

CHAPTER – V

DATA

COLLECTION

AND DATA

ANALYSIS

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DATA COLLECTION AND DATA ANALYSIS

5.1 INTRODUCTION

In the previous three chapters, theoretical information is presented relating to the problem area. The 4th chapter deals with a performance appraisal of Shikshan Sevak Sahakari Society Ltd., Sangli under study. It represents theoretical as well as practical aspects of the topic selected for the study. Chapter 5th 'Data Collection & Data Analysis' deals with the financial data relating to the various financial aspects of the Shikshan Sevak Sahakari Society Ltd., Sangli, collected with the help of questionnaire, personal interviews are conducted with top management of the society under study. My personal observation regarding the working of the society also included in the topic.

After collection of the data relating to the various aspects of the topic, data processing, data coding, data tabulation work is necessary to complete. In short, this chapter deals with the collection of the data for the purpose of proper analysis. Under this topic the data is collected from Top Management of the banks and their selected branches under study. Here, for the data analysis different techniques like percentage, average, weightage average, ranking, trend analysis etc. are used. On the basis of analysis, the hypotheses given in the chapter-I will be tested. Tables and its analysis relating to the research topic for the sample banks under study period are given below.

1. GENERAL INFORMATION

TABLE NO. 5.1
GENERAL INFORMATION

Sr. No.	Particulars	
1	Name of respondent	1.Mr. Maheshsing Shamsing Rajput(GM) 2.Mr. Ashok Sakale (Chairman) 3.Mr. Kundlik Kokare (Vice- Chairman)
2	Designation / Position in credit society	General Manager / Chairman / Vice-Chairman
3	Experience	22 years / 22 years / 4 years
4	Location of Head Office	Chandani Chouk, Sangli
5	Year of establishment	10 th May 1933
6	Number of branches	12

Source : Field work.

Table no. 5.1 gives the general profile of the society under study. It includes the name of the respondent with their designation, experience, location of head office, year of establishment and number of branches of society. The society is very old and the location of the society is at the prime area of the city. And recently the management of the society has adopted the policy of branch expansion for the meeting the financial need of the members in their areas. And so the society established twelve branches at taluka places and important cities in the Sangli district.

TABLE NO. 5.2
SEX-WISE CLASSIFICATION OF THE EMPLOYEE

Sex-wise Classification	Classification In Percentage
Male	33
	94.29 %
Female	2
	5.71 %
Total	35
	100 %

Source : Field work.

Table no. 5.2 represents the sex-wise classification of the employees of the society. In the society 94.25% male employees are performing their duties for the growth and development of the society. The percentage of female employees is negligible in comparison with the male employees i.e only 5.71%. Now a days women are very efficiently performing their job in different fields. But while recruiting the staff of the society the women factor is not considered properly. •

TABLE NO. 5.3
STAFF STRENGTHS OF THE SOCIETY

Staff Strengths	Strengths In Percentage
Manager	2
	5.71 %
Officers	12
	34.29 %
Clerks	5
	14.29 %
Others	16
	45.71 %
Total	35
	100 %

Source : Field work.

Table no. 5.3 shows the staff strength and its classification of the society for the study period. The total staff strength is 35 and its classification is divided into different categories. It also depends upon age, branch expansion, academic and other special qualification obtained by the staff. In the society the percentage of branch managers are only 5.71% followed by officers at 34.29%, clerks 14.29% and remaining staff occupies 45.71%. The society has 1 General Manager to look after all administrative financial and all State of Affairs of the society. There is also honorary secretary appointed by the share holders to implement decisions of the Board of Directors.

TABLE NO. 5.4
FREQUENCY OF MEETINGS

Frequency of Meetings	
Weekly	✓
Monthly	✓
Quarterly	X
Half yearly	X
Annually	X
Depends upon urgency of the business	✓

Source : Field work.

Table no. 5.4 represents the frequency of Board and staff meetings of the society. Normally in the society weekly meetings are conducted for administrative, financial, budgeting and performance review. The General Manager can conduct the meetings of the Branch Managers and officers of the society for review of routine work relating to the deposits, loans & advances and communication of management decisions on important matters to the Branch Managers and employees. The frequency of Board Meetings of the society also depends upon the urgency of the business activities.

2. PERFORMANCE APPRAISAL

TABLE NO. 5.5
NECESSITY OF PERFORMANCE APPRAISAL IN THE SOCIETY

Necessity of Performance	
Management performance	✓
Business efficiency	✓
Financial strength	✓
Credit worthiness	✓

Source : Field work.

