CHAPTER IV

Employee Development
Success of a cooperative organisation is never an accident. It is the outcome of the group effort and the collective action. If the consumer cooperatives are to succeed and grow, they must win the support of the members and the patrons. Only the qualitative service ensures their support. Needless to say, that the quality of performance in consumer cooperatives, as in other organisations depends upon efficiency, effectiveness and competence of employees and their willingness to work. Hence, the employees are the key factor in any consumer cooperative. The management experience in the modern days has shown great need to pay more attention to employees for the growth of cooperatives in all direction.¹

Attainment of excellence in the quality of service is possible only when employees are supported by adequate machinery and methods established under sound cooperative principles. With this background, the present chapter attempts to suggest ideal schemes and methods of employee development and review the factors contributing to their effectiveness. The evaluation is done by comparing the actual practices and employee perceptions with the suggested model. For the purpose of this study, employee development in the

consumer cooperatives refer to all such activities and measures that help enhancement of efficiency, effectiveness and competence of employees and keep them happy. Thus, employee development is considered as a process mainly aimed at performance improvement through proper procurement scheme, training and education and creation of conducive working environment, which ultimately contribute to the success of a cooperative venture.

4.1. MODEL FOR EMPLOYEE DEVELOPMENT

Employee development is a perpetual process beginning from procurement and ending with the continuous mechanism of feed back and follow-up. In fact, an employee should be subjected to development process till he parts with or retires from the organisation. An Ideal employee development policy should necessarily concentrate on three vital elements. They are-- scientific recruitment and selection, purposeful training and education and proper motivational measures. If executed judiciously, these initiatives would ensure committed and dedicated work force to any cooperative organisation.
4.1.1. RECRUITMENT AND SELECTION:

Recruitment and selection are the stepping stones in the process of employee development. Ability inherently lies in every person which could be developed later in a systematic way. Identifying the candidates' inherent abilities and putting them to work towards attainment of cooperative objectives are the functions of recruitment and selection. A development oriented recruitment policy and selection procedure in a consumer cooperative, should consider the following factors.

1. Systematic and scientific estimation of persons required should be made cadre-wise and category-wise. The classification should be based on the nature of work, the qualification, talent, knowledge, experience, ability and skill required to do a job.

2. Every consumer cooperative should constitute a selection committee consisting of the President or Chief Executive as the Chairman and the Personnel Manager and representatives of the Board as members. Since, the Chief Executive is empowered to control staff activities, more power may be given to him in the whole process of recruitment and selection.

3. The management should not do any injustice to the skilled, trained and experienced hands available within the organisation. There should be both promotion and direct recruitment to various posts, even for the top level, in rational proportion.
4. Provision should be made for conducting a positive search for qualified external candidates with ample publicity of vacancies. They can advertise in newspapers and cooperative journals as well as procure lists of registered job-seekers from Employment Exchanges and Bureaus. Reference may also be made to institutions imparting cooperative training and education.

5. Selection of staff should be made keeping in view the organisational goals. Scientific methods of selection should be followed. Written tests and personal interviews should be arranged.

6. Proper weightage should be given to the experience of the candidates. In such a case proper reference should be made from the previous employer.

7. Preference should be given to the candidates, who have technical/professional qualification in the field of cooperation.

8. While selecting the candidates, the process and procedure of matching the job with the individual attributes should be evolved.

9. Since the whole concept of cooperation centres around human character and human relation, proper weightage should be given to the candidates' aptitude and approach in human dealings, customer relationship and salesmanship.

10. All sort of favouritism and nepotism should be eliminated.

11. Pursuant to the national policy, consumer cooperatives should give proper consideration to the State reservation
policy. Preference may be given to the local candidates, if they are found competent.

12. The job and its nature should be made familiar to the candidates, so also the work to be performed, their position in organisational hierarchy and particular area of responsibility and authority.

4.1.2. TRAINING AND EDUCATION:

The need and importance of cooperative training and education has been recognised world-wide for the success of the movement. ICA, while stressing on the need of cooperatives in social and economic development, emphasised the necessity to organise training and education in appropriate form at all levels. Moreover, in a country like India, where the movement is sponsored by the Government and, is used as an instrument for implementation of economic programmes, it becomes all the more imperative to strengthen training and education.

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Large scale consumer cooperatives should have their own internal training arrangements in addition to the use of facilities available in the Cooperative Training Institutions, Cooperative Unions, State and National Consumer Cooperative Federations etc. According to the need and the convenience, training programmes should be scheduled within the organisation or by deputing selected employees to the programmes conducted outside the organisation. Consumer cooperatives should observe the following while framing programmes of training and education for their employees.

1. Training and education programmes should be oriented towards improving job performance. "It should be of immediate relevance to the employees as well as the organisation." Apart from this, training and educational programmes should highlight the problems faced by the employees in their day-to-day work. In the process of education, such problems should be identified and the possible solutions are to be arrived mostly through mutual discussion.

2. The programme should combine practical as well as theoretical aspects of the job contents. It should aim at preparing highly skilled, competent and motivated employees "who understand the spirit of the cooperative philosophy and

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are generally devoted to the activities of the cooperative system.  

3. Stress should be laid on educating employees on the historical circumstances that led to the development of the cooperative form of organisation, its principles and concepts, potentiality of cooperatives as an instrument for socio-economic justice, significance of consumer cooperation etc., to enable clear understanding and involvement.  

4. While choosing and making use of any particular method or technique of training, consideration should be given to the job environment in the organisation and the particular characteristics of the personnel to be trained and developed.  

