitment at the Gate :

Sometimes, direct recruitment of workers is made at the gate of the factory or office. Generally the number of vacancies, nature of work, and time of interview are notified by the personnel department on the black board at the gate.

Prospective candidates attend the interview at the appointed time and get the appointment. This system of recruitment is generally used to recruit the unskilled workers.

h) Contract with other concerns:

Personnel officers contact the other such concerns of the same nature. Those desirous of promotion join the other concerns.

g) Casual Application:

These desirous of serving after writing their qualifications, post the applications to the concerns which collect them and after selections call for interview the efficient persons. A list of such persons is maintained in the offices and persons are called in times of need.

h) Trade Unions:

In some concerns where trade unions are effective co-operative for the employment of the workers. This makes possible good labour relations.

i) Applicant pre-applied and not selected :

Some of the applicants who had applied previously but were not selected, are again given the characteristic and called for recruitment.

j) Special Consultants:

There are special consultants who are able to impact their efforts for recruitment. These persons keep the record of the persons called for interview and make know the recruiting officer about them.

k) Professional Bodies :

Some professional institutions like Institute of Chartered Accountant, ICWA, Institute of company secretary, etc. maintain a register of qualified persons from which they recommend the names of the job seekers to the employers when asked for.

l) Part Time Employees:

Sometimes, persons are employed to dispose of the heavy seasonal work or the arrears of work temporarily on part-time basis. These part-time employees form

a goods source of labour supply as and whom vacancies occur. Vacancies are filled up among them if they fulfill the requisite qualifications to suit the jobs.

A) Objectives of Recruitment Policy:

- 1) To plan the manpower requirements & budget the requirement of the requisite human resources with necessary qualifications, skills, aptitude, merit & stability in accordance with the organizational requirements.
- 2) To ensure that MSRTC attracts & retains the best of personnel available in each of its areas of functioning as it is the cumulative results in this area of satisfying MSRTC needs for personnel both in qualitative & quantitative measures, that influences the future of the organization & pre-determines the future health of the enterprise.
- 3) To focus on the placement of employees in jobs to which they are best fitted physically, mentally & temperamentally, where they have strong expectations of being well adjusted to their work & to the working environment.
- 4) To adopt & fulfils the socio-economic commitments of the Govt. to the unfortunate / minority sections of the society as a part of MSRTC's social objective & there by help realize the dreams of productive nation.
- 5) By making reference to recognized associations & agencies who maintain rosters of suitable persons in different skills & specialties for promotion of the interest & welfare of scheduled castes / scheduled tribes, ex-serviceman & other similar special categories.

Mode of Recruitment:

a) Unskilled, semi-skilled, skilled & supervisory Groups:

All post in this group to be filled by outside recruitment are notified to the appropriate employment Act & orders issued from time to time simultaneously, an internal advertisement is issued for information of such of the employees who may wish to be considered in the selection. Other sources of recruitment is drawn upon only when the employment exchange indicate their inability to sponsor candidates of recruitment satisfying the prescribed requirements, through issue of a non-availability certificate. In such an events an advertisement is issued in the

leading daily newspapers in the state in which the units/ divisions are located. Copier of such advertisements is also sent to the sources mentioned.

b) Executive / Sr. Executive / Officer Cadre:

The sources of recruitment for post in these cadres may be decided by the competent authority depending on the requirements of the posts. Normally an advertisement is issued in leading daily newspapers to tap fully the potential in the open market.

c) Trainees / Apprentices:

Trainees / apprentices are recruited under the provisions of the Apprentices Act & as contemplated in the approved yearly manpower budget & recruitment plans. The type of trainees to be recruitment are of the following categories:

Executive Trainees,

Supervisory Trainees,

Technical Trainees,

Commercial Trainees.

The recruitment of engineer / executive trainees is done centrally & co-ordinate by corporate office based on the requirements of units/ divisions cumulated from the approved manpower budgets & recruitment plans.

The recruitment of supervisory Trainees, Commercial, Apprentices is done by the Units / Divisions in accordance with the provision of the Apprentices Act.

Preference in Recruitment :

1) It is endeavor of the MSRTC to help the Govt. in achieving its objectives in respect of the upliftment of the socio-economic status of those belonging to weaker sections of the society. In order that this objective is realised, MSRTC does not spare any efforts to adhere to & follow the directives of the Govt. concerning reservation of vacancies & concessions allowed to candidates belonging to scheduled caste / scheduled tribes, ex-servicemen / physically handicapped etc.

Concessions as given bellow are allowed to the candidates belonging to the Scheduled castes /tribes:

The upper age limit is enhanced by five years in case of all cadres / groups. Though the standard of qualification is not lowered, the degree attainment in these qualifications is relaxed.

Experience is relaxed by a maximum of one year if originally prescribed experience is three to five years by a maximum of two years if the originally, prescribed is six to ten years & so on. There is however than three years.

2) Dependents of deceased employees:

A dependent of a deceased employee is eligible for special consideration for appointment in RC against a suitable vacancy in preference to others. This consideration is admissible even if his name is not sponsored by the employments exchange or if he has not applicant is otherwise eligible.

For purpose of this concession dependent means only daughter (unmarried), son or wife of the employees.

Procedural on Details:

Procedures for Advertisement

Where recruitment has to be done from the open market, an advertisement is issued in the leading daily newspapers.

The layout of the advertisement & the information contained therein are as prescribed from time to time.

The job title, job summary, qualifications & experience are in accordance with the approved job specification.

The pay scales & allowances perquisites admissible & number of posts are mentioned.

The number of posts reserved for scheduled caste / scheduled tribes are clearly mentioned.

Age limits are also mentioned.