Table no. 5.5 relates to the concept of performance appraisal, its awareness among the society as well as the necessity of performance appraisal. The management of the society is aware of the concept. And according to them, necessity of the performance appraisal is important to judge the performance of management efficiency, business efficiency, financial strength and credit worthiness of the society. But in the management of the society the concept of the performance appraisal is not effectively implemented.

TABLE NO. 5.6

AREAS OF PERFORMANCE APPRAISAL IN THE SOCIETY

Areas of Performance Appraisal	
Profit and profitability	✓
Increase in efficiency	✓
Financial strength	✓
Increase in productivity	✓
Funds Management	✓
Value addition	✓

Source : Field work.

Table no. 5.6 shows the areas of performance appraisal in the society for the study period. The management of the society things the following areas of performance appraisal are very important for the achievement of overall performance of the society i.e. profit and profitability, increase in efficiency, financial strength, increase in productivity, funds management and value addition. The management of the society explained that though these areas of performance appraisal are very important for the improvement of the efficiency of the society but it is not fully implemented in the working of the society.

3. FUNDS MANAGEMENT

TABLE NO. 5.7

SOURCES OF FUNDS OF THE SOCIETY

Sources of Funds	
Share capital	✓
Deposits	✓
Borrowings	✓
Loan from banks	✓

Source : Field work.

Table no. 5.7 gives the sources of funds raised by the society under the study period. The society has very limited sources of funds. Under internal source of deposits society largely depends upon share capital and monthly contribution of the members because deposits are based on number of membership. Under external sources of finance the society is dependent on borrowings from other banks and specially the loan from the DCC bank. With the available sources of funds the society can meet the financial needs of the members.

TABLE NO. 5.8

DIFFERENT CLASSES OF DEPOSITS

Different Classes of Deposits	
Monthly contribution of members	✓
Fixed deposits	✓
Recurring deposits	✓
Deposits from other society	X
Any other	X

Source : Field work.

Table no. 5.8 represents the different classes of deposits of the society under study period. In the funds management of the society, considering the needs and requirements of the members various deposit schemes are introduced. The society is largely depends upon the monthly contribution of the members, fixed deposits from the members for short term and medium term period. The society is also accepting recurring deposits for one year. The maximum funds raised by the society are used for the loan disbursement among the members.

TABLE NO. 5.9
CLASSES OF LOAN DISBURSEMENT

Classes of Loan Disbursement	
Accidental loan	✓
Housing loan	✓
General loan	✓
Hire purchase loan	✓

Source : Field work.

Table no. 5.9 depicts the different classes of loan of the society for the study period. In the loan disbursement area the society introduced various classes of loan according to the needs, demands and requirements of the members. To meet the urgent and immediate needs of the employees the society grants accidental loan without guarantee. To meet the housing problem of the members the society can grant loan for purchase of plot, flat and construction of house. For meeting other requirements of the members the society grants general loan. The society also sanction the hire purchase loan for purchasing two wheeler, T.V., washing machine and other consumer durables. In short, the society is very strong to fulfill financial requirement of the members.

4. FINANCIAL ANALYSIS

TABLE NO. 5.10

CALCULATIONS OF RATIOS OF THE SOCIETY

Calculations of Ratios	
Liquidity	✓
Profitability	✓
Leverage	✓
Activity	✓

Source : Field work.

Table no. 5.10 depicts the calculation of various ratios of the society under study period for financial analysis. The management of the society is aware of concept and technique of ratio analysis under performance appraisal. The society can calculate mainly liquidity and profitability ratios of the society. On the basis of the ratio calculated future financial planning and budgeting will be done for the future.

TABLE NO. 5.11

ADOPTION OF FINANCIAL TECHNIQUES OF THE SOCIETY

Adoption of Financial Techniques	
Internal control system	✓
Internal audit	X
External audit	✓
Budgeting	✓

Source : Field work.

Table no. 5.11 represents the financial techniques adopted by the under study period. According to them they followed internal control system in the society, where the work done by one person is automatically checked by another person. For the internal audit the society not conduct the internal audit. But according to performance appraisal concept to

know the internal performance, internal audit is very necessary. External audit is done regularly in the society. At the same time the society prepares budget for profit, revenue income and revenue expenditure. In the last year the society had made the provision for building.

