

CHAPTER NO. V

MANPOWER TRAINING

- I) ANALYSIS OF DATA RELATED TO EXECUTIVES
- II) ANALYSIS OF DATA RELATED TO WORKERS



IN KARKHANA TRAINING FOR THE PERIOD 1991-92(MANDAYS PER CAPITA)

<u>Operatives</u>	<u>Clerical Staff</u>	<u>Supervisory Staff</u>	<u>GF &amp; above</u>	<u>Total</u>
1.00	3.50	3.4	2.24	(Aug) 1.42

<u>Quater I</u>	<u>Quater II</u>	<u>Quater III</u>	<u>Quater IV</u>	<u>Total</u>
0.16	1.48	1.42	1.42	4.38

Permanent employees : 100 courses covering 216 employees  
totalling 3433 Mandays

Contract Labour : 37 Courses covering 170 employees  
totalling 215 mandays

Per capital Mandays =  $215/549 = 0.39$

B.I) ANALYSIS OF DATA RELATED TO EXECUTIVESTABLE NO.I : SHOWING EXECUTIVES' OPINION ABOUT THE EMPLOYEE  
TURNOVER RATE

Sl.No.	Exevutive's Opinion	No.of Executives	Percentage
1	High	5	33.33%
2	Average	7	46.67%
3	Low	3	20.00%
4	Total	15	100.00%

This table indicates that there is average rate of employee turnover according to the opinion of 46.67% Executives interviewed. Whereas 33.33% of executives say that turnover rate is high. But comparatively few that is 20% of the executives are of the opinion that turnover rate is very low.

Therefore it may be concluded on the basis of this table that there is average rate of turnover according to most of the executives interviewed.

TABLE NO.II : SHOWING EXECUTIVE'S OPINION ABOUT THE LEVEL  
IN WHICH TURNOVER EXISTS

Sl. NO.	Executive's Opinion	No.of Executives	Percentage
1.	Professionals only	20	66.67%
2.	Middle Management alone	6	20.00%
3.	Professionals as well as middle management.	4	13.33%
4.	Workers	0	0.00%
5.		30	100.00%

This table shows that majority of the executives say that turnover rate is more in the category of professionals that is 66.67%. According to them this is so because growth prospects are low, since there is no dynamicm in the Karkhana. Due to lack of better facilities and low economic incentives. Professionals are migrating to Gulf countries. Comparatively turnover in middle management category is low that is 20%. 13.33% of the executives are of the opinion that turnover exists in both the categories that is professional as well as middle management. Whereas none of the executives say that there is turnover amongst the workers.

From this table inference can be drawn that turnover rate is very high in the category of professionals where as it is almost nil amongst the workers.

TABLE NO. III : TABLE SHOWING EXECUTIVE'S OPINION ABOUT THE PROBLEMS FACED BY THE TRAINING DIVISION.

Sl. No:	Executive's Opinion	No. of Executives	Percentage
1.	Less stress on on-the-job training.	8	26.67%
2.	Less stress on technical training.	8	26.67%
3.	Shortage of external faculty.	8	26.67%
4.	Inadequate finance.	4	13.33%
5.	No problems at all	2	6.67%
6.	Total	30	100.00%

This table indicates that according to the opinion of the executives major problems seem to be less stress on on-the-job training, less stress on technical training and shortage of external faculty, the percentage of each being 26.67%. Inadequate finance which constitutes only 13.33% of the interviewed executives is comparatively

a minor problem. Only one executive is of the opinion that there are no problems faced by the training division at all.

Thus it can be concluded that at present the training division faces many problems.

TABLE NO. IV : SHOWING EXECUTIVE'S OPINION ON EFFECTIVENESS OF TRAINING PROGRAMME.

Sl. No.	Executive Opinion	No.of Executives	Percentage
1.	Very Effective.	10	33.33%
2.	Average	14	46.67%
3.	Below Average	6	20.00%
4.	Total	30	100.00%

From this table it can be seen that 46.67% of executives interviewed are of the opinion that the training programmes are neither highly effective nor very less effective 20% of the executives are of the opinion that effectiveness is below average which is a very small percentage of executives.



Therefor it can be inferred that training programmes are not very effective.

TABLE NO. V : SHOWING EXECUTIVE'S OPINION ABOUT THE RECRUITMENT POLICY AT DIFFERENT LEVELS.