SELECTION

Meaning Of Selection :

Selection is the second step in the process of procurement of people. It is the process choosing the individuals who possess the necessary skill, abilities and personality to successfully fill specific job in the organization. Thus in other words, it is a problem of matching a man to the job. By selection we mean a process by which the qualified personnel can be chosen from the applicants who have offered their services to the organization for employment. Thus the selection process is a tool in the hands of the management to differentiate the qualified and unqualified applicants by applying various techniques such as interviews, tests, etc. In this sense, it is a negative process of employment in which only a few who qualify for the job are offered employment and others are denied the opportunities.

Selection of employees is a decision making process where the management decides certain norms and principles to adhere to standards on the basis of which, a discrimination between qualified and unqualified candidates can be made. A sound selection policy will ensure the selection of the suitable candidate.

Selection procedure in any business concern is a matter of choice. In some concerns, it may be very simple as such, it may consist merely of offering applicants to the supervisor with whom they are to work. On the other hand, in some other concerns, it may be quite complicated and extensive involving several steps or stages.

Essentials Of Selection Procedures :

The selection procedure adopted by an organization is mostly tailor made to meet its particular needs. The thoroughness of the procedure depends upon three factors.

- 1) The nature of selection, whether faulty or safe, because a faulty selection affects not only the training period that may be needed, but also results in heavy expenditure on the new employees.

- 2) The policy of the company and the attitude of the management as a practice some companies usually hire more them. The actual number needed with a view to removing the unfit persons from the jobs.
- 3) The length of the probationary or the trial period, the longer the period, the greater the uncertainty in the minds of the selected candidate about his future.

♦ **Steps In Selection Procedure :**

There is no short cut to an accurate evaluation of a candidate. The following is a popular procedure though it may be modified to suit individual situation.

1) Preliminary Interview / Screening / Reception :

It is the first step after receipt and scrutiny of the application forms in the selection process. The purpose of this type of interviews to eliminate the unqualified or unsuitable candidates. It should be quite brief just to have an ideal of general education, experience, training appearance, personality, etc. of the candidate and to obtain his salary requirements. If the applicant appears to have some change of being selected, he is given the application blank to fill in.

2) Application Blank :

A Blank application Form or Application Blank is the next important weeding out device in the selection procedure. The successful candidates in preliminary interviews are supplied the application blank to get a written record of the following informations:

a) Identifying information :

Such a family background, date and place of birth, Age, Sex, Height, Citizenship, Marital Status, Etc.

b) Information regarding education :

It includes information, his academic career, subjects taken at various school certificate and degree levels, grade, division, or place awarded in school and college, technical qualification, etc.

c) Information regarding Experience:

Giving full details of post job such as nature of work, job responsibilities, periods involved, designations, salaries with allowances, reasons for leaving the present assignment, etc.

d) Expected salaries and allowances and other fringe benefits.

e) Information regarding community Activities:

Consisting of details regarding extra curricular activities, hobbies, position held in social organization. Such as clubs, management association, etc.

f) Other information may be collected by the management such as references, etc.

Such information helps the management in screening out the undesirable applicants and in maintaining the record for the future. Form of Application Blank may differ from organization to organisation.

3) Employment Tests :

There are Two types of tests :

a) Trade Tests:

Technical job require this type of test such as for recruitment of a stenographer in an office, a test can be taken to check his speed both at dictation and typing. The purpose of this test is to assess the capabilities of the candidates for the type of job which is being offered to them.

b) Psychological Tests:

As the individuals differ from one another by degree, the industrial psychologists have devised certain tests to assist the management in evaluating the performance on the test relative to that of the other candidates. Some of these tests invariably used in industries are :

1) Aptitude Tests :

Such tests are designed to measure the aptitude of applicants and their capacity to learn the skills required on a particular job. It is more useful for clerical and trade positions.

2) Intelligent Test:

Aim at testing the mental capacity of a person with respect of various things. It measures the individual learning ability to grasp or understand instructions and also ability to reason and make judgment. There are various verbal and non verbal intelligence tests.

3) Interest Test:

For determining the preferences of the applicants for occupations of different kinds.

4) Knowledge Test:

To measure the depth of the knowledge and proficiencies in certain skills already achieved by the applicant such as engineering, accounting, etc.

5) Projective Test:

Which use the projective techniques whereby the applicant projects his personality into free responses about pictures shown to him which are ambiguous.

6) Personality Test:

To determine characteristics of the candidate such as co-operativeness as against dominance or to judge the emotional balance and temperamental qualities of a person.

7) Judgement Test:

For evaluating the ability to apply knowledge judiciously in solving a problem.

8) Dexterity Test:

Are used to discover the ability to use the different parts of body in a coordinated manner. It is useful in identifying accident prone candidates for certain manufacturing jobs.

9) Employment Interview:

Perhaps this is the most complex and difficult part of the selection process. The purpose of interview is to determine the suitability of the applicant for the job and of the job for the applicant. Interview must be conducted in a friendly atmosphere and the candidate must be made to feel at ease. Generally the questions should better be asked on the basis of job specifications. Unwarranted Questions should be avoided. A Verification of the information furnished by the candidate in application Blank may be made or an additional information may be sought for future record. The candidate should also be given a chance to ask questions to satisfy him-self regarding the history of the concern, future prospects, salary offered, and nature of job.

10) Reference Check :

Employers generally provide a column in the Application Blank for references. If the applicant crosses all the above hurdles, an investigation may be made on the references supplied by the applicant regarding his past employment, education, character, personal reputations, etc.

Referees may be called upon on telephones or may be contacted through e-mail or personal visit. Additional information's can also be recorded by asking the questions from referees.