5. Regardless of how accurate the selection and placement decisions have been, "the changes in the technological, legal, social and political environment inside as well as outside the organisation often create the need to improve further the person to fit be for the job." Such improvement may be made through a carefully monitored induction and pre-employment training for a short duration. It may be in the form of orientation which includes elements like the basic information

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about the institution, such as its history, objectives, policies, operation, structure and prospects.  

6. "Training is the fastest growing segment of personnel activities." In cooperatives, it should be a regular and continuous process. The employee should be constantly attuned to the changing environment of the cooperative movement, society, market and the product. Hence, phased programmes within the organisation or deputation of employees for such courses in the outside agency should be made at regular interval.

7. The success of a consumer cooperative fully depends upon customer service. Therefore, another vital area that should be stressed in employee training and education is extensive coverage of salesmanship and customer relation. Training in this area should be designed to modulate their abilities of handling customers to their fullest satisfaction. Human relations courses too, should form a part of training and education. These courses must sharply focus on the interpersonal relations among peers and inter-hierarchical levels. They should aim at learning about collective process, improve understanding of each other and thus create an attitude and behaviour on the job, positively required for the cooperative organisation.

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9 Y. K. Bhushan (Rapporteur), Personnel Management in Cooperatives (Report of the Regional Seminar organised by ICA and NCUI), New Delhi: ICA, 1972, p.27.

8. To motivate employees to participate in the training programmes, organisation should also provide some sort of built-in but tangible incentives.\textsuperscript{11} An integrated approach, linking successful completion of training (especially long-term courses) with promotion, increment in salary, delegation of more responsible work etc., may be implemented.

9. As an extension of training and educational activities, large-scale consumer cooperatives may build up their own libraries. Having an in house library will help the cooperatives in keeping the employees updated with the latest developments in their respective fields.

10. To derive enhanced contribution from employee training and education, consumer cooperatives should take proper action and create conducive and congenial atmosphere. The organisation should make alternative arrangements to carry on the work of an employee deputed for long-term training. Otherwise, a big heap of pending files waiting for the employees may restrict them from attending training programmes. Whenever an outside agency is providing the training, the management should clearly specify the coverage and methodology of the desired training.

\textsuperscript{11} See M. Mohandas, p.495-505.
4.1.3. MOTIVATION:

"One of the basic problems in any society is how to motivate people to work."\textsuperscript{12} It is necessary to find out what satisfies the employees and what makes them to give their best. "If the motivations of the individuals can be identified a good start is made."\textsuperscript{13} But it is a complex problem as shown by various theories. "It is not necessary that many of the motivational theories developed in advanced countries, as such apply to Indian situations."\textsuperscript{14} It is mainly because, the situational variables are quite different in India as compared to advanced countries. The motivational factors relevant to the employees of a cooperative organisation would be further distinct, given the ideology governing such organisations.

For the purpose of this study, salary and fringe-benefits, security, career advancement opportunity, terms and conditions of employment, human relations, working environment, and participation in decision making are considered as


motivational factors. These factors are closely inter-linked and complementary to each other. Since motivation is the most important tool of employee development, the requirements for effective motivation are analysed in detail.

a) Salary and Fringe Benefits:

"Pay in one form or other is one of the mainsprings of motivation." The standard of living and the social prestige of an employee depends to a great extent on the pay drawn. Salary is a major determinant of the choice a job for any person. It goes without saying that consumer cooperatives cannot attract and maintain talented and motivated personnel unless they pay fairly good salary.

There is a wrong notion among the cooperatives in India that "if cost of operation is to be reduced, the salary structure of the employees should be kept low." The fact is different. "When the salary structure is low the morale of

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15 This is based on the findings of various studies conducted in India. (See L. M. Prasad; A. K. Sah, "An Approach to the Theory of Motivation," Indian Cooperative Review, Vol. XX, No. 3, January 1983, pp.217-232).


the employees fades away. "Large underpaid disgruntled employees may not help consumer cooperative to play its social and economic role." A fairly high salary is also considered as "a price for honesty and complete loyalty to the interest of the organisation." Poor salary structure may be a factor for agitations, indifferent attitude to work, frustration and consequently poor performance. Hence adequate and sound salary structure, together with other financial and non-financial benefits is the 'sine qua non' for the organisational efficiency and effectiveness.

It is difficult to gauge as to what should be the ideal financial compensation in consumer cooperatives. However, it should be commensurate with the nature of work, cost of living, salaries in similar organisations and the compensation fixed under the Government statutes. Large scale consumer cooperatives can introduce incentive schemes in the form of commission, especially for the sales staff, for the sales made above the daily minimum prescribed for them. They can fix

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their own sales norms based on the nature and price of items sold, profit margin, competition and other local conditions. They may also adopt the norms fixed by the C & P cell of NCCF.21

In addition to the salary and its components the employees in large scale consumer cooperatives may be compensated by benefits in the form of discount on purchases, credit purchase facilities, canteen facilities, festival advances, medical allowances, conveyance facilities, recreational facilities, housing loans, education allowance for children, uniform material with washing allowance, leave travel concession facility etc. A financial package combining salary with some of the above mentioned fringe-benefits would

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21 C & P Cell of NCCF of India has fixed norms to evaluate the business efficiency for the major items sold through the cooperative departmental stores or large size retail outlets as under:

Sales per Man Day (in Rupees)

<table>
<thead>
<tr>
<th></th>
<th>'A' Group*</th>
<th>'B' Group**</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Food and Grocery</td>
<td>2000-2400</td>
<td>1600-2000</td>
</tr>
<tr>
<td>2) Textile</td>
<td>1000-1200</td>
<td>800-1100</td>
</tr>
<tr>
<td>3) General Merchandise</td>
<td>1200-1400</td>
<td>1100-1300</td>
</tr>
<tr>
<td>4) Cosmetics and Drugs</td>
<td>1300-1500</td>
<td>1200-1400</td>
</tr>
</tbody>
</table>

* Group 'A' are those consumer cooperatives in Metropolitan cities and in other towns with 70 percent or more sales in non-food items.
** Group 'B' are all other consumer cooperatives.