Sl.No.	Executives opinion	No.of Executives	Percentage
1.	Professionals (outsiders)	4	13.33%
2.	Training to lower level	8	26.67%
3.	Both the ways	18	60.00%
4.	Total	30	100.00%

According to this table majority of the executives that is 60% say that direct recruitment of professionals or to train and develop the existing employees for greater responsibility depends upon the level at which recruitment has to be made that is if vacancy has to filled at lower level, upto supervisory level existing employees are developed to take up higher position. Whereas recruitment at middle and senior level is direct that is professionals (outsiders)

are recruited. 13.33% of the executives interviewed feel that professionals are usually appointed most of the time. While 26.67% are of the opinion that training to lower level to take up higher position.

When we compare only the percentages of the opinion of the executives saying that there is no direct recruitment and others saying training is given to existing employees majority belong to the second category. This shows that existing employees are developed and cared for in the Karkhana.

#### ANALYSIS OF DATA RELATED TO WORKERS

TABLE NO.1 : SHOWING AGE GROUPS OF WORKERS INTERVIEWED

Sl.No.	Age group	No.of Workers	Percentage
1.	20-30 Years	10	10%
2.	30-40 Years	20	20%
3.	40-50 Years	58	58%
4.	50 & above	12	12%
5.	Total	100	100%

This table shows that more than half the workers interviewed that is 58% are in the age group of 40 to 50 years. Few belong to the age group of 50 & above that





is 12% and very few that is 10% belong to the age group of 20 to 30 years.

From this table it may be interpreted that most of the workers are nearing retirement and it also shows that young workers that is new recruits are comparatively few.

TABLE NO.2 : SHOWING WORKER'S OPINION ABOUT THE RECRUITMENT AND SELECTION POLICY ADOPTED BY THE RAJARAMBAPU MILK SAHAKARI SAKHAR KARKHANA LIMITED.

Sl.No.	Workers opinion	No.of Workers	Percentage
1.	Satisfactory	46	46%
2.	Partly satisfactory	36	36%
3.	Not satisfactory	18	18%
4.	Total	100	100%

This table shows that 46% of the workers interviewed are satisfied with the recruitment and selection policies adopted by the Karkhana whereas 36% of the interviewed workers feel that the policies adopted are good but there is partiality during selection. 18% workers are not at

all satisfied. Some of the reasons given by them for their dissatisfaction are that selection that is not on merit. Only local people are recruited at present 10% of recruitment is reserved for deserving sons of the retiring workers but the workers want a increase in this percentage etc.

From this table it may be inferred that comparatively few workers interviewed that is 18% are not satisfied with the recruitment and selection policy adopted by the Karkhana.

TABLE NO.3 : SHOWING WORKER'S OPINION ABOUT NECESSITY OF TRAINING PROGRAMMES

Sl.No.	Worker's Opinion	No.of Workers	Percentage
1.	Training Essential	100	100%
2.	Training not essential	Nil	0
3.	Total	100	100%

This table indicates that all the worker's that is 100% feel that training programmes are essential.

Thus from this table it can be inferred that all the worker's interviewed are of the view that training programmes are essential.



TABLE NO.4 : SHOWING NUMBER OF TRAINING PROGRAMMES ATTENDED  
BY THE WORKERS DURING JANUARY 1991 TO MARCH 1992.

Sl.No.	Worker's Opinion	No.of Workers	Percentage
1.	Only one programme	40	40%
2.	More than one programme	34	30%
3.	Not attended any programme	26	26%
4.	Total	100	100%

This table expresses that comparatively majority that is 40% of the worker's have attended only one training programme and few of them that is 26% have not attended any training programme at all during the year.

Therefore it may be concluded that more than 70% that is 74% of workers have attended training programmes conducted by the Karkhana.

TABLE NO.5 : TABLE SHOWING THE TYPE OF TRAINING PROGRAMME  
ATTENDED BY WORKERS.

Sl.No.	Worker's Opinion	No.of Worker's	Percentage
1.	Technical	18	18%
2.	Behavioural	2	2%
3.	General	28	28%
4.	Technical & Behavioural	10	10%
5.	Behavioural & General	4	4%
6.	Technical & General	38	38%
7.	Total	100	100%

This table shows that 28% of the workers say that they have been given general training and prominent one is that of safety. Comparatively 38% of the worker's have been given both technical and general training. Only 2% are given Behavioural training as they are supervisors.

It can be inferred that more stress is on technical and general training.

TABLE NO.6 : SHOWING WORKER'S OPINION ABOUT THE USEFULNESS OF TRAINING PROGRAMMES CONDUCTED BY THE KARKHANA.