TABLE NO. 5.12

INDICATOR OF FINANCIAL PERFORMANCE

Indicator of Financial Performance	
Profit and profitability	✓
Efficiency of top management	✓
High rate of dividend	X
Efficient recovery policy	✓

Source : Field work.

Table no. 5.12 shows the indicators of financial performance realized to the management of the society. According to them profit and profitability, overall efficiency of top management and proper & efficient recovery policy should be considered as a financial performance indicator. But high rate of dividend they have not considered in the list of financial indicator.

5. HUMAN RESOURCE MANAGEMENT

TABLE NO. 5.13

AVAILABILITY OF TRAINING FACILITY IN THE SOCIETY

Training Facility	
Yes	X
No	✓

Source : Field work.

Table no. 5.13 indicates the availability of training facility in the society. The society has no independent training centre nor is the training given with the help of outside agency in the society and off job training. The employees in the society work in a traditional way. They frame their own policies, programmes and systems regarding their State of Affairs of the society.

TABLE NO. 5.14
TYPES OF TRAINING

Types of Training	
On job training	✓
Off job training	X
Computer training	✓
Training according to nature of work	✓

Source : Field work.

Table no. 5.14 represents the types of training given to the employees within the organization. The General Manager of the society gives guidance to the staff of the society to perform their work. Generally, he provides on job training to the employees. The society gives computer training to the employees relating to the specific computer work. The General Manager and Branch Managers give the training and guidance to the employees depends upon the urgency and the nature of work. It indicates that the society is relying on the internal training given by General Manager and Branch Manager.

TABLE NO. 5.15
PROMOTION POLICY IN THE SOCIETY

Promotion Policy	
Decision of the Top Management	✓
Direct promotion	X
Promotion based on experience	X

Source : Field work.

Table no. 5.15 indicates the promotion policy in the society. To judge the human resource performance, promotion policy occupies important place. In the society the promotion is not based on experience of the employees or direct promotion of the employees but the decision of the promotion is taken only by the top management itself, depending upon skill, ability to work and dedication about the work.

TABLE NO. 5.16
PERFORMANCE NORM OF EMPLOYEES

Performance Norm	
Knowledge of work	✓
Following rules & regulations	✓
Devotion to the work	✓
Ability to work	✓

Source : Field work.

Table no. 5.16 states the performance norm of the employees. In HRD management the above norms have an important place. In the society, the performance of the employee is judged with knowledge of work, following rules & regulations, devotion to the work and ability to work.

6. CUSTOMER SERVICE

TABLE NO. 5.17
AVAILABILITY OF ENQUIRY COUNTER

Availability of Enquiry Counter	
Yes	X
No	✓

Source : Field work.

Table no. 5.17 relates to the availability of enquiry counter in the society in proper in customer service availability of the enquiry counter is very essential. In the society the enquiry counter is not available but the new members of the society finds difficulty in the society for loan proposal deposits and other information regarding their problems. For this enquiry counter is very necessary.

TABLE NO. 5.18

RESPONSE TO THE QUERIES OF THE MEMBERS

Response to the Queries	
Quickly	✓
Rudely	X
Sympathetically	X
In go slow manner	X

Source : Field work.

Table no. 5.18 relates to the responses to the customer queries in the society, where employees of the society quickly respond to the queries of the members. They never behave rudely they never respond in go slow manner. In customer service area, from response towards the queries of the members is very essential.

TABLE NO. 5.19

TIME TO COMPLETE THE CHEQUE TRANSACTION

Issue of Cheque Transaction	
5 Minutes	X
10 Minutes	✓
15 Minutes	X
20 Minutes	X

Source : Field work.

Table no. 5.19 shows the time required to complete cheque transactions of the members. In the society all types of payments to the members is done with the help of the cheques, especially different type of loan to the members. Regarding the issue of cheques the time spent by the employee is only 10 minutes. Thus in service management area, the norm of the prompt service is fully considered by the management. In the society the specific job training is given to the employees for the prompt services to the members.

7. SOCIAL RESPONSIBILITY

TABLE NO. 5.20
CONCEPT OF SOCIAL RESPONSIBILITY

Concept of Social Responsibility	
Yes	✓
No	X

Source : Field work.

Table no. 5.20 represents the concept of social responsibility in the credit co-operative society. The credit co-operative societies are basically established for the socio-economic development of the members particularly and to provide assistance to the weaker section of the society. The management of the society and its employee are fully aware of the concept of social responsibility.