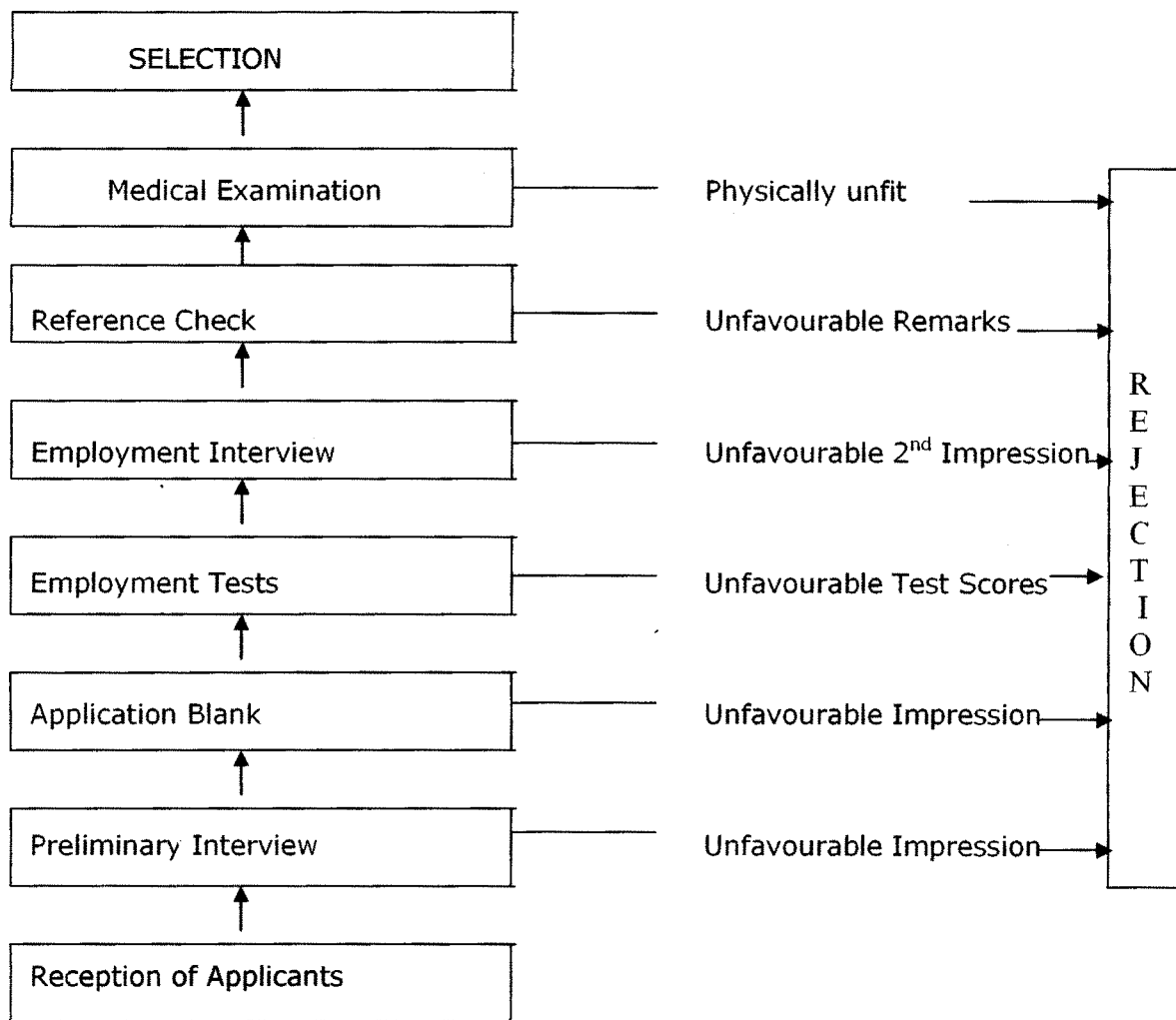
11) Medical Examinations:

In almost all the companies even in India, medical examination is a part of selection process for all suitable applicants. It is conducted after the final decision has been made to select the candidate. This is very important because a person of poor health may generally be absent from work and the training given to him may go waste. A person suffering from any disease may spread it amongst other workers. A thorough physical examination is also essential to be sure that the candidate is able to handle the job efficiently.

12) Final Selection :

If a candidate successfully overcomes all the obstacles or tests given above, he would be declared selected. An appointment letter will be given to him mentioning the terms of appointment, pay scales, post on which selected, etc. when he joins the organization, it is the primary duty of the personnel manager to introduce him to the company and his job.

The selection procedure may be well understood by the figure given:



Steps in selection procedure are not rigid. They may vary from organization to organization or in the same organization from job to job. The arrangement of the steps may also be disregarded or steps may be reduced or some other new steps may be added. This all depend upon the size of the enterprise, nature of the company, and the nature of the job, job description and the objectives of the organization.

In the selection of a candidate whatever may be the procedure the personnel department plays an important role. It should be kept in mind that the decision to recruit the personnel is not taken in the personnel department. But it assists the top executives in selecting the candidate by devising the form of application blank and preparing job description and setting the job specification.

Selection Boards are constituted by the appointing authority / personnel heads to conduct tests / interviews & to select candidates for appointment to any posts in the company from among those called for such tests & interviews. Selection to posts in the senior executive cadre & other common executive cadre are conducted by the central selection Board constituted for purpose by the corporate office. For selection of posts falling within the purview of the Unit management, Unit selection Board are constituted as required provided that in the case of recruitment to executive posts, a member of the selection Board is associated.

A officer belonging to SC/ ST is associated with the selection Board if the selection is for recruitment candidate belongs to SC /ST also.

Central Recruitment Committee:

If in one place there are more than one unit / division of MSRTC, a Central Recruitment Committee. It is constituted to conduct recruitment & selection to categories common to these divisions, this committee is constituted by the Corporate Personnel Department in consultation with the respective Division.

Appointments:

A candidate selected for appointment is issued an appointment offer in the prescribed format. This is signed by the Appointing Authority / or the officer to whom the power is delegated in this behalf.