Sl.No.	Worker's Opinion	No.of Worker's	Percentage
1.	Very useful	48	48%
2.	Useful to some extent	40	40%
3.	Cannot tell	10	10%
4.	Not useful at all	2	2%
5.	Total	100	100%

This table depicts that majority of the worker's feel that the training programmes are useful. Out of these worker's 48% say that training programmes conducted by the Karkhana were very useful whereas 40% workers are of the opinion that they were useful only to some extent. According to 10% worker's they cannot tell whether the training were useful or not as there has not been proper evaluation of training programmes held and only few worker's that is 2% believe that training programmes were not useful because there was repetition of the same training again and again.

Thus it may be concluded from this table that majority of the worker's interviewed found the training programmes useful as they made their jobs easy and pleasant.

TABLE NO.7 : SHOWING THE WORKER'S OPINION ABOUT THE PRESENT TRAINING METHODS ADOPTED BY THE KARKHANA.

Sl.No.	Worker's Opinion	No.of Worker's	Percentage
1.	Satisfactory	56	56%
2.	Requires improvement	32	32%
3.	Not satisfactory at all	12	12%
4.	Total	100	100%

This table indicates that more than half of the workers interviewed that is 56% are satisfied with the present training methods adopted by the Karkhana whereas 32% worker's say that the training methods adopted require further improvement to be more effective and understandable to even educated worker's. But few worker's that is 12% are of the opinion that in training programmes method of teaching are not satisfactory at all According to them training programmes are boring as they are more in the form of theories and lectures and less of practical or on the job training.

Therefore based on this table inference may be drawn that though most of the worker's interviewed are



satisfied with the training methods adopted by the Karkhana still further improvements may have to be made in order to make the training programmes more effective.

TABLE NO.8 : SHOWING THE WORKER'S OPINION WHETHER THEY THINK THAT THEY LACK TRAINING IN A PARTICULAR FIELD.

Sl.No.	Worker's Opinion	No.of Worker's	Percentage
1.	Yes	76	76%
2.	No	24	24%
3.	Total	100	100%

This table shows that majority of the worker's interviewed that is 76% feel that they lack training in one or the other field related to their jobs as they believe that new techniques of doing the jobs are being invented frequently and they think it is necessary to be equipped with these techniques. Whereas only 24% worker's think that they do not require training in any field. On the observance it has been found out that most of the worker's who say that they do not require training are nearing retirement and are of the opinion that they have enough experience to do their job.

From this table conclusion can be drawn that majority of the interviewed workers think that they do require training in fields related to their jobs to make their jobs more easy and pleasant.

TABLE NO.9 : TABLE SHOWING WORKER'S VIEWS AS TO THE FIELD IN WHICH THEY REQUIRE TRAINING.

Sl.No.	Worker's Opinion	No.of Workers	Percentage
1.	Technical related to their jobs	24	34%
2.	Safety	10	10%
3.	Computer operations	16	16%
4.	Karkhana's rules & regulations	16	16%
5.	Not required at all	24	24%
6.	Total	100	100%

According to this table 34% of the workers interviewed feel that they should be given training in technical fields that is for the new techniques introduced related to their work. 10% workers are of the opinion that they would like



to have training programmes on safety as they are dealing with chemicals and dangerous machineries. 16% of the workers who belong to accounts department and stores in the Karkhana feel that they should be trained in the operation of computers to make work less tedious and quicker. 16% of the workers want to have knowledge about the policies, rules and regulations followed by the Karkhana 24% of the workers feel they do not require training in any particular field.

Therefore it can be concluded from this table that most of the workers are of the opinion that training is necessary for doing their jobs well.

TABLE NO.10: SHOWING WORKER'S OPINION REGARDING THE SUFFICIENCY OF TRAINING PROGRAMMES CONDUCTED BY THE KARKHANA DURING THE PERIOD OF ONE YEAR.

Sl.No.	Worker's Opinion	No.of Worker's	Percentage
1.	Sufficient	32	32%
2.	Not sufficient	68	68%
3.	Total	100	100%

This table shows that majority of the worker's interviewed that is 68% are of the view that the number

of training programmes conducted by the Karkhana during the period of one year are not enough to cover all the field for which training is necessary and moreover all the workers then do not get chance to attend the training programmes as it is possible for only limited number of workers to attend at a time. Where as the other i.e. 32% are of the opinion that training programmes undertaken during one year are enough. Otherwise if more and more time is consumed in training only their work will be adversely effected.

It can be inferred from this table that majority of the workers interviewed would like that the Karkhana should conduct more number of training programmes covering all fields for them.

