

CHAPTER:-4.

DATA ANALYSIS AND INTERPRETATION OF A DATA

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CHAPTER- 4

DATA ANALYSIS AND INTERPRETATION OF A DATA

Introduction:-

Efficient utilization of resources greatly depends upon the efficiency of personnel operating and handling the resources. The image of management in the minds of employees and the relations between management and workers are affected by the management policies. An attitude and philosophy of management concerning people and formulation of personnel policies regarding the manpower is needed in every organization for hiring the right kind of manpower and further to guide them towards the accomplishment of organizational objectives. It is a must for both employees as well as the organization also.

Under study researcher has got following figures and facts from these help the further research has made.

Recruitment and selection

Recruitment:-

There is no function in the personnel management which is more important than recruitment. Recruitment is of vital importance to the management structure, for which it determines the tone and caliber of the personnel and it is the manpower which determines the usefulness of the machinery

of the organization. Filling the posts with incompetent persons not only weakens the organization, but also increases the possibility that an incompetent group will take over the latter.

In India the paper industry has acquired strategic place in the national economy due to the crucial role assigned to it in the country's economic development. A career in paper industry has therefore acquired a socially important status. It is therefore obvious that for paper industries recruitment has become an extremely crucial activity of human resource management.

Sources of recruitment:-

In this survey, researcher contacted 100 employees in the category of 11 heads of the departments, 64 officers and 25 subordinate staff.

In this study, it was found that the ratio between internal sources and external sources was 80:20. It means that 80% employees were recruited through external sources, where as 20% employees were recruited through internal sources. Majority of employees were recruited through external sources. Table no. 4.1 shows category wise sources of recruitment.

Table No 4.1 Sources of recruitment

Category	Sources of recruitment		Total
	Internal	External	
Head of Department	3	8	11
Officers	12	52	64
Subordinate staff	5	20	25
Total	20 (20)	80 (80)	100(100)

In Daily Pudhari Organization the external sources are highly used than internal sources. Most of the employees are recruited through external sources. 80% out of the total employees were recruited through external sources; where as only 20% of employees were recruited through internal sources.

Methods of Recruitment:-

The Daily Pudhari Organization has used various methods of recruitment. In this research the researcher found following data. Table No. 4.2

Table No. 4.2 Methods used for recruitment

Sources category	Mgt. Recommendation	Relative Influence	Applied Directly	News paper Advt.	Throug h union	Employee Exchange	Total
Head of Dept	2 (18)	-	2 (18)	6 (55)	-	1 (9)	11
Officers	6 (9)	2 (3)	10 (16)	42(66)	-	4 (6)	64
Subordinate Staff	1 (4)	3 (12)	4 (16)	16(64)	-	1 (4)	25
Total	9 (9)	5 (5)	16 (16)	64(64)	-	6 (6)	100

In Daily Pudhari Organization above mentioned methods were found to be used for recruitment of the personnel. Recruitment methods used by Pudhari Organization shows in the above table no. 4.2

The analysis of the study shows that for the recruitment of employees, newspaper advertisement was commonly used by Pudhari organization. The other methods of recruitment were also used like management recommendation, relative influence, applied directly and employee exchange. But very few employees were recruited through other methods.

Out of the total employees 64% employees were recruited through newspaper advertisement whereas 36% of employees were recruited from other methods. Only 6% of employees were recruited through employee exchange and 5% employees from relative influence. The 9% of employees were recruited through recommendation of management and 16% of employees were directly applied for job. Pudhari organization gave more stress on external sources of recruitment.

Selection:-

The Daily Pudhari Organization has not adopted uniform selection procedure, In this study it is found that differs from one category of employees to another. Table 4.3 shows the selection procedure followed by Pudhari organization.

