# CHAPTER - III

## PERSONAL DATA OF RESPONDENTS

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# CHAPTER - III

## PERSONAL DATA OF RESPONDENTS

After the questionnaire was finalised into 7 broad categories , I took personal interviews of 98 respondents. To know the general background of the respondents, personal information about age ,qualifications, designations, length of service with KBL is collected . This basic information is of vital importance and has considerable bearing on various aspects of manpower planning. The information in this chapter is presented with the help of 7 tables.

Table 3.1 Age Distribution of Respondents.

| Sr.No. and Designation | AGE GROUP [YEARS] | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | 18 - 25 | 26 - 30 | 31 - 35 | 36 - 40 | 41 - 45 | 46 - 50 | 51 & Above | TOTAL |
| 1. Supervisor - 1 | - | 1 (12.50) (3.85) | - | 2 (25.00) (20.00) | 3 (37.50) (16.66) | 2 (25.00) (20.00) | - | 8(100.00) (8.16) |
| 2. Supervisor - 2 | 5 (33.33) (38.46) | 5 (33.33) (19.23) | 1 (6.66) (10.00) | 1 (6.66) (10.00) | 2 (13.33) (11.11) | 1 (6.66) (10.00) | - | 15(100.00) (15.31) |
| 3. Supervisor - 3 | 8 (27.59) (61.54) | 11 (37.93) (42.30) | 1 (3.45) (8.33) | - | 2 (6.90) (11.11) | 4 (13.79) (40.00) | 3 (10.34) (33.33) | 29(100.00) (29.59) |
| 4. Line Manager -1 | - | 2 (28.57) (7.69) | 2 (28.57) (16.66) | - | 2 (28.57) (11.11) | 1 (14.28) (10.00) | - | 7(100.00) (7.14) |
| 5. Line Manager -2 | - | 4 (66.66) (15.38) | 2 (33.33) (16.66) | - | - | - | - | 6(100.00) (6.12) |
| 6. Line Manager -3 | - | 3 (17.64) (11.54) | 4 (23.52) (33.33) | 2 (11.76) (20.00) | 5 (29.41) (27.78) | 1 (5.88) (10.00) | 2 (11.76) (22.22) | 17(100.00) (17.35) |
| 7. Manager - 1 | - | - | 2 (28.57) (16.66) | 2 (28.57) (20.00) | - | 1 (14.27) (10.00) | 2 (28.57) (22.22) | 7(100.00) (7.14) |
| 8. Manager - 2 | - | - | - | 2 (50.00) (20.00) | 1 (25.00) (5.55) | - | 1 (25.00) (11.11) | 4(100.00) (4.08) |
| 9. Manager - 3 | - | - | - | 1 (20.00) (10.00) | 3 (60.00) (16.66) | - | 1 (20.00) (11.11) | 5(100.00) (5.10) |
| TOTAL | 13 (13.26) (100.00) | 26 (26.53) (100.00) | 12 (12.24) (100.00) | 10 (10.20) (100.00) | 18 (18.37) (100.00) | 10 (10.20) (100.00) | 9 (9.18) (100.00) | 98(100.00) (100.00) |

NOTE : Figures in upper parentheses are percentages of horizontal totals and in lower parentheses are percentages of vertical totals.

Table 3.1 gives age-wise classification of respondents from various designations, 52 percent of respondents are below 35 years of age.

Higher positions carrying greater responsibility and complexity of job are to be manned by matured persons. Most of the managers are experienced and matured to take decisions and solve day-to-day problems of the department. Managers keep watch and monitor total departmental activities to ensure smooth working. 31.5 percent of the managers were above the age of 46. Even among managers, as can be seen from the table 3.1, age component has increased with rise in the level of management. Middle management personnel must be a combination of enthusiasm and maturity. That is what is proved by 30 percent of the line managers being in the middle age bracket of 36 to 45 years. Supervisors are the managers on the shop-floor.They must be full of enthusiasm and vigour.That is why 61.53 percent of the respondents were in lower age bracket of 18 to 35 years. But one thing evident is that supervisors grade one are also in the middle and higher age brackets. This is because most of them are promoted from workers' grade, while supervisors in grades I and II are young because they are recruits from outside with few of them promoted from lower levels.