Joining Time:

Normally a person who has been issued an appointment offer is expected to join the service of the company within 30 days of issue of appointment offer. If the appointment does not report for duty within the stipulated time, the offer of appointment shall be deemed to have been withdrawn.

PROMOTION :**A) Meaning of Promotion:**

Advancement within an organization is ordinarily labeled as promotion. Promotion involves movement of a person to a position carrying higher status, more pay, increased responsibilities, increased benefits and privileges in the same organization.

B) Definition of Promotion**Scott & Sprigal**

"A promotion is the transfer of an employee to a job that pays more money or that enjoys some preferred status".

Pigors & Myers

"A promotion is the advancement of an employee to a better job better in terms of greater responsibilities more prestige or status, greater skill and especially increased rate of pay or salary.

Edwin B. Flippo

"A Promotion involves a change from one job to another that is better in terms of status and responsibility".

c) Purpose of Promotion:**Promotions are usually given:**

- 1) To put the worker in a position where he will be of greater value to the company and where he may derive increased personnel satisfaction and income from his work.

- 2) To remove a worker from his job as an alternative to avoid the embracement of demoting him.
- 3) To recognize an individual's performance and reward him for his work so that he may have an incentive to forge ahead.
- 4) To increase an employees organizational effectiveness.
- 5) To build up morale, loyalty, and a sense of belonging on the part of the employees when it is brought home to them that they would be promoted if they deserve it.
- 6) *To promote job satisfaction among the employees and give them an opportunity for the unbroken continuous services.*
- 7) To attract suitable and competent workers for the organization.
- 8) To create among employees a feeling of contentment with their present conditions, encourage them to succeed in the company.

D) Significance Of Promotion:

The policy of filling vacancies at higher levels through promotion bears the following advantages :

- 1) There shall be no problem for new comers in handling the new job.
- 2) It will motivate and keep the moral of the employees high.
- 3) It will ensure sincere efforts on the part of employees order to get chance for higher position.
- 4) It will reduce the cost of training.
- 5) Several labour problems such as problem of indiscipline accident, labour turnover, etc. will be solved automatically.

E) Principles Of Promotion:

The sound promotion policy should be based on the following principles

- 1) *It should be very clear and in writing.*
- 2) Percentage of vacancies to be filled in by promotion should be determined in advance and followed strictly.
- 3) A sound promotion policy should mention the basis of promotion i.e. seniority or merit or both.

- 4) Channels of promotion as established by job analysis process should clearly be defined.
- 5) Promotion programmes should be closely allied to training programme.
- 6) A scientific procedure for evaluating performance appraisal should be followed to justify the promoting.
- 7) The immediate boss should recommend the promotion but final decision should be taken by the top executive in the line organization.
- 8) The promotion policy must provide for appeals against promotion to ensure fairness in decision.
- 9) A vacancy or an anticipated vacancy should be notified to employees well in advance.
- 10) The promotion should at first be on probation.
- 11) Promotion should not be forced on reluctant employees.

F) Basis Of Promotion:

There are two important basis of promotion

- 1) Merit, & 2) Seniority.

Seniority is base on his total length of services and is counted from the date of his appointment in the organization. The workers and their unions prefer "Seniority" as the basis for promotion while the management prefer "merit or competence".

Objective of Promotion

1. To provide all employee with broad equality in growth & career prospects.
2. To ensure fairness equitability, consistency & uniformity in the matters of promotion of employees in all the units divisions of MSRTC.
3. To recognize & reward employees for their contribution to the growth of the organization.

4. To sustain the high moral of the employees by informing them of the promotion opportunities existing in the organization & the manner in which such promotion will be effected.

Guidelines & Principles:

Promotion from One Group / Cadre to another promotion from one group / Cadre to another group / cadre is on the basis of merit as assessed through a selection process which may include on appraisal of performance, & test/ interview designed to determine the employees skill, aptitude & abilities for effective functioning in the higher group / cadre, employees are eligible for consideration for promotion to the higher group / cadre on completion of a specified numbers of years of service in the highest grade in the lower group / cadre, subject to organizational needs. This legibility period will be notified by the management from time to time keeping in view the requirements of the orgniston.

Promotion within a Group / Cadre:

Employees are eligible for consideration for promotion from a lower grade to the next higher grade within the same group / cadre on completion of the number of years of satisfactory standards in conduct & performance. The 'qualifying period' for promotion within a group will be notified by the management from time to time keeping in view the requirement of the organization.

TRAINING

Meaning Of Training:

Training is a systematic programme to increase the knowledge, skills, abilities, and aptitudes of workers to perform specific job. Training must be distinguished from education. Education is concerned with increasing general knowledge and understanding of the total environment while training is concerned with increasing the knowledge and understanding of particular job.

Definition Of Training:

Dale s. Beach

"Training is the organized procedure by which people learn knowledge and / r skill for a definite purpose".

Edwin B. Elippo

"Training is the act of increasing the knowledge and skill of an employee for doing a particular job".

Michael J. Jucius

"The Term training is used here to indicate only process by which the aptitudes, skills and abilities of employees to perform specific jobs are increased".

Methods Of Training:

There are various methods of training. The choice of any of the methods depends upon several factors like cost of training, number of workers, department of knowledge required, background of the trainees, purpose of training and soon. The Various training methods may be grouped as under:

1) On the Job Training:

It is imported on the job under original working conditions. It can be given in one of the following ways –

- a) **Training by supervisor** : On the job through instruction or through demonstration.
- b) **Understudy system** : Under the system of senior gets work done by the new comer under his supervision and control.
- c) **Position rotation** : From one Job to another.

2) Vestibule Training:

Vestibule training i.e. training in class room through models. The company appoints experts to provide the training. The separate machinery and equipment are used for training purpose. After training, the worker is put on similar jobs in the workshop. This method is expensive because there is a duplication of material, equipment, and conditions found in real work-place but it is a correct blending of Theory and Practical work.