(Source: C & P Cell, NCCF, Business efficiency Norms for Cooperative Department Stores and Large Sized Retail Outlets, New Delhi, NCCF, 1993.)
definitely motivate the employees.

b) Career Advancement:

Career is the most precious aspect of an individual's work situation. "Well designed career development programme reduces employee frustration." Moreover, a planned programme of internal resource development typically pays greater dividends than relying upon chance of frantic outside recruitment when need arises. If the promotion is not effected prudently, there is a danger of discontent and general impairment of morale. Hence, the actual promotion given to an employee tends to create a contended, stable and efficient work force. In order to maximise individual's contribution, consumer cooperatives should provide proper and adequate career development opportunities. They should have a concise promotional policy. Some guidelines in this direction are below:

1. The career advancement opportunities available in the organisation should be clearly defined, so as to enable every employee to choose the career path. Since consumer cooperatives have varied working possibilities, the employee who is

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not interested in one job, may be allowed to opt for another, if he possesses the requisite qualification and calibre.

2. The promotional policies shall be based on both seniority and also ability to perform. Proper mechanism should be evolved to check the suitability of an employee to the higher posts. Calibre test coupled with personal interview may be integrated in this mechanism.

3. Promotion should not be based on subjective considerations like personal relations, political connections, caste affiliations etc.

4. As it is observed, consumer cooperatives may have an integrated approach in which promotion is linked with training and education. The management can prescribe successful completion of certain training courses as pre-requisite for promotion to higher cadre.

5. Consumer cooperatives can have more horizontal hierarchical levels to satisfy the career expectation of individual employees. Decentralisation of activities, creation of more sections/departments within the organisation create more number of positions. Such organisational structure will enhance promotional opportunities and will be more rewarding.

6. Deputation of government officials to consumer cooperatives may restrict promotional opportunities for internal employees.\(^\text{2}\) Consumer cooperatives should try to do away with

\(^{2}\) One of the most formidable problems faced by the Indian Cooperative Movement, just after independence was that its failure to attract efficient and competent body of managerial personnel. The All India Rural Credit Survey Committee (1954) recommended that "selected officials out of the cooperative department may be deputed to serve in the cooperative institutions to strengthen their management." Later this remedy
this system and provide substantial opportunities to the employees to enter into managerial cadre.

c) Job Security:

Security is an important consideration while choosing a job. Job security and stability will instil a greater sense of confidence and satisfaction among the employees, which in turn, "creates greater enthusiasm, sense of commitment and loyalty".\textsuperscript{25} "Circumstances of arbitrary management actions and behaviour, arouse uncertainty and makes safety needs as a motivator."\textsuperscript{26} Consumer cooperatives should ensure job security and stability to their employees to create a sense of confidence and belongingness.

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proved ineffective. The Working Group on Cooperation appointed by the Administrative Reforms Commission (1963) felt that loaning of departmental staff on deputation, as a rule is not only an unhealthy practice but also detract cooperatives from their autonomous character. The Commission recommended to continue deputation in important organisations till the management cadre are formed or if there is a requisition from management of cooperatives. But over the years many state governments had not taken any steps in this direction and deputation rule became an unwarranted problem for many cooperatives in India. (T. Paranjothi, \textit{Committees and Commissions on Cooperation}, Coimbatore; Rainbow publications, 1984 pp.57-78 and pp.216-230 ; L. M. Joshi, "Deputationists in Cooperatives," \textit{Cooperators' Bulletin}, Vol. 28, No. 4, September 1985, pp.11-12).


d) **Working Environment:**

Consumer cooperatives must provide a conducive and congenial working environment. It will create "a sense of involvement and emotional integration with the organisation." For the smooth operation, responsibilities should be fixed to every employee with adequate authority. Arrangements should be made for rational distribution of work load, based on employee's educational qualification, skill, experience and physical and mental temperament. Very frequent intervention of superiors should be checked, so as to avoid irritation to the employees. Creative talents of the employees should be duly recognised. If management claims the credit for all acts of organisational development, then employees will feel that they are being ignored. Psychologically, this could work like a major barrier to participative management. It would never foster a sense of 'belongingness' among the employees. "If the employee gets the feeling that he is discriminated or is not given credit for the work that he performed or is unduly criticised, there is scope for developing a negative attitude towards the organisation itself. Then his job performance will be less than satisfactory."  

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28 Herbert C. Fledderjohn, p.9.
Working hours of consumer cooperatives should be arranged in such a way that, while providing maximum service to the customers, would cause minimum inconvenience to the employees. Employees should also be provided with adequate infrastructure to make them contribute to their full potential.

e) Human Relations:

Consumer cooperative is essentially a network of human relationship geared towards the achievement of set objectives. Cordial and healthy relationship among all the human elements is very important. "It could be a major indicator of employees' commitment at the aggregate level." Every person expects to be respected. The management should at frequent intervals arrange for social get-together, sports activities, athletic meets, social and cultural activities, excursions, study visits etc., for improving interactions. In these activities, it is desirable to involve the family members of the employees and members of the Board of Management.

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f) Participation in Decision Making:

It is important to note that the employees are equal partners in a cooperative endeavour in which they are not investing their money, but their life. The Industrial Policy Resolution, 1956 observed that "in a socialist democracy, labour is a partner in the common task of development and should participate in it with enthusiasm". The employees' participation would build their morale and ultimately boost productivity. The ILO report mentions that "a unified determination to increase productivity can be created and maintained only through the fullest understanding by employers and workers of each other's point of view; it can be carried into effect only by the closest cooperation between them".