Table 3.2 Educational Qualification Classification of Respondents.

| Sr.No. and Educational Qualification | AGE GROUP [YEARS] | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | 18 - 25 | 26 - 30 | 31 - 35 | 36 - 40 | 41 - 45 | 46 - 50 | 51 & Above | TOTAL |
| 1. S.S.C. | - | - | - | 1 (11.11) (10.00) | 3 (33.33) (16.66) | 2 (22.22) (20.00) | 3 (33.33) (33.33) | 9(100.00) (9.18) |
| 2. Diploma | 4 (13.79) (30.77) | 13 (44.83) (50.00) | 5 (17.24) (41.66) | - | 3 (10.34) (16.66) | 2 (16.90) (20.00) | 2 (6.90) (22.22) | 29(100.00) (29.59) |
| 3. Diploma + D.B.M. | 1 (20.00) (7.69) | 3 (60.00) (11.54) | 1 (20.00) (8.33) | - | - | - | - | 5(100.00) (5.10) |
| 4. Degree | 8 (15.38) (61.54) | 9 (17.31) (34.62) | 5 (9.62) (41.66) | 9 (17.31) (90.00) | 11 (21.45) (61.11) | 6 (11.54) (60.00) | 4 (7.69) (44.44) | 52(100.00) (53.06) |
| 5. Degree + D.B.M. | - | - | 1 (50.00) (8.33) | - | 1 (50.00) (5.56) | - | - | 2(100.00) (2.04) |
| 6. Degree + M.B.A. | - | 1(100.00) (3.85) | - | - | - | - | - | 1(100.00) (1.02) |
| 7. Degree + Computer | - | - | - | - | - | - | - | - |
| TOTAL | 13 (13.26) (100.00) | 26 (26.53) (100.00) | 12 (12.24) (100.00) | 10 (10.20) (100.00) | 18 (18.37) (100.00) | 10 (10.20) (100.00) | 9 (9.18) (100.00) | 98(100.00) (100.00) |

NOTE : Figures in upper parentheses are percentages of horizontal totals and in lower parentheses are percentages of vertical totals.

Details of table 3.2 indicate the thinking of the Management at KBL. They are following the policy of recruiting persons who have required technical qualifications to meet the job requirements.

KBL is a company employing modern sophisticated technology in all its productive activity. Anticipating the coming of technology revolution, KBL have installed Hi-tech machinery . Naturally the company needs well qualified staff to supervise operations of these machines. That is why we find that almost 52.94 percent of the employees interviewed are diploma holders. There are 8 S.S.Certificate holders in Supervisory cadre; but

they are the persons recruited in early days of the company and have stepped up on the promotion ladder on the basis of their performance.

Forty-seven percent of the degree holders are below the age of 35 years ,while 75 percent in the middle age group bracket hold degrees and 52.63 percent of high age group are in the category of degree holders. This indicates predominance of highly qualified personnel among the supervisory and managerial cadres. It is a proof of company's policy of maintaining quality of the product.

76.53 percent of the supervisory and managerial staff are married and well settled in life.