Table 4.3 Selection Procedures Used by Pudhari Organization

Category	Applica tion Blank	Written Test	Job Test	Personal Interview	Reference	Physical Test
Head of Dept	11	4	2	11	-	-
Officers	64	11	7	64	12	-
Subordinates	25	-	-	25	2	7
Total	100(100)	15(15)	9(9)	100(100)	14(14)	7(7)

The table 4.3 shows application blank and personal interview are the essence steps in the selection procedure. In this study it is viewed that all employees fill up application form and the personal interview had taken from the management of all. But very few employees were going through other tests that are written test, job test and physical test. The references were taken where it was necessary.

Only 15% of employees were went through written test whereas 9% of employees were went through job test. The references were taken only from 14% of employees.

Training and Development

Training:-

Paper industry, whatever, can not ignore the need and importance of training to their employees. Training improves employees skills, which in turn increases the quality and quantity of output and also profit of the organization.

It is observed that, in Daily Pudhari Organization, as per requirement of training to employees programmes were rarely arranged. The Pudhari Organization gives very short term period training and mostly training had given at work place. On the job training method is one of the popular methods. This method is regularly used by Daily Pudhari Organization.

Pudhari have in-house training programmed according to their departments arranged by head of the departments. In addition to this there are daily meetings held in office under the departmental heads and headed by chairman and managing director. The organization gave on-the-job training to the existing staff. Due to the diversified nature of work there is a necessity of skilled staff. In the present study it is found that most of the staff is skilled and few staff found to be semiskilled. For house keeping activity most of the staff is unskilled.

Methods of training:-

Various methods of training which were used by Daily Pudhari Organization shown in table no. 4.4

Table 4.4 Methods of Training used by Pudhari Organization

Methods	Head of Dept.	Officers	Subordinate Staff	Total
On-the-job training	11	54	25	90(90)
Off-the-job training	-	6	-	6 (6)
Job rotation	-	4	-	4 (4)
Apprenticeship	-	-	-	-
Total	11	64	25	100(100)

Table 4.4 shows that Pudhari Organization under study has mostly used on-the-job training method. Out of total employees, 90% of the employees were trained through on-the-job training method whereas only 10% of employees were trained through other methods. Only 4% of employees were going through job rotation method. The apprenticeship method was nothing used by Pudhari Organization.

Promotion and transfer

Promotion:-

Planning and administration of promotion is an important part of the personnel management function. A good promotion system is useful to employees individually as well as to the administration as a whole. The most important policy question in promotion is to decide about its bases or principles. The usual policy considers seniority, merit,

education, training courses completed, experience, etc. for promotion.

In the present study it is found that Pudhari organization had not followed single criteria for the promotion. They had used seniority, merit rating, efficiency, seniority cum merit and some other criteria in combination for the purpose of promotion.

Transfer:-

A transfer is the moving of an employee from one job to another. It may involve a promotion, demotion or no change in job status other than moving from one job to another.

Pudhari Organization under study is not following the definite criteria for transfer. It is observed on this survey that Pudhari Organization had rarely made transfer of employees. The transfers were made due to organizational need whereas in respect of workers request were rarely considered for transfer. Some workers transfers were made with the consultation of the employees or at the request of the employees. However there was not a problem of transfer in Pudhari because there are already full seats in all departments. Another reason is that the every departmental work is different than other department. There is no similarity or relation of work with other.

Wage and salary Administration

Wage and Salary Administration:-

Wage and salary is one of the most vital areas of personnel administration. Wage and salary policy plays an important role in the personnel administration.

In the present study, Pudhari Organization provides following salaries / pay scales to their employees. Table 4.5

Table 4.5 Pay Scales in Rupees provide by Pudhari Organization

Sr. No.	Category	Basic	D. A.	H. R. A.	C. A.	Salary
1	Managing Director	60000	75000	7500	7500	150000
2	General Manager	24000	30000	3000	3000	60000
3	Assis. Manager	14000	17500	1750	1750	35000
4	Sr. Executive	10000	12500	1250	1250	25000
5	Jr. Executive	6000	7500	750	750	15000
6	Officers- clerks	1840	2300	230	230	4600
7	Editor	22000	27500	2750	2750	55000
8	Sub Editor	8800	11000	1100	1100	22000
9	Reporters	2000	2500	250	250	5000
10	Printers	8000	10000	1000	1000	20000
11	Helpers	2400	3000	300	300	6000
12	Parcel Boys	800	1000	100	100	2000

Table 4.5 shows the salary structure which has given by the Pudhari Organization. In this organization wages and salaries are provided to employees not as per government rules. The discussion with employees, it is clear that this current salary is fair, from which the basic needs can be fulfilled. The employees are satisfied with this salary structure and they are ready to work in one department for years.