The employees, by the very nature of their work, get into close contact with the consumers. Therefore, they can assess the consumers' needs and requirements more precisely. They can suggest modifications, if any, required in the existing service lines. This builds up a strong case for involving the employees in the decision making process. Employee representation is essential in the various sub-committees and even in the Board of Management. Consumer cooperatives should create

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It is to be noted that as per the resolution of Ministry of Labour giving representation to the employees in the Board is obligatory to the large scale consumer cooperatives (NCUI, Workers Participation in the Management of Coop-
such an environment, where the employees feel free to suggest to the management, any modification required in the existing activities. Such an arrangement raises the status of employees and creates a willing and satisfied work force. It builds a cordial relationship between the employees and the management. It is advisable that the employees are made members of the cooperative in which they are working. The above initiatives provide a meaningful platform for employee development.

Consumer cooperatives as the 'change agents' in the society, should consider employee development as a key factor. Scientific recruitment and selection, need based and pragmatic training and education, deliberate and conscious plan to create conducive working environment etc., are the crucial issues which could lead the organisation to the threshold of progress and prosperity. The employee development model suggested above is summarised and presented in Figure 5.
4.2. EMPLOYEE DEVELOPMENT IN THE SAMPLE UNITS

In the analysis to follow, the nature and extent of employee development in the sample units are measured in comparison with the components suggested in the model. The analysis is based on the opinion survey of 300 employees representing different cadres, drawn from the four sample units.53

4.2.1. PROFILE OF THE SAMPLE EMPLOYEES:

a) Cadre:

For the purpose of this study, employees were categorised under five hierarchical divisions. They are--

1) Category I - Middle level functional staff such as Departmental Managers, Branch Managers, Assistant Managers, Section Heads, Superintendents, Accountants and other similar cadre;

2) Category II - Office staff including Senior Clerks, Junior Clerks, Cashier et al.;

3) Category III - Sales persons;34

53 The sample consists of 114, 96, 50 and 40 employees from AB, CS, JB and TS respectively. The sample selection was made proportionate to the total number of employees under each category.

34 In the case of CS employees with designation as "Helpers," are found placed at the sales counters. Hence, they are considered on par with sales persons and included in Category III.
4) Category IV - Technical staff such as pharmacists, machine operators, drivers et al; and
5) Category V - Sub-staff like Mazdoors, Peon, Sweepers, Packers, Cleaners et al.

The cadre-wise classification of the employees is presented in Table 4.1.
### TABLE 4.1

<table>
<thead>
<tr>
<th>Unit</th>
<th>Cadre</th>
<th>Length of Service (in Years)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>I</td>
<td>II</td>
</tr>
<tr>
<td>AB</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>11</td>
<td>21</td>
</tr>
<tr>
<td></td>
<td>(9.6)</td>
<td>(16.4)</td>
</tr>
<tr>
<td></td>
<td>(35.5)</td>
<td>(42.9)</td>
</tr>
<tr>
<td>CS</td>
<td>6</td>
<td>9</td>
</tr>
<tr>
<td></td>
<td>(6.3)</td>
<td>(9.4)</td>
</tr>
<tr>
<td></td>
<td>(19.4)</td>
<td>(18.4)</td>
</tr>
<tr>
<td>JB</td>
<td>6</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td>(12.0)</td>
<td>(16.0)</td>
</tr>
<tr>
<td></td>
<td>(19.4)</td>
<td>(16.3)</td>
</tr>
<tr>
<td>TB</td>
<td>8</td>
<td>11</td>
</tr>
<tr>
<td></td>
<td>(28.0)</td>
<td>(27.5)</td>
</tr>
<tr>
<td></td>
<td>(25.8)</td>
<td>(22.4)</td>
</tr>
<tr>
<td>Total</td>
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<td>49</td>
</tr>
<tr>
<td></td>
<td>(10.3)</td>
<td>(16.3)</td>
</tr>
<tr>
<td></td>
<td>(100.0)</td>
<td>(100.0)</td>
</tr>
</tbody>
</table>

**NOTE:**
1) Figures in the first paranthesis in each cell denote percentage to row total.
2) Figures in the second paranthesis in each cell denote percentage to column total.

**SOURCE:** Survey Data
b) Length of Service:

The length of service of employees in a consumer cooperative may be an important variable enabling us to know their commitment, cooperative consciousness and their response to the organisation in which they serve. Length of service also speaks about the rate of labour turnover in the respective organisation. Further, it also determines employees' level of income and career advancement opportunities available in the organisation. Classification of sample employees based on their length of service is exhibited in Table 4.1.

The table shows that majority of the employees (50.3 percent) have been working in their units for more than 15 years. Of the total, only 7.7 percent have put less than five years of service. The average tenure of service is 14.50 years. Inter-unit analysis reveals that the average length of service is highest in TS (17.88 years) followed by CS (17.40 years), JB (12.70 years) and the least in AB (11.67 years). The long tenure of service of the sample respondents is an indication that their opinions reveal the true nature of employee development in the sample units.
c) Age:

The employees' individual characteristics and socio-economic background may be important factors in determining their work performance. Age may be an important variable in this context. Hence the relevant data are gathered and presented in 4.2.
<table>
<thead>
<tr>
<th></th>
<th>Education</th>
<th>Below Metric Graduation + Training</th>
<th>Metric Training</th>
<th>Below Metric Inter + Training</th>
<th>Below Metric</th>
<th>Metric Inter + Total Training</th>
<th>Total</th>
<th>Region</th>
<th>Age (in years)</th>
<th>Below Metric</th>
<th>Metric Inter + Training</th>
<th>Below Metric</th>
<th>Metric Inter + Training</th>
<th>Below Metric</th>
<th>Metric Inter + Training</th>
<th>Below Metric</th>
<th>Metric Inter + Training</th>
</tr>
</thead>
<tbody>
<tr>
<td>AB</td>
<td>(14.8, 35.9)</td>
<td>(26.3, 0)</td>
<td>(18.0, 38.3)</td>
<td>(35.1, 25.5)</td>
<td>(46.6, 0)</td>
<td>(25.5, 6.7)</td>
<td>(47.6, 0)</td>
<td>(104.0, 0)</td>
<td>(58.3, 0)</td>
<td>(38.3, 0)</td>
<td>(14.8, 35.9)</td>
<td>(26.3, 0)</td>
<td>(18.0, 38.3)</td>
<td>(35.1, 25.5)</td>
<td>(46.6, 0)</td>
<td>(25.5, 6.7)</td>
<td>(47.6, 0)</td>
</tr>
<tr>
<td>CS</td>
<td>(17.3, 37.7)</td>
<td>(44.9, 0)</td>
<td>(18.0, 38.3)</td>
<td>(35.1, 25.5)</td>
<td>(46.6, 0)</td>
<td>(25.5, 6.7)</td>
<td>(47.6, 0)</td>
<td>(104.0, 0)</td>
<td>(58.3, 0)</td>
<td>(38.3, 0)</td>
<td>(17.3, 37.7)</td>
<td>(44.9, 0)</td>
<td>(18.0, 38.3)</td>
<td>(35.1, 25.5)</td>
<td>(46.6, 0)</td>
<td>(25.5, 6.7)</td>
<td>(47.6, 0)</td>
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<tr>
<td>JS</td>
<td>(18.3, 37.7)</td>
<td>(44.9, 0)</td>
<td>(18.0, 38.3)</td>
<td>(35.1, 25.5)</td>
<td>(46.6, 0)</td>
<td>(25.5, 6.7)</td>
<td>(47.6, 0)</td>
<td>(104.0, 0)</td>
<td>(58.3, 0)</td>
<td>(38.3, 0)</td>
<td>(18.3, 37.7)</td>
<td>(44.9, 0)</td>
<td>(18.0, 38.3)</td>
<td>(35.1, 25.5)</td>
<td>(46.6, 0)</td>
<td>(25.5, 6.7)</td>
<td>(47.6, 0)</td>
</tr>
<tr>
<td>Total</td>
<td>(11.1, 44.0)</td>
<td>(45.0, 0)</td>
<td>(18.0, 38.3)</td>
<td>(35.1, 25.5)</td>
<td>(46.6, 0)</td>
<td>(25.5, 6.7)</td>
<td>(47.6, 0)</td>
<td>(104.0, 0)</td>
<td>(58.3, 0)</td>
<td>(38.3, 0)</td>
<td>(11.1, 44.0)</td>
<td>(45.0, 0)</td>
<td>(18.0, 38.3)</td>
<td>(35.1, 25.5)</td>
<td>(46.6, 0)</td>
<td>(25.5, 6.7)</td>
<td>(47.6, 0)</td>
</tr>
</tbody>
</table>

NOTE: 1) Inter-Intermediate
2) Figures in the first parenthesis in each cell denote percentage to row total
3) Figures in the second parenthesis in each cell denote percentage to column total

SOURCE: Survey Data
Table 4.2 reveals that the mean age of respondents on overall unit basis is 38.70 years. About 48 percent of the employees belong to an age group of 30-40 years. The highest mean age is 44.25 years as observed in TS. It is followed by CS (39.58 years), JB (37.40 years) and the least in AB (36.58 years) The mean age of the employees fully correspond with the length of service. Further, the trend of most workers representing the middle age group gives us a perfect ground to evaluate their perceptions.

d) Education:

Education is a factor increasing the knowledge on cooperation, refining employees conduct and imbibing in them a rational thinking. While classifying respondents based on educational qualification, stress is given to find out the number of employees trained and educated in cooperative field. Cooperative training and education referred here consists of long-term courses like Junior/General/ Higher Diploma in Cooperation, Diploma in Consumer Cooperation and undergraduate courses with cooperation as one of the subjects. Educational classification shown under the heading 'others' includes Type Writing, Shorthand, Diploma or Bachelor Degree in Pharmacy and other technical courses. The survey data are presented in Table 4.2.
Table 4.2 reveals that the level of education among the sample employees is rather low, with about 28 percent having a formal education of below metric level and only 43.7 percent completing this level of study. It is also found that only 18 percent of the respondents had long term training/education in the field of cooperation along with metric/intermediate or graduation. Among those who have a formal education up to graduation (nine percent), only four percent have training in cooperation. Inter-unit comparison reveals a different trend. AB, generally considered as the best among the sample units has a high percent (88.6) of employees with low formal education and only negligible portion (0.9 percent) of the employees underwent long-term training. This position could be significant in evaluating employee development.

e) Sex, Marital Status, Religion and Family Size:

The data related to the above are presented in Table 4.3. On overall unit basis sex ratio, male to female was 57: 43. Highest proportion of female employees were found in JB (64 percent) followed by CS (41.7 percent), AB (40.4 percent) and the least at TS (only 27.5 percent).
### TABLE 4.3