Table 3.3 Educational Qualification and Designation Classification

| Sr.No. and Educational Qualification | DESIGNATION | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | SUPERVISOR | | | LINE MANAGER | | | MANAGER | | | TOTAL |
| | 1 | 2 | 3 | 1 | 2 | 3 | 1 | 2 | 3 | |
| 1. S.S.C. | 4 (44.44) (50.00) | - | 4 (44.44) (13.79) | 1 (11.11) (14.29) | - | - | - | - | - | 9(100.00) (9.18) |
| 2. Diploma | - | 7 (24.14) (46.67) | 7 (24.14) (24.14) | 2 (6.90 ) (28.57) | 2 (6.90 ) (33.33) | 6 (20.69) (35.29) | 3 (10.34) (42.86) | 1 (3.45 ) (25.00) | 1 (3.45 ) (20.00) | 29(100.00) (29.59) |
| 3. Diploma + D.B.M. | - | 2 (40.00) (13.33) | - | 1 (20.00) (14.29) | - | 1 (20.00) (5.88) | 1 (20.00) (14.29) | - | - | 5(100.00) (5.10) |
| 4. Degree | 4 (7.69 ) (50.00) | 6 (11.54) (40.00) | 17 (32.69) (58.65) | 3 (5.77 ) (42.86) | 3 (5.77 ) (50.00) | 10 (19.23) (58.82) | 3 (5.77) (42.86) | 2 (3.85 ) (50.00) | 4 (7.69) (80.00) | 52(100.00) (53.06) |
| 5. Degree + D.B.M. | - | - | - | - | 1 (50.00) (16.66) | - | - | 1 (50.00) (25.00) | - | 2(100.00) (2.04) |
| 6. Degree + M.B.A. | - | - | 1(100.00) (3.45) | - | - | - | - | - | - | 1(100.00) (1.02) |
| 7. Degree + Computer | - | - | - | - | - | - | - | - | - | - |
| TOTAL | 8 (8.16) (100.00) | 15 (15.31) (100.00) | 29 (29.59) (100.00) | 7 ( 7.14) (100.00) | 6 ( 6.12) (100.00) | 17 (17.35) (100.00) | 7 ( 7.14) (100.00) | 4 ( 4.08) (100.00) | 5 ( 5.10) (100.00) | 98(100.00) (100.00) |

NOTE : Figures in upper parentheses are percentages of horizontal totals and in lower parentheses are percentages of vertical totals.

It is quite important to note that technically qualified persons are required to man the present-day industries for progress and rapid development . Keeping this in mind KBL is following the right-policy for many years.

Observations on statistics in table 3.2 are reiterated by the figures given in table 3.3 . It indicates one more thing. As against 30.77 percent diploma holders in the supervisory category , 53.84 percent are degree holders. This paindicates the high and strong base of manpower,the company has created from which future Line managers and managers are going to be born. On the basis of this strong foundation the company has been making strides in domestic and foreign markets.

Same appears to be true in case of line managers as against 40 percent of line managers who are diploma holders,there are 56.67 percent degree holders in this category of employees.

Table 3.4 Divisionwise classification of Respondents.

| Sr.No. and Designation | DIVISION | | | | | | | | | | TOTAL |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | A | B | C | D | E | F | G | H | I | J | |
| 1. Supervisor - 1 | 4 (50.00) (12.12) | 2 (25.00) (25.00) | - | 1 (12.50) (10.00) | 1 (12.50) (20.00) | - | - | - | - | - | 8(100.00) (8.16) |
| 2. Supervisor - 2 | 7 (46.67) (21.21) | - | 2 (13.33) (18.18) | 1 ( 6.67) (10.00) | - | 1 ( 6.67) (25.00) | 2 (13.33) (22.22) | 2 (13.33) (28.57) | - | - | 15(100.00) (15.31) |
| 3. Supervisor - 3 | 9 (31.03) (27.27) | 1 (3.45 ) (12.50) | 4 (13.79) (36.36) | 4 (13.79) (40.00) | 1 (03.45) (20.00) | 1 ( 3.45) (25.00) | 2 ( 6.90) (22.22) | 2 ( 6.90) (28.57) | 3 (10.34) (50.00) | 2 (6.90) (40.00) | 29(100.00) (29.59) |
| 4. Line Manager - 1 | 2 (28.57) ( 6.07) | - | 1 (14.28) ( 9.09) | - | 1 (14.28) (20.00) | - | 1 (14.28) (11.11) | - | - | 2 (28.56) (40.00) | 7(100.00) ( 7.14) |
| 5. Line Manager - 2 | 2 (33.33) ( 6.07) | 1 (16.67) (12.50) | - | - | 1 (16.67) (20.00) | - | 1 (16.67) (11.11) | 1 (16.67) (14.28) | - | - | 6(100.00) (6.12) |
| 6. Line Manager - 3 | 6 (35.29) (18.18) | 1 (5.88) (12.5) | 2 (11.76) (18.18) | 2 (11.76) (20.00) | - | 1 (5.88) (25.00) | 2 (11.76) (22.22) | 1 (5.88) (14.28) | 2 (11.76) (33.33) | - | 17(100.00) (17.35) |
| 7. Manager - 1 | 2 (28.57) (6.07) | 2 (28.57) (25.00) | 1 (14.29) (9.09) | 1 (14.29) (10.00) | - | 1 (14.29) (25.00) | - | - | - | - | 7(100.00) (7.14) |
| 8. Manager - 2 | - | 1 (25.00) (12.00) | - | - | 1 (25.00) (20.00) | - | 1 (25.00) (11.11) | - | - | 1 (25.00) (16.67) | 4(100.00) (4.08) |
| 9. Manager - 3 | 1 (20.00) (3.03) | - | 1 (20.00) (9.09) | 1 (20.00) (10.00) | - | - | - | 1 (20.00) (14.28) | 1 (20.00) (16.67) | - | 5(100.00) (5.10) |
| TOTAL | 33(33.67) (100.00) | 8 (8.16 ) (100.00) | 11 (11.22) (100.00) | 10 (10.20) (100.00) | 5 ( 5.10) (100.00) | 4 (4.08 ) (100.00) | 9 ( 9.18) (100.00) | 7 ( 7.14) (100.00) | 6 ( 6.12) (100.00) | 5 ( 5.10) (100.00) | 98(100.00) (100.00) |