3) Off the Job Training:

Class Room Method:

It develops concepts, attitudes, theories and problem solving abilities in any of the following ways :

a) Formal Lecture :

Where depth of theoretical knowledge (such as safety, health, etc.) is required, formal lectures are arranged by the organization and delivered by the lecturer.

b) Conference & Seminars:

There are two types of seminars,

- a) In which a student given a lecture on some specific topic & is followed by discussion & exchange of views under a chairman who sums up the discussion by his fruitful advices & comments.
- ii) In this student participate in the seminar under a chairman who sparked off the idea & discussion follows which in turn, leads to further ideas.

c) Case Study:

Under this method practical particular problem is discussed at large in the group to find out the solution.

d) Role-playing:

Trainees play their assigned role (supervisor instructor; worker etc.) to present a work able solution to the problem.

4) Apprenticeship Training:

This method is used to train the technical jobs i.e. the skilled personnel. The training is governed by the apprenticeship act in the country. The apprentices are paid the monthly remuneration by the company. The raining is given by senior members or experts appointed for the purpose.

• Importance of Training:

Training is a must for industrial workers. The only choice with the management is that of the method. The importance of training may be viewed from the following angles:

- i) creases productivity.
- ii) Better & economical use of materials & equipment by trained employees
- iii) Supervision & direction costs are reduced.
- iv) It heightens morale of the traired employee.
- v) It satisfies manpower needs.
- vi) Organizational stability & flexibility are increased.
- vii) Standardization of method becomes possible,
- iii) It reduced learning time.
- ix) Industrial relation are improved.
- x) Lesser accidents by trained people.
- xi) Better management of trained workers is possible.
- xii) Versatility & adaptability.

Training is performed at the unit level. The training activities in the units are oriented toward supervisory, technical & engineer trainees & such other categories of employees.

The training for the supervisory & the engineer trainees it for a duration from some days, some weeks, some months, & years each. The objectives of this training it to orient the employees to the activities of the company & provide opportunities for them to improve their performance on the job. The training depts of units are primarily responsible for designing the training programmes after identifying the raining needs & the needs of the organization.

In addition to the training as stated above, the training depts in the units also undrtake trainees / apprentices under the Apprentices Act 1961 in commercial technical trades.

Facilities of Training :

Considering the importance of the man Resource development, training is being imported to all the employees through various out sides instates & in house training centers.

Central Training Institute at Bhosari (pune) established in the year the year 1974. regularly the Induction Training courses for officers & state Cadre employees, including Refresher Training Courses are conducted there, through out the year. Also the training programmers of the workers Union & Management Representative on trust & team building were arranged at Bhosari.

C.I.R.T. is an autonomous training Institute of all STU's where advanced training is given on the subjects like Traffic, Mechanical, Stores, Management etc.

Sr. No	Training course	No. of Participants		Trainee Day	
		2000-2001	1999-2000	2000-2001	1999-2000
1	Induction Training Courses	-	-	-	-
2.	Refresher Training Courses	2,200	848	6,211	2,557
3.	Special Transport Training Courses	417	1,393	1,181	5,427
4.	Special Training Courses (EDP)	47	42	132	244
5.	Training Through Outside Institute	30	69	191	358

DRIVER TRAINING SCHOOL AT TALEGAON AND PANDHARPUKAVADA & GADCHIROLI

Special vehicle training is imparted to clear the backlog of scheduled cases, scheduled Tribes, De-notified, Nomadic Tribes candidates.

Corporation has established drivers training centre for scheduled caste, scheduled tribe, de-notified and nomadic tribe candidates at talegaon (Pune), for scheduled tribes candidates at pandharkawada (Yavatmal), Gadchiroli. Backlog is cleared with the help of these training centers. Position of no. of backward class candidates trained as on 31-03-2001 is given as under:

Sr. no.	Classification of backward Class Candidates	Upto 31-03-2002	During the Year 2000-2001	Upto 31-03-2001
1.	Scheduled Caste	1,352	20	1,372
2.	Scheduled Tribe	834	140	974
3.	Denotified & Nomadic Tribe	630	39	669
	Totals	2,816	199	3,015

Special vehicle driving training centre is established at chandrapur & shahada (Dhule) for tribal youth candidates with a special facility to obtain heavy and light motor vehicle licence.

Division training centre is available at each divisional level. In the training centre refresher training is given to drivers. In addition to this induction training is also given to all candidates from all categories. Refresher training is regularly given to conductors and mechanics.

In the year 2000-2001 through these centres. 2,732 drivers and 1,163 conductors were trained for Induction training 6,030 driver and 572 conductors were given refresher course training and 2,762 accident prone drivers were also given refresher training for safety driving. Similarly 791 employees from other categories were given training.

INTERVIEW SHCHEDULE

A) Personal Data :

1. Name : Mr. / Mrs.
2. Age : Between 18 to 28, 28 to 38, 38 to 48, 48 to above.
3. Education : Illiterate / Literate / SSC / HSC / Graduation /
Post-Graduation / Technical.
4. Marital Status : Married / Unmarried / Widow / Widowee / Divorcee.
5. Department :
6. Designation :
7. Experience : Upto 5 Yrs. / 6 to 10 Yrs. / 11 to 15 Yrs.
(No. of Years) 16 to 20 Yrs. / 21 to 25 Yrs.
8. Total Monthly : Upto Rs.2000 / Rs.2001 to Rs.4000 /
Emoluments Rs.4001 to Rs.6000 / Rs.6001 to Rs.8000 /
Rs.8001 to Rs.10,000 / Rs.10,001 and above.