<table>
<thead>
<tr>
<th>Unit</th>
<th>Sex</th>
<th>Marital Status</th>
<th>Religion</th>
<th>Family Size</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Male</td>
<td>Female</td>
<td>Total</td>
<td>Married</td>
</tr>
<tr>
<td>AB</td>
<td>68</td>
<td>46</td>
<td>114</td>
<td>104</td>
</tr>
<tr>
<td></td>
<td>(59.6)</td>
<td>(40.4)</td>
<td>(100.0)</td>
<td>(91.2)</td>
</tr>
<tr>
<td></td>
<td>(39.8)</td>
<td>(35.7)</td>
<td>(38.0)</td>
<td>(38.0)</td>
</tr>
<tr>
<td>CS</td>
<td>56</td>
<td>40</td>
<td>96</td>
<td>92</td>
</tr>
<tr>
<td></td>
<td>(50.3)</td>
<td>(41.7)</td>
<td>(100.0)</td>
<td>(95.8)</td>
</tr>
<tr>
<td></td>
<td>(32.7)</td>
<td>(31.0)</td>
<td>(32.0)</td>
<td>(34.3)</td>
</tr>
<tr>
<td>JB</td>
<td>18</td>
<td>32</td>
<td>50</td>
<td>34</td>
</tr>
<tr>
<td></td>
<td>(36.0)</td>
<td>(64.0)</td>
<td>(100.0)</td>
<td>(60.0)</td>
</tr>
<tr>
<td></td>
<td>(10.5)</td>
<td>(24.0)</td>
<td>(16.7)</td>
<td>(12.7)</td>
</tr>
<tr>
<td>TS</td>
<td>29</td>
<td>11</td>
<td>40</td>
<td>38</td>
</tr>
<tr>
<td></td>
<td>(72.5)</td>
<td>(27.5)</td>
<td>(100.0)</td>
<td>(95.0)</td>
</tr>
<tr>
<td></td>
<td>(17.5)</td>
<td>(8.5)</td>
<td>(13.3)</td>
<td>(14.2)</td>
</tr>
<tr>
<td>Total</td>
<td>171</td>
<td>129</td>
<td>300</td>
<td>268</td>
</tr>
<tr>
<td></td>
<td>(57.0)</td>
<td>(43.0)</td>
<td>(100.0)</td>
<td>(89.3)</td>
</tr>
<tr>
<td></td>
<td>(100.0)</td>
<td>(100.0)</td>
<td>(100.0)</td>
<td>(100.0)</td>
</tr>
</tbody>
</table>

**NOTE:**
1) Figures in the first parenthesis in each cell denote percentage to row total.
2) Figures in the second parenthesis in each cell denote percentage to column total.

**SOURCE:** Survey Data
The reasons for varied proportion of male female workers differ from unit to unit. However, this ratio could reveal significant trends when we evaluate employee development and the perception of employees.

It is found that corresponding to the age and the length of service, the married employees (89.3 percent) constitute the majority. Further, about 81.8 percent of the employees belong to the Hindu religion, whereas Christians (15.7 percent) and Muslims (3.3 percent) constitute a small number. It may also be observed that those having medium sized families constitute the majority (35.7 percent). The above trends are generally same in the inter-unit analysis also.

f) Dwelling, Residential Status and Distance to Work Place:

The rural-urban background, the type of residence and the distance to be covered to reach the work place could be the significant indirect determinants of socio-economic position of workers. Hence the pertinent data were gathered. The same are presented in Table 4.4.
### TABLE 4.4

Place of Dwelling, Residential Status and Distance to Work Place

<table>
<thead>
<tr>
<th>Unit</th>
<th>Place of Dwelling</th>
<th>Residential Status</th>
<th>Distance to Work Place (in Kms.)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Urban</td>
<td>Semi-Urban</td>
<td>Rural</td>
</tr>
<tr>
<td>AB</td>
<td>100</td>
<td>14</td>
<td>114</td>
</tr>
<tr>
<td>CS</td>
<td>85</td>
<td>6</td>
<td>91</td>
</tr>
<tr>
<td>JB</td>
<td>31</td>
<td>8</td>
<td>50</td>
</tr>
<tr>
<td>TS</td>
<td>13</td>
<td>16</td>
<td>48</td>
</tr>
<tr>
<td>Total</td>
<td>229</td>
<td>44</td>
<td>300</td>
</tr>
</tbody>
</table>

**NOTE:**
1) Figures in the first paranthesis in each cell denote percentage to row total.

2) Figures in the second paranthesis in each cell denote percentage to column total.

**SOURCE:** Survey Data
It is observed from the table that most of the employees (73 percent) are dwelling in urban centres. Housing condition is an important indicator showing the level of income, standard of living and social status of an employee. Since none of the sample units provide any housing facilities to their employees, need arise to collect data about residential status. It is observed that 56 percent of sample employees have their own houses. It is mainly because, these employees are from the same or near by locality where they work. There are also 3.3 percent of employees who do not have a specific place of living. These are employees migrated from rural segments and their living conditions are not very satisfactory.

It is also observed from the table that 22 percent of the employees have to cover a distance of 2-4 Kms. to reach their work place. While 21.7 percent are residing very near to the work place i.e below two Kms., 18.3 percent have to travel more than 16 Kms. Inter-unit analysis shows that 34.2 percent of the employees of AB have to travel more than 16 Kms every day to reach their work place.

**g) Membership in Trade Union and political/Social Affiliation:**

Trade Unions in India are an integral part of present industrial system and economic and social life of the country. "A strong trade union movement is necessary both for
safeguarding the interest of labourers and for raising the target of production. In consumer cooperatives, trade unions essentially seek to uphold the dignity of employees and safeguard their interest threatened by the bureaucratic management. Basically, "there is no fundamental chasm or hiatus between the role of consumer cooperatives and trade unions." Both have a legitimate role to play in the society and both have distinct, yet complimentary role to achieve.