NOTE : Figures in upper parentheses are percentages of horizontal totals and in lower parentheses are percentages of vertical totals.

A) Manufacturing

B) Administration, Personnel, Training, Human Resource Development, Town, Building

C) Materials : Purchase, Subcontract Dept., General Stores, Vendor Development Cell.

D) Engineering Dept.: Research and Development, Product Engineering Department, Computer Division

E) Industrial Engineering Dept.

F) Plant Maintenanace.

G) Foundries

H) Sales : Marketing, Stock and Despatch, Painting and Packing.

I) Quality Control

J) Financial Accounts & Cost Accounts.

Making and assembling of various types of pumps, valves and machine tools are critical activities and they need good planning and close supervision at all levels and at all stages of production . Close supervision of the spares and components manufactured in production department is very essential, that is why sixty percent of the employees from this department, covered by the present survey are supervisors, 30 percent are line-managers and only 10 percent managers.Materials department has 54.54 percent supervisors, 27.27 percent line managers and almost double the proportion of managers are concerned with production department. Proportion of these three categories of employees is 57.14 , 28.57 and 14.28 in Sales department .

Testing facilities, automation are important for establishing and expanding the market for their quality products. Engineering department is properly nurtured by KBL, by having technically highly qualified persons and use of latest design techniques like CAD , CAM etc.

Foundry also has a critical role to play as good quality castings are required by Manufacturing divisions,without which production cannot take place and this division also needs qualified staff in foundry technology.

All the 98 respondents were permanent in their service. They experience a sense of permanancy and hence feel stable.

Tabe No. 3.5 Service Periodicity of Respondents.