TABLE NO. 5.21
SOCIAL CONTRIBUTION OF THE SOCIETY

Social Contribution	
Contribution towards draught prone areas	✓
Contribution towards flood affected areas	✓
Contribution towards earthquake affected areas	X
Contribution towards social, educational, cultural, religious & sports activities	✓
Contribution towards poor & weaker sections of the society	X
Contribution towards senior citizens of the society	X
Financial assistance to the scholar students of the members	✓

Source : Field work.

Table no. 5.21 shows the social contribution done by the society where society contributed towards draught prone areas, flood affected areas and financial assistance to the scholar students of the members as well as contribution towards social, educational, cultural, religious and sport activities in the area.

8. SWOT ANALYSIS

TABLE NO. 5.22
STRENGTH OF THE SOCIETY

Strength	
Prime location	✓
Prompt services	✓
Recovery through salary	✓
Personal relations	✓
Proper layout	✓
Dedicated staff	✓
Convenient classes of loan	✓

Source : Field work.

Table no. 5.22 shows the strength of the society. To judge overall performance appraisal of the society various items of strengths should be taken into consideration. For the society prime location, prompt services, recovery through salary, personal relations, proper layout, dedicated staff and convenient classes of loan occupies the strength of the society.

TABLE NO. 5.23
WEAKNESSES OF THE SOCIETY

Weaknesses	
Traditional management	✓
Faulty recruitment policy	X
No proper customer service	X
Employee's dissatisfaction with the salary	✓
Interference of political leader	X

Source : Field work.

Table no. 5.23 shows the weaknesses of the society. To judge overall performance appraisal of the society various items of weaknesses should be taken into consideration and the management have to minimize the weaknesses of the society. For the society under study highlights the traditional management and employee's dissatisfaction with the salary are the major weaknesses of the society.

TABLE NO. 5.24
OPPORTUNITIES OF THE SOCIETY

Opportunities	
Increase in pay scale of the members	✓
Increase in demand for loans	✓
Increase in turnover	X
100% recovery through salary	✓

Source : Field work.

Table no. 5.24 indicates the opportunities of the society. The profile of the society under study is the salary earners society. The society receives monthly contribution and loan installment monthly from the salary regularly. And so the society has the following opportunities increase in pay scale of the members, increase in demand for loans and 100% recovery through salary.

TABLE NO. 5.25
THREATS BEFORE THE SOCIETY

Threats	
Growing expectations of the members	✓
Strict control of co-operative department	✓
New standard for NPA	✓
Lack of professionalism	✓

Source: Field work.

Table no. 5.25 explains the threats before the society it includes growing expectations of the members, strict control of co-operative department, new standard for NPA and lack of professionalism. The management of the society is aware of the threats before the society. They have to prepare themselves to take proper action against the threats.

9. MANAGEMENT INFORMATION SYSTEM

TABLE NO. 5.26
CONCEPT OF MIS

Concept of MIS	
Yes	✓
No	X

Source : Field work.

Table no. 5.26 deals with awareness of the concept of management information system (MIS) in the society. Though, it is a new concept. The management of the society is aware of the concept and they are implementing the concept in the working of the society partially. But they have known scientific knowledge of the concept and there is no successful implementation of the concept.

TABLE NO. 5.27
PROCEDURE OF DECISION COMMUNICATION

Decision Communication	
In the meeting	✓
Through telephone	✓
By written circular	✓

Source : Field work.

Table no. 5.27 indicates the procedure of decision communication in the society under management information system, where for MIS purpose the flow of information is top to bottom. The middle level management and lower level management implement the decision taken by top management. In the society the decision of the top management is communicated to the respective authority in their meetings, communicated through telephone call and with written circulars.

TABLE NO. 5.28
SYSTEM OF HUMAN RESOURCE

System of Human Resource	
Yes	✓
No	X

Source : Field work.

Table no. 5.28 gives the data base of human resource. In the society the data base is available for the employees, where name of the employee, their qualification, experience, special skill, ability to complete the task, such information is available with the society.

TABLE NO. 5.29
ACCOUNTING INFORMATION SYSTEM

Accounting Information System	
Yes	✓
No	X

Source : Field work.

Table no. 5.29 reveals an accounting information system in the society. In the MIS of the society system of accounting information has important consideration, where the flow of accounting information will be properly studied. In the society for the accounting

information different books and registers are maintained. And the accounting information is supplied to the top management by the General Manager and Branch Manager of the society as per their demand. The accounting information is supplied in the form of reports on which top management can take prompt decision.