During the period of study, multiple unions were found in all the sample units (Annexure VI). In order to enumerate the role of trade union in improving human relation and overall employee development, the respondents were asked to disclose their membership in unions. The survey data are presented in Table 4.5.

---


<table>
<thead>
<tr>
<th>Unit</th>
<th>Membership in Trade Union</th>
<th>Membership in Political Parties</th>
<th>Involvement in Social Organisations</th>
<th>Membership in cooperative Organisations</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Member Not a Member Total</td>
<td>Member Not a Member Total</td>
<td>Active Not Active Total</td>
<td>No Membership in 1 in 2 3 % above</td>
</tr>
<tr>
<td>AB</td>
<td>111 (97.4) 3 (2.6) 114 (100.0)</td>
<td>22 (19.3) 92 (80.7) 114 (100.0)</td>
<td>25 (21.9) 99 (85.1) 114 (100.0)</td>
<td>8 (7.0) 97 (85.1) 9 (7.9) 114 (100.0)</td>
</tr>
<tr>
<td>CS</td>
<td>69 (27) 27 (9) 96 (100.0)</td>
<td>27 (28.2) 69 (71.8) 96 (100.0)</td>
<td>41 (42.7) 55 (57.3) 96 (100.0)</td>
<td>2 (2.1) 73 (76.0) 21 (21.9) 96 (100.0)</td>
</tr>
<tr>
<td>JB</td>
<td>50 (100.0) - 50</td>
<td>48 (96.0) 2 (4.0) 50</td>
<td>36 (64.0) 14 (16.7) 50</td>
<td>2 (4) 4 (8) 4 (8) 50</td>
</tr>
<tr>
<td>TS</td>
<td>37 (92.5) 3 (7.5) 40 (100.0)</td>
<td>33 (82.5) 7 (17.5) 40 (100.0)</td>
<td>19 (47.5) 21 (52.5) 40 (100.0)</td>
<td>- 29 (72.5) 10 (25.0) 1 (2.5) 40 (100.0)</td>
</tr>
<tr>
<td>Total</td>
<td>257 (89.0) 197 (11.0) 300 (100.0)</td>
<td>138 (43.3) 170 (56.7) 300 (100.0)</td>
<td>103 (34.3) 197 (65.7) 300 (100.0)</td>
<td>12 (4.0) 203 (67.7) 84 (28.0) 300 (100.0)</td>
</tr>
</tbody>
</table>

NOTE: 1) Figures in the first paranthesis in each cell denote percentage to row total
2) Figures in the second paranthesis in each cell denote percentage to column total

SOURCE: Survey Data
The data in Table 4.5 reveal that 89 percent of the respondents were members in employees union. Maximum membership of employees in unions was found in JB (100 percent) followed by AB (97 percent), TS (92.5 percent) and CS (71.8 percent). Though, the number of employees' unions were more in CS, the proportion of membership was found the least. It seems mainly because of inter-union and intra-union rivalry and intervention of high political vested interest in these unions, considerable number of employees are not interested in taking/continuing membership in any unions in the unit.

With regard to political affiliation, it was found that 43.3 percent of the sample employees are members of political parties. Similar to the membership in employees' unions, the highest membership in political parties was found in JB (95 percent) and least in AB (19.3 percent). Our personal observation shows that unlike JB, in AB some of the members of the employees union are not the members of any political party. The personal discussions with the leaders of AB Officers Association and AB Staff Association reveal that due to the involvement of high political vested interest in their union (when employees had single union up to 1991), majority of the employees working as officers and in administrative section decided to withdraw the membership from Bharathiya Kamgar Sena and formed independent unions.
The table also reveals that only 34.3 percent of employees are active in social organisations like youth club, ladies club and other voluntary organisations.

h) Membership in Cooperative Organisation:

A genuine cooperator is one who uses cooperative power to solve economic and social problems that he/she encounter. Number of cooperative organisations, in which an employee is a member shows his/her cooperative consciousness and attempt to use cooperative power to protect his/her own interest along with others. Hence, an attempt was made to find out the extent of cooperative membership held by the sample employees. The survey data are exhibited in Table 4.5.

The survey data reveal that most of the employees have membership in one or more cooperatives. While about 67.7 percent are members of one cooperative, 28 percent of sample respondents have membership in two cooperatives. In fact, the employees of CS have their own Housing cooperative through which many employees could build their own independent houses. Though the employees of JB do not have their own employees' cooperative organisation, their involvement in the activities of other cooperatives is quite noticeable.
4.2.2. RECRUITMENT AND SELECTION IN THE SAMPLE UNITS:

Official records reveal that no large scale recruitment has taken place in the sample units except in AB during the study period. In all these units, manpower requirement estimations were made based on the requisition made by section heads or departmental/branch managers. It is found that Recruitment Committees are constituted only for the appointment of permanent staff. It is also observed that in the absence of scientific manpower planning, appointment of a large number of employees are made by the Assistant General Manager (Personnel and Administration) on ad-hoc basis to meet immediate requirements. Services of some of these employees are regularised by the Recruitment Committee or directly by reviewing their relative performance.