B) Feeling of Employees Towards Job :

1. Do you feel that you have too heavy a work load that you cannot possibly finish during an ordinary working day ?
(a) Agree, (b) Dis-agree, (c) Not Sure, (d) Not Applicable.
2. Do you feel that you have to do things on the job that are against your better judgement ?
3. Do you feel that more and suitable facilities should be provided to facilitate for effective working in occupations being pursued by you?
4. Do you fee that you are liked and accepted by you co-worker?
5. Do you feel that you are not fully qualified to handle your job?
6. Do you feel that your progress on the job is not what is should be or could be?

7. Do you feel that your job gives you a chance to do things that you should do best?
8. Do you feel that you would be happy to continue in the present job for longer period?
9. Do you feel that your present Job is not suitable for persons like you? And if yes why?
10. Do you feel that you should have got a better job for your qualification?
11. Do you feel that you should change your present Job?
12. Do you feel that you have a good chance to get ahead in life & to become fairly well-off by pursuing your present Job? With reference to your present Job.

C) Wages / Incentives :

1. Do you feel that your wages are sufficient to maintain your family, considering present cost of Living?
(a) Sufficient, (b) Insufficient, (c) Manageable.
2. Have you got any improvement in your wage after joining this company?
Yes / No.
3. Are you satisfied with the wage structure of the company applicable to you?
Satisfied / Not satisfied.
4. If, no what is your suggestion to get more wages?

D) Working conditions :

1. How are the working conditions in your organization?
(a) Excellent, (b) Good, (c) Fair, (d) Poor.
2. What is your opinion about the conditions of various machines operated by you?
3. What do you feel about your organization as a place of Work?
4. What is your opinion about the working hours of the organization?

E) Prospects and Opportunities :

1. Did you get any promotion to higher grades after joining this company?
2. If not, why? Do you expect any promotion?
3. Are you satisfied with present promotional policy practiced in you factory?
Satisfied / Not Satisfied.
4. Have you attended any training programmes to increase your work efficiency?
Yes / No.
5. Do you think that your company helps you to develop your career?
Yes / No.

F) Attitude towards the Supervisors / Management / Trade Union :

1. How is the attitude of your supervisors while dealing with you?
(a) Respectful, (b) Friendly, (c) Dis-respectful.
2. Do you seek your supervisor's advice during your working hours?
Yes / No.
3. Whether your supervisor's help improve your efficiency?
Yes / No.
4. Whether superior officers appreciate the hard work you put in?
(a) Yes, (b) No., (c) Sometimes, (d) Not Sure, (e) Never.
5. Whether your superior officer encourages you to offer suggestion for improvement in the working of your department?
6. Do you think that you are free to talk to someone superior to you in your department? Whenever you have work problem?
(a) Agree, (b) Dis-agree, (c) Not Sure, (d) Not Applicable.
7. Are you proud of your supervisor's?
Yes / No.
8. Whether the workers participation in management is encouraged?
Yes / No.

9. Do you feel whether you have got Job security?

Job secured / Job not secured.

10. Are you a member of the Trade Union?

Yes / No.

11. Do you think that union is essential for your career development and Job security?

Essential / Not Essential.

12. Do you feel whether pressures (interference) from political parties affect the efficiency of your work?

(a) Agree, (b) Dis-agree, (c) Not Sure, (d) Not Applicable.

G) Attitude towards the department:

1. Do you feel that you could have worked better in a different department?

(a) Agree, (b) Dis-agree, (c) Not Sure.

2. Do you feel that the pay for the type of Job you do is lower if compared with the pay for similar job in the other department?

3. Do you feel that your department is given only a secondary consideration by the management?

4. Do you feel that Jobs done by you counts very little or is considered insignificant by your department?

H) Health:

1) Do you feel that you are fit enough and healthy for this Job?

Yes / No.

2) Do you think that nay time / frequently your work affects your health?

3) Are you covered under the employees state Insurance Corporation Act, 1948?

Yes / No.

I) General:

1) Do you have saving habits?

Yes / No.

2) Are you willing to avail the voluntary retirement benefit, if available?

Yes / No.

3) Would you wish for all sided growth of your factory?

Yes / No.

4) Do you have any concrete suggestion(s) to improve the standard of personal policies (recruitment improve the standard of personal polices (recruitment promotion, training and selection.

TABLE NO. 1

The Table showing the co-relation between Age & Education of the respondents.

Age Years.	Education					Totals
	S.S.C.	H.S.C.	Graduation	Post Graduation	Technical	
18 to 28	-	3	2	-	7	12
29 to 38	2	3	7	5	2	19
39 to 48	3	5	4	-	3	15
49 & Above	-	2	-	3	1	5
Totals	5	13	3	6	13	50

1) All most all 100% of the respondents were educated means no respondents illiterate.

- 2) Majority of the respondents were in the range of 29 to 48 Yrs.
- 3) Majority of the respondents were either qualified in Technical education, graduated, and secondary school educated.

TABLE NO.2

Co-relation between Age and Experience of respondent:

Age	Upto To 5 Yrs.	6 to 6 Yrs.	11 to 15 Yrs.	16 to 20	21 to 25 Yrs.	Totals
18 to 28	6	6	-	-	-	12
29 to 38	5	10	4	-	-	19
39 to 48	2	6	3	3	1	15
49 & Above	-	-	3	1	-	4
Totals	13	22	10	4	1	50

- 1) Majority of the respondents that is 62% were below 328 yrs of Age.
- 2) Majority what is 70% respondents had less than 10 yrs. Experience.
- 3) The percentage of having more than 20 Yrs. Of experience found very less.