| Sr.No. & Designation | Service with KBL (Years) | | | | | Total Service (Years) | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 1-3 | 4-8 | 9-15 | 15 & above | Total | 1-3 | 4-8 | 9-15 | 15 & above | Total |
| 1.Supervisor-1 | 1(12.50) (50.00) | - | 1(12.5 ) (7.69) | 6(75.00) (15.38) | 8(100.00) (8.16) | - | 1(12.50) (3.85) | 1(12.50) (5.26) | 6(75.00) (13.95) | 8(100.00) (8.16) |
| 2.Supervisor-2 | 6(40.00) (30.00) | 4(26.67) (15.38) | 1(6.67) (7.69) | 4(26.67) (10.26) | 15(100.00) (15.31) | 2(13.33) (20) | 8(53.33) (30.77) | 1(6.67) (5.26) | 4(26.67) (9.30) | 15(100.00 (15.31) |
| 3.Supervisor-3 | 9(31.03) (45.00) | 12(41.38) (46.15) | - | 8(27.59) (20.51) | 29(100.00) (29.59) | 7(24.14) (70) | 11(37.93) (42.31) | 2(6.90) (10.52) | 9(31.03) (20.93) | 29(100.00) (29.59) |
| 4.Line Manager-1 | 1(14.29) (5.00) | 3(42.86) (11.54) | - | 3(42.86) (7.69) | 7(100.00) (7.14) | 1(14.29) (10) | 2(28.58) (7.69) | 1(14.29) (5.26) | 3(42.86) (6.98) | 7(100.00 (7.14) |
| 5.Line Manager-2 | 1(16.67) (5.00) | 4(66.67) (18.38) | 1(16.67) (7.69) | - | 6(100.00) (6.12) | - | 3(50.00) (11.54) | 3(50.00) (15.79) | - | 6(100.00) (6.12) |
| 6.Line Manager-3 | - | 3(17.65) (11.54) | 6(35.29) (46.15) | 8(47.06) (20.51) | 17(100.00) (17.35) | - | 1(5.88) (3.85) | 6(35.29) (31.58) | 10(58.82) (23.26) | 17(100.00) (17.35) |
| 7.Manager -1 | 1(14.28) (5.00) | - | 2(28.58) (15.38) | 4(57.14) (10.26) | 7(100.00) (7.14) | - | - | 2(28.57) (10.52) | 5(71.43) (11.63) | 7(100.00) (7.14) |
| 8.Manager -2 | 1(25.00) (5.00) | - | 1(25.00) (7.69) | 2(50.00) (5.13) | 4(100.00) (4.08) | - | - | 2(50.00) (10.52) | 2(50.00) (4.65) | 4(100.00) (4.08) |
| 9.Manager -3 | - | - | 1(20.00) (7.69) | 49(80.00) (10.26) | 5(100.00) (5.10) | - | - | 1(20.00) (5.26) | 4(80.00) (9.30) | 5(100.00) (5.10) |
| TOTAL | 20(20.40) (100.00) | 26(26.53) (100.00) | 13(13.26 (100.00 | 39(39.80) (100.00) | 98(100.00) (100.00) | 10(10.20 (100.00) | 26(26.53) (100.00) | 19(19.39) (100.00 | 43(43.88) (100.00) | 98(100.00) (100.00) |

NOTE : Figures in upper parentheses are percentages of horizontal totals and in lower parentheses are percentages of vertical totals.

Table 3.5 has two distinct parts. Close analysis of service with KBL and total service columns, gives us as to what proportion of freshers and experienced persons the KBL has. For example, among eight respondents in the supervisor-1 category, 7 were freshers and one was with an experience in other company. It is shown in column one ( 1 to 3 years service) in first part and in column two ( 4 to 8 years service) in the second part.In line-manager category - one out of seven respondents is experienced and six are freshers. This can be seen from the figures. Column two in first part ( 4 - 8 years ) has three respondents while column two in second part( 4 to 8 years) has two respondents. That means out of three respondents in this category, two are freshers, one is an experienced person who is shown in column three in second part ( 9 to 15 years). He is included in the three persons shown in column two ( 4 to 8 years ) in part one of the table. At the bottom of the table,figures show that all the five Managers (M-3) were freshers because their total service and service in KBL tallies. In sum total 83 persons were freshers and 15 were experienced .