Mode of payments in Pudhari Organization:-

There are various systems for making payments of the employees working under Pudhari Unit. The following systems are adopted for making payments to the employees / reporters.

- a) Employees working under contract are paid to the main contractor who has entered into agreement contract with the organization. This payment is paid to the contractor cheques on monthly basis.
- b) The employees working under daily wages are paid by cash only and on vouchers
- c) The employees working on different sister concerns are paid by cash and on vouchers. Some of the staff working under sister concerns are paid on page sheet by cash.
- d) The employees who are permanent with the organization and who are getting benefits of PF, PSI. Leave salary etc. they are paid by cheques on their respective bank account.
- e) There is system to pay cash payments only to their branches and reporters are also covered under cash payment system. The employees who are entered into yearly contract are also paid by cash.

Dearness allowances in Pudhari organization:-

The object of granting dearness allowance is to compensate the employees for increase in the cost of living.

Adjustment in wage levels became necessary, amongst other factors on account of increase in the cost of living and improvement in economic conditions. There are numerous systems of payment of dearness allowance. In the study, it was found that dearness allowance rates were same from department to department of Pudhari Organization and which is included in basic salary.

Benefits and services

Benefits:-

Direct wages and salary constitute only a part of the total compensation package. The rest is constituted by employees' benefits and services having so many names like "non wage payments", "hidden payroll" and "fringe Benefits".

These benefits provide protection from the contingencies of life since the time of employment to retirement and even beyond that. The fringe benefits include provident fund, bonus, gratuity and other retirement benefits.

Under study it is observed that Pudhari organization provided some benefits to their employees, which are obligatory by government. It is evident from actual benefits provided to the employees in Pudhari Organization. Following are the important observation on the employee benefits and services of Pudhari Organization under study. If we seen Pudhari organization is private limited concern, though it is private organization this organization provides benefits to their employees. But it is clear that the organization had not given

priority for this matter. Very less quantity provides benefits to there employees. Another important thing is that these benefits are as per norms attached with it. The benefits were available for permanent employees only as per rules and norms. Temporary employee can not get any type of benefit.

Services:-

The table 4.6 shows various services provided by Pudhari organization to their employees.

Table No.4.6:- Services Provided by Daily Pudhari Organization.

Departments →	Edito	D.T.P	Printing	Parcel	Store	Fin.	Cir	Advt	H.R	Maint	Other
Welfare benefits ↓	rial	.									
Housing	-	-	-	-	-	-	-	-	-	-	-
Medical	-	-	Yes	Yes	Yes	-	-	-	-	Yes	-
Education	-	-	-	-	-	-	-	-	-	-	-
Transport	-	-	-	Yes	-	-	-	-	-	-	-
Canteen	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Recreation	-	-	-	-	-	-	-	-	-	-	-
Uniforms	-	-	Yes	Yes	Yes	-	-	-	-	Yes	Yes
Picnics	-	-	-	-	-	-	-	-	-	-	-
Other- Mobile	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	-

Table 4.6 shows the Pudhari Organization which benefits provides to their employees. The welfare facilities became vary as per departmental requirement. Pudhari organization provides medical facilities to there employees who are working in parcel, printing, maintenance departments having medical facilities. Only canteen facilities are available to all employees. Pudhari organization provides Uniforms to there employees who are working in only printing department, parcel department, maintenance department and to guards.

Another one is that only departmental heads having mobile facilities.