TABLE NO. 3

Co-relation between Education & Experience

Education	EXPERIECE OF No. of Years.					Totals
	Upto 5 Yrs.	60 to 10 Yrs.	11 to 15 Yrs.	16 to 20 Yrs.	21 to 25 Yrs.	
S.S.C.	2	3	-	-	-	5
H.S.C.	3	7	3	-	-	13
Graduation	3	6	1	2	1	13
Post Grad- uation	2	2	1	1	-	13
Technical	3	4	5	1	-	13
Totals	13	22	10	4	1	650

- 1) 10% of respondents were having 6 to 10 yrs. Experience. While 4% & 6% had the experience in range of up to 5 Yrs.
- 2) 26% of respondents each found educated at graduation and technical respectively, 12% of respondents were Post- Graduates.
- 3) Out of 26% respondents having Technical qualifications 12% were having more than 11 years of experience.

TABLE NO. 4

CO-RELATION BETWEEN EXPERIENCE AND MONTHLY EMOLUMENT OF THE RESPONDENTS.

Experience No. of Yrs	MONTHLY EMOLUMENTS				Totals
	4001 to 6000	6001 to 8000	8001 to 10,000	10,001 & above	
Up to 5 Yrs.	7	4	1	1	13
6 to 10 Yrs.	6	15	1	-	22
11 to 15 Yrs.	1	7	2	-	10
16 to 20 Yrs.	-	1	1	2	4
21 to 25 Yrs.	-	-	-	1	1
Totals	14	27	5	4	50

- 1) The Wages were in the range of minimum Rs.4001/- to more than 10,000 at its maximum level.
- 2) 6% respondents having experience more that 16 yrs. Were having their total monthly emoluments i.e. 54% found drawing their total monthly emoluments Rs.6001 to 8000.

TABLE NO. 5

Feelings of Respondents towards Job

Sr. No.	Job	Feelings			
		Agree	Dis-agree	Not sure	Total
1.	Heavy work load	6	36	8	50
2.	Against their better judgement	16	29	5	50
3.	Facilities should be provided to facilitate for effective working	38	9	3	50
4.	Acceptance by co-worker	48	-	2	50
6.	Not fully qualified to handle the Job	18	30	10	50
7.	Job gives a chance to do best things	41	5	4	50
8.	Happy to continue the present Job	39	5	6	50
9.	Present Job not suitable	10	37	3	50
10.	Better Jobs for their qualifications	22	24	4	50
11.	Change in present Job	12	30	8	50
12.	Get ahead in life & to become fairly well off by pursuing present Job	32	13	5	50

Conclusion :

- 1) The work load was appropriate.
- 2) The respondents do things on the job as per their own judgement.
- 3) More & suitable facilities were provided to facilitate for effective working.
- 4) There was good co-ordination among the workers & co-workers.

- 5) Majority of the respondents were very quite qualified.
- 6) Majority of the respondents that is 56% of the respondents felt that they were satisfied with the progress which was on the Job, while 36% respondents expressed their opinion that progress on the job was not what exactly it or ought to be.
- 7) Majority i.e. 82% respondents were of the opinion that with the help of job they could do the best things, very few % found disagree with this statement.
- 8) 78% respondents found happy and were ready to continue the present job, while 10% found not agreed 12% were quite hesitant.
- 9) 74% respondents expressed their views as the present job was suitable for them.
- 10) 44% respondents registered their vote of opinion as they would have been got better job for their qualification while 48% respondents disagreed with this statement.
- 11) 24% respondents found interested to change in job, while 60% were not interested in any change.
- 12) Majority that is 64% respondents expressed their thoughts as they have ample of chance to get ahead in life and to become fairly well-off by pursuing their present Job.

TABLE NO.6

Co-Relation Between Education & Feeling Towards Wages

Education	Feeling towards the wages			Totals
	Sufficient	Insufficient	Manageable	
S.S.C.	2	1	2	5
H.S.C.	5	1	7	13
Graduation	9	2	2	13
Post Graduation	2	2	2	6
Technical	1	3	9	13
Totals	19	9	22	50

In fact it is very fair if the employee gets proper wages as per proper qualification.

- 1) 18% respondents registered their negative hope against the wages & try feeling that the wages were not sufficient, while @ 38% respondents found happy with the wages & 44% respondents said that the expenses were manageable with the existing wages.

Means majority of the respondents found happy with existing wage system.

TABLE NO. 7

Co-Relation Between Experience & Improvement In Wages After Joining

Experience No. of Yrs.	Improvement in Wages		Totals
	Yes	No	
Up to 5 Yrs.	7	5	13
6 to 10 yrs.	17	5	22
11 to 15 Yrs.	8	2	10
16 to 20 Yrs.	3	1	4
21 to 25 yrs.	1	-	1
Totals	36	14	50

- 1) 72% respondents have expressed their views that there was an improvement in their wages after joining.
- 2) 28% respondents expressed their negative answer in this connection; the researcher has tried the co-relation of experience, and improvement in wages.

TABLE NO. 8

Co-Relation between Monthly Emoluments and Satisfaction of the Respondents
towards Wage Structure of the Organisation.

Monthly Emoluments	Satisfaction		Totals
	Satisfied	Not Satisfied	
4001 TO 6000	11	3	14
6000 TO 8000	22	5	27
8001 TO 10,000	2	3	5
10,001 & Above	3	1	4
Totals	38	12	50

- 1) 28% respondents were having the monthly salaries in the range of Rs.4001 to 6000, 22% respondents were satisfied and 6% found not satisfied.
- 2) 54% respondents drawing the salary between Rs.6001 to 8000, 44% were satisfied and 10% were not satisfied.
- 3) 18% respondents drawing more than 8000, 10% were satisfied while 8% were not satisfied.

TABLE NO. 9

Respondent's opinion towards working conditions

Working Conditions	Opinion				Totals
	Excellent	Good	Fair	Poor	
Working Condition	8	36	5	1	50
Conditions of various machines	16	32	2	-	50
Factory as a place of work	13	25	12	-	50
Working Hours	10	32	8	-	50

- 1) Majority of the respondents have expressed their favourable opinion regarding the working condition, conditions of various machines, the place of

work and working hours there is a variation in the remarks like excellent, good, and Fair.