Table 3.6 Classification of Respondents according to Mother Tongue

| Sr. No. and Languages | DESIGNATION | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | SUPERVISOR | | | LINE MANAGER | | | MANAGER | | | TOTAL |
| | 1 | 2 | 3 | 1 | 2 | 3 | 1 | 2 | 3 | |
| 1. Marathi | 7(7.86) (87.50) | 15(16.85) (100.00) | 25(28.89) (86.20) | 6 (6.74) (85.71) | 6(6.74) (100.00) | 16(17.98) (94.11) | 7 (7.86) (100.00) | 4 (4.49) (100.00) | 3 (3.37) (100.00) | 89(100.00) (90.82) |
| 2. Kannada | 1(12.50) (12.50) | - | 4 (50.00) (13.80) | 1 (12.50) (14.29) | - | - | - | - | 2 (25.00) (100.00) | 8 (100.00) (8.17) |
| 3. Gujarati | - | - | - | - | - | 1(100.00) (5.89) | - | - | - | 1(100.00) (1.01) |
| TOTAL | 8(8.16) (100.00) | 15(15.31) (100.00) | 29(29.59) (100.000 | 7(7.14) (100.00) | 6(6.12) (100.00) | 17(17.35) (100.00) | 7(7.14) (100.00) | 4(4.08) (100.00) | 5(5.10) (100.00) | 98(100.00) (100.00) |

NOTE : Figures in upper parentheses are percentages of horizontal totals and in lower parentheses are percentages of vertical totals.

Language is the vehicle to convey our thoughts, ideas and we can discuss many aspects of the problems with ease. Persons are fluent and can express confidently when they speak in their mother-tongue.

As seen in table 3.6, out of 98 respondents, 89 persons' mother-tongue ( 90.82 percent ) is Marathi. This has a tremendous advantage of understanding one another. Unity of language facilitates easy communication and helps to establish good rapport. The staff members whose mother tongue is not Marathi also speak Marathi well, as they are in Kirloskarwadi for many years . The proportion of non-Marathi persons is negligible. This is the proof of very feeble mobility among even educated people, even at higher level. This also indicates approach of KBL of recruiting people on the basis of qualifications and ability rather than on the basis of language.

Table 3.7 Residence to Factory Distance In Relation To Classification of Respodents.

| Sr.No. & Designation | Residence to Factory Distance (Kms) | | | | | |
|---|---|---|---|---|---|---|
| | Upto 1 Kms | 2-5 Kms | 6-10 Kms | 11-25 Kms | 40-50 Kms | Total |
| 1.Supervisor -1 | 3(37.50) (5.17) | 2(25.00) (14.28) | 1(12.50) (50.00) | - | 2(25.00) (10.00) | 8(100.00) (8.16) |
| 2.Supervisor -2 | 7(46.67) (12.07) | 4(26.67) (28.56) | - | 1(6.67) (25.00) | 3(20.00) (15.00) | 15(100.00) (15.31) |
| 3.Supervisor -3 | 13(44.83) (22.41) | 1(3.45) (7.14) | - | 3(10.34) (75.00) | 12(41.38) (60.00) | 29(100.00) (29.59) |
| 4.Line Manager-1 | 3(42.86) (5.17) | 1(14.29) (7.14) | 1(14.29) (50.00) | - | 2(28.57) (10.00) | 7(100.00) (7.14) |
| 5.Line Manager-2 | 5(83.33) (8.62) | 1(16.67) (7.14) | - | - | - | 6(100.00) (6.12) |
| 6.Line Manager-3 | 14(82.35) (24.14) | 2(11.76) (14.28) | - | - | 1(5.88) (5.00) | 17(100.00) (17.35) |
| 7.Manager -1 | 5(71.43) (8.62) | 2(28.57) (14.28) | - | - | - | 7(100.00) (7.14) |
| 8.Manager -2 | 3(75.00) (5.17) | 1(25.00) (7.14) | - | - | - | 4(100.00) (4.08) |
| 9.Manager -3 | 5(100.00) (8.62) | - | - | - | - | 5(100.00) (5.10) |
| TOTAL | 58(59.18) (100.00) | 14(14.29) (100.00) | 2(2.04) (100.00) | 4(4.08) (100.00) | 20(20.41) (100.00) | 98(100.00) (100.00) |

NOTE : Figures in upper parentheses are percentages of horizontal totals and in lower parentheses are percentages of vertical totals.

Table 3.7 indicates the details about the distance, the respondents have to travel from residence to factory. It is always convenient to have minimum distance between the work-place and residence. This reduces the strain of reaching to work-place from the residence. KBL has its' own housing colony and majority of the staff members stay in the colony. Some staff members come from Miraj, Sangli and Madhavnagar. With the co-operation of railway authorities,KBL management has ensured

that the trains coming from these places reach Kirloskarwadi half an hour before the beginning of the main shift and for return journey , the train is available 20 minutes after the main shift is over.