If something happens badly with any employee at work place, the Pudhari organization provides compensation to that particular employee or to his familiars. It is obligatory to the organization by government. Other facilities like housing, transport, recreation and picnics were not provided by the Pudhari Organization.

Working conditions

In the present study, it is observed that the Pudhari Organization which facilities provide to the employees is fair. The favorable working conditions are provided by the organization. There is availability of good lighting, pleasant surrounding. The comfortable sitting arrangement is available.

Pudhari Organization provides reasonable hours of working, employees are working in three shifts.

But important thing is that the press is connected with office. Both are in one building, due to this, the colours, chemicals smale comes continuously which feel uncomfortable to work. The employees who are working at present, they adjust with it. This type of smale can harmful to the health. It can create some types of diseases. The employees who are working in press or working on machines, they also can face this difficulty. This is the drawback of the working condition of Pudhari Organization.

Employees' awareness with personnel policies:-

In the present survey the employees were asked to state awareness with personnel policies of Pudhari Organization. The results of the responses received are analysed table 4.7

Table No. 4.7 Employees Awareness with Personnel Policies

Category	Aware with Personnel Policy	%	Not Aware with Personnel Policy	%	Total %
Head of Department	8	(73)	3	(27)	11 (11)
Officers	36	(56)	28	(44)	64 (64)
Subordinates	15	(60)	10	(40)	25 (25)
Total	59	(59)	41	(41)	100 (100)

Table 4.7 shows that 59% of respondents knew the personnel policies of their organization whereas 41% of respondents did not know. The majority of workers and subordinate staff were not aware with personnel policies. The officers also having in large number, they did not know the policies of their organization.

Reasons of employees' unfamiliarity with personnel policies:-

In response to the question "state reasons for unfamiliarity with personnel policies?" respondents were stated various reasons which are shown in the following table 4.8.

Table 4.8 Reasons of employees unfamiliarity with personnel policies

Category	Not communicate %	Policy not clear %	Not acceptable %	Any other reason %	No. of respondent %
Head of Dept	-	-	-	3	3
Officers	14	6	2	6	28
Subordinates	10	-	-	-	10
Total	24 (58)	6 (15)	2 (5)	9 (22)	41(100)

Table 4.8 shows the survey results in this respect. The analysis shows that 58% of respondents stated that policy was not communicated. 15% of respondents stated that either policy was not clear. 22% of respondents who are comes under any other reason whereas only 5% of respondents were says that the policies were not acceptable. It also shows category wise verification in reasons.

Employees' satisfaction with various elements of personnel policies:-

The study reveals that employees' satisfaction varies with different personnel policies. Table No. 4.9

Table 4.9 Employees satisfaction with various elements of personnel policies

Elements of personnel policy	Satisfied %	Dissatisfied %	Undecided %	Total employees
Recruitment and Selection	42 (42)	17 (17)	41 (41)	100
Promotion and transfer	11 (11)	48 (48)	41 (41)	100
Training and Development	25 (25)	34 (34)	41 (41)	100
Wages and Salary	33 (33)	26 (26)	41 (41)	100
Employees Benefits Service	34 (24)	25 (25)	41 (41)	100

Table 4.9 shows the satisfaction of employees with various elements of personnel policies which differ. Out of the total respondents 41% respondents were comes under the category of undecided. These 41% employees were not ready to make any comment on any element. The remaining 59% employees made comments into two categories that are satisfied and dissatisfied.

Out of total respondents 42% respondents were satisfied with recruitment and selection policy; whereas 17% employees were dissatisfied with it. Only 11% of respondents were satisfied with promotion and transfer policy whereas 48% employees were dissatisfied with it. Again 25% respondents were satisfied with training and development policy whereas 34% employees were not satisfied. Most of the subordinate staff and Departmental Head were satisfied with wage and salary administration. Out of the total 33% of employees were satisfied with this policy whereas 26% employees were dissatisfied with it. About the benefits and services 34% employees were satisfied with it and 25% respondents were dissatisfied with benefits and services policy.