- 2) 2% respondents registered their negative vote as poor working conditions.

TABLE NO. 10

Co-relation between Experience and Getting Promotion of the respondents after joining.

Experience No. of years	Promotion		Totals
	Yes	No	
Up to 5 yrs.	3	10	13
6 to 10 yrs.	12	10	22
11 to 15 yrs.	4	6	10
16 to 25 yrs.	1	-	1
Totals	22	28	50

- 1) 26% respondents having experience in the range of upto 5 Yrs. 20% were not get the promotion while 6% were get the promotion.
- 2) 44% respondents having experience in the range of 6 to 10 yrs. 20% were not get the promotion while 24% were get the promotion.
- 3) 30% of the respondents having more than 11 Yrs. Of experience, 16% were not get the promotion while 14% were get the promotion.
- 4) 56% respondents were not get the promotion.

TABLE NO.11

Co-relation between Experience and satisfaction of respondents towards Promotional Policy.

Experience (No. of Years)	Promotional Policy		Totals
	Satisfied	Not Satisfied	
Up to 5 yrs.	11	2	13
6 to 10 yrs.	14	8	22
11 to 15 yrs.	3	7	10
16 to 20 yrs.	4	-	4
21 to 25 yrs.	-	1	1
Totals	32	18	50

Experience and promotional policy goes hand by hand.

- 1) 26% respondents in the range of up to 5 Yrs. Experience 22% found satisfied with the promotional policy, out of 44% respondents having experience in the range of 6 to 10 yrs. 28% were satisfied on contrary out of 30% respondents having experience more than 11 Yrs. 16% were not satisfied.

Over all it is found that 64% respondents were satisfied with promotional Policy.

TABLE NO. 12

Attendance of respondents in Training Programme:

Attendance in Training Programme	No. of Respondents	Pertcentage
Yes	46	92%
No	4	8%
Totals	50	100%

Majority that is 92% respondents found attended the training programmes organized to increase the work efficiency.

TABLE NO. 13

Attitude of Supervisions towards dealing with employees.

Attitude of Supervisions towards dealing with employees	No. of Respondents	Percentage
Respectful	17	34%
Friendly	33	66%
Totals	50	100%

100% respondents responded that the attitude of supervisors was either respectfully and friendly.

TABLE NO. 14.

The attitude of the Superior Officers regarding the appreciation and encouragement hard work put in.

Attitudes	No. of Respondents			Totals
	Yes	Sometimes	Not Sure	
Appreciate the hard work put in	29	19	2	50
Encourage Employees Offer suggestions.	31	18	1	50

58% Respondents expressed their views as their hard work was appreciated.
As well as 62% respondents registered their vote as they were encouraged to offer suggestions and regarding the improvement in work state.

TABLE NO. 15

Opinion of the respondents about the liberty to talk with superiors.

Employees Free to talk some one superior	No. of respondents	Percentage
Agree	44	88%
Not sure	6	12%
Totals	50	100%

88% respondents expressed their views as they were free to talk with superiors, if they have work problems.

TABLE NO. 16

Respondents opinion towards the concept of workers participation in management.

Opinion	No. of respondents	Percentage
Positive	45	90%
Negative	5	10%
Totals	50	100%

90% respondents expressed their opinion as the concept of workers participation in management was encouraged.

TABLE NO. 17

Feeling of respondents towards job security.

Feeling	No. of Respondents	Percentage
Job Secured	30	60%
Job Not Secured	20	40%
Totals	50	100%

60% respondents felt that their Job was secured while 40% felt that their Job was in secured.

It means majority of the respondents were having security feeling.

TABLE NO. 18

Membership of the respondents in Trade Union

Membership of Trade Union	No. of Respondents
Yes	14
No	36
Totals	50

72% respondents were not the members of Trade Union.

TABLE NO. 19

Thinking of respondents towards union, it is essential for their career development and Job security.

Thinking	No. of Respondents
Essential	35
Not Essential	15
Totals	50

TABLE NO. 20

Feeling of respondents towards interference from political parties which affect the efficiency of their work.

Feelings	No. of Respondents
Agree	7
Disagree	31
Not Sure	12
Totals	50

62% respondents found not agreed with the statement i.e. interference from political parties which affect the efficiency of work, while 14% found agreed this, 24% were quite hesitand.

TABLE NO. 21

Saving habits of the respondents.

Saving Habit	No. of Respondents
Yes	18
No	32
Totals	50

64% respondents registered their opinion as they were not having the saving habits.

TABLE NO. 22

Feelings of respondents towards their department

Sr. No.	Feelings	Agree	Disagree	Not Sure	Totals
1.	Worked better in a different department	11	28	11	50
2.	Pay for the type of Job is lower, if compared with the pay for similar Jobs in other department	8	35	7	50
3.	Department is given only secondary consideration by the management	13	31	6	50
4.	Job done counts little or is considered insignificant by department	1	43	6	50

- 1) 56% were disagreed with the statement as they would have been worked better in other department. Means their feeling was quite positive with their present work.

- 2) 70% respondents disagreed with the statement as the payment was low in comparison with the similar Job in other department. Which means they were happy with their payments?
- 3) 62% respondents registered their opinion as they were not considered as second by the management.
- 4) 86% respondents found happy with the efficiency and significance of their own life. Which means the positive cognition was taken by the management.

TABLE NO. 23

Feelings about the effect of work to the health.

Feeling	No. of Respondents
Affect	22
Do not Affect	28
Totals	50

56% respondents felt that their work do not affect to the health. While 44% were registered their opinion that their work can affect to their health.

TABLE NO. 24

Willingness to avail the voluntary retirement benefits.

Willingness	No. of Respondents
Yes	7
No	43
Totals	50

86% respondents registered their opinion that they were not willing to avail the voluntary retirement benefit.