Persons listed in column two of table 3.7 (upto one Km) reside in the housing colony of KBL. 59.17 percent (58) of the respondents are housed in company colony. This is a proof of extent of welfare activities undertaken by a company in the private sector . Fourteen ( 14.29 percent )_ come from nearby villages - Palus, Dudhondi, Kundal,Burli,Amanapur by own vehicle,by bus or by cycle . Two employees ( 2.04 percent) travel from Takari, Dudhari, Tupari, Baambavade and Yelavi, mostly by own vehicle or bus .

76 respondents (77.54 per cent) come to the factory daily either on foot or by their own vehicle. Very few persons use S.T. Bus net-work.

Even with the facility of residential colony, it is surprising that 20 ( 20.41 per cent) employees come from places as far as 40 to 50 kms and as can be seen from table 3.1, many of them must be atleast middle-aged and as they belong to supervisory grade their daily work schedule must be physically tough. Residential facility seems to be less available to lower grade. Most of the managers are provided quarters in the colony by KBL.

CONCLUSION :

It is quite satisfying to note from the information presented in various tables, that a very high percentage of staff have suitable technical and higher qualifications, which are conducive factors for smooth routine working and helpful for development and growth of the company. Persons having good qualifications, permanent employement and family residing close to the factory are less likely to leave the company. This is borne out by the fact that the staff turn-over is very low. Another contributory factor is that KBL are good paymasters and since most of the staff members have their native place not far off from kirloskarvadi, tend not to leave the company.

Recruitment of fresh diploma and degree holders and train them for suitable jobs, has been the hall mark of KBL policy of recruitment. Experienced persons are also recruited but not on a large scale.

KBL has an age structure of employees to match the responsibilities shouldered. Percentage of young persons is more among lower grades and of matured persons in higher grades. The age pyramid of the employees shows deviations to indicate a welcome practice of promoting able persons from within. That is why there are persons in supervisory and line managerial category in middle and higher age brackets.

S.S.C. and diploma qualified persons in higher age groups are promotees. Degree holders are persons employed in early years. While degree and higher qualification holders are freshers. Majority of them are in young age bracket of 18 to 35 years. We find highly qualified persons in supervisory as well in line managerial categories of employees.

KBL is a forward looking company. It employes technically qualified staff to meet the challenges of competition and take care of the sophisticated high-tech machinery and equipment, installed and which will be installed in future. Installation of latest pump and valve testing laboratory, proper nurturing of research and development facilities have helped KBL to be the leader in fluid handling equipment in India.

Distribution of supervisors, line managers and managers in various departments has been done in a planned manner, highest priority being given to manufacturing then to materials department, engineering, sales, foundry and so on.

Marathi language spoken all over in the factory has its own advantages in many respectes. But sufficient attention should be given to make use of english language, as it is an international language and is essential for making correspondence with the foreign customers.

KBL has the advantage of availing the services of staff for long hours during emergency, as many staff members live in the company's family quarters.

Since many staff members live in the colony, tension, friction and daily suffering to reach the work-place, like city service men, does not exist. KBL staff mainly being young, work willingly very vigorously for more than eight hours.

However, it appears to be a fact that KBL is falling short of providing family residential quarters to the supervisory caders. This is a limiting factor.

It also must be mentioned that some staff members prefer to come from Sangli-Miraj area, for certain domestic reasons, such as wife is working in Sangli-Miraj area, have own house, family responsibilities to give education to younger brothers and sisters, preference to stay in city than to live in a small place

KBL housing colony having about 300 houses, is well planned, neat, clean and decent with facilities like Tar-roads, swimming pool, and sports complex with Golf-Course, Cricket, Flood-lit Tennis courts, Flood-lit Basket-ball court, Table-tennis, Carrom, 35 mm cine-projector etc. The social and entertainment club houses Television sets with Five STAR TV Channels.

These are some of the welcome features of KBL with good surrounding and excellent environment.

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