All these units claim that their recruitment and selection policy and procedures are objective and scientific and that is done as per the provision laid down in the respective Cooperative Societies Acts and By-laws. In order to find out the validity of this claim, the employees of the sample units were asked to respond on certain aspects of recruitment and selection. The opinions of employees are expected to throw light on the nature and strength of recruitment policy.
a) Factors Prompted to Join Consumer Cooperative:

Young job seeker take up employment in a consumer cooperative with many aspirations. Taking up a job in the organisation means to him/her a lasting relationship established with the organisation and he/she obviously views, his/her career closely tied with that organisation. A consumer cooperative, being a distinct form of organisation, an individual may have certain specific reasons while opting to join it as an employee. The enquiry and analysis of the reasons, that prompted the employees to opt for a job in the sample units give us a clear picture about the motives, understanding, expectation and life attitude of the employees. It may also help to understand the level of commitment that the employees have towards the work and the organisation. The survey results are exhibited in Table 4.6

---

### TABLE 4.6
Factors Prompted to Join Consumer Cooperative as Employee

<table>
<thead>
<tr>
<th>Factor</th>
<th>Unit</th>
<th>Ranking of Weighted Rating Purposes</th>
<th>Score</th>
<th>I</th>
<th>II</th>
<th>III</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Non Availability of other Choices</td>
<td>AB</td>
<td>26</td>
<td>6</td>
<td>178</td>
<td>26.0</td>
<td></td>
</tr>
<tr>
<td></td>
<td>CS</td>
<td>24</td>
<td>26</td>
<td>20</td>
<td>144</td>
<td>25.0</td>
</tr>
<tr>
<td></td>
<td>JB</td>
<td>25</td>
<td>14</td>
<td>7</td>
<td>110</td>
<td>36.7</td>
</tr>
<tr>
<td></td>
<td>TS</td>
<td>12</td>
<td>4</td>
<td>3</td>
<td>47</td>
<td>19.6</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>101</td>
<td>70</td>
<td>36</td>
<td>479</td>
<td>26.6</td>
</tr>
<tr>
<td>2. To Make Use of Qualification</td>
<td>AB</td>
<td>27</td>
<td>31</td>
<td>115</td>
<td>16.8</td>
<td></td>
</tr>
<tr>
<td></td>
<td>CS</td>
<td>28</td>
<td>15</td>
<td>20</td>
<td>134</td>
<td>23.3</td>
</tr>
<tr>
<td></td>
<td>JB</td>
<td>12</td>
<td>13</td>
<td>15</td>
<td>77</td>
<td>25.7</td>
</tr>
<tr>
<td></td>
<td>TS</td>
<td>11</td>
<td>13</td>
<td>10</td>
<td>69</td>
<td>28.8</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>61</td>
<td>68</td>
<td>78</td>
<td>395</td>
<td>21.9</td>
</tr>
<tr>
<td>3. Job Security</td>
<td>AB</td>
<td>11</td>
<td>18</td>
<td>85</td>
<td>12.4</td>
<td></td>
</tr>
<tr>
<td></td>
<td>CS</td>
<td>23</td>
<td>11</td>
<td>8</td>
<td>99</td>
<td>17.2</td>
</tr>
<tr>
<td></td>
<td>JB</td>
<td>2</td>
<td>3</td>
<td>7</td>
<td>19</td>
<td>6.3</td>
</tr>
<tr>
<td></td>
<td>TS</td>
<td>6</td>
<td>6</td>
<td>5</td>
<td>35</td>
<td>14.6</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>46</td>
<td>31</td>
<td>38</td>
<td>238</td>
<td>13.2</td>
</tr>
<tr>
<td>4. Convenience</td>
<td>AB</td>
<td>16</td>
<td>20</td>
<td>76</td>
<td>11.1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>CS</td>
<td>14</td>
<td>13</td>
<td>65</td>
<td>11.3</td>
<td></td>
</tr>
<tr>
<td></td>
<td>JB</td>
<td>15</td>
<td>14</td>
<td>59</td>
<td>19.7</td>
<td></td>
</tr>
<tr>
<td></td>
<td>TS</td>
<td>1</td>
<td>9</td>
<td>31</td>
<td>12.9</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>22</td>
<td>54</td>
<td>57</td>
<td>231</td>
<td>12.8</td>
</tr>
<tr>
<td>5. Better than Earlier Job</td>
<td>AB</td>
<td>12</td>
<td>5</td>
<td>116</td>
<td>17.0</td>
<td></td>
</tr>
<tr>
<td></td>
<td>CS</td>
<td>4</td>
<td>7</td>
<td>10</td>
<td>36</td>
<td>6.3</td>
</tr>
<tr>
<td></td>
<td>JB</td>
<td>5</td>
<td>2</td>
<td>19</td>
<td>6.3</td>
<td></td>
</tr>
<tr>
<td></td>
<td>TS</td>
<td>7</td>
<td>1</td>
<td>23</td>
<td>9.6</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>45</td>
<td>22</td>
<td>19</td>
<td>194</td>
<td>10.8</td>
</tr>
<tr>
<td>6. Good Salary</td>
<td>AB</td>
<td>15</td>
<td>24</td>
<td>84</td>
<td>12.3</td>
<td></td>
</tr>
<tr>
<td></td>
<td>CS</td>
<td>16</td>
<td>16</td>
<td>66</td>
<td>11.5</td>
<td></td>
</tr>
<tr>
<td></td>
<td>JB</td>
<td>5</td>
<td>7</td>
<td>26</td>
<td>18.8</td>
<td></td>
</tr>
<tr>
<td></td>
<td>TS</td>
<td>19</td>
<td>37</td>
<td>51</td>
<td>182</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>48</td>
<td>40</td>
<td>48</td>
<td>246</td>
<td>10.1</td>
</tr>
<tr>
<td>7. Service Objective of Orgn.</td>
<td>AB</td>
<td>2</td>
<td>7</td>
<td>10</td>
<td>38</td>
<td>4.4</td>
</tr>
<tr>
<td></td>
<td>CS</td>
<td>3</td>
<td>7</td>
<td>9</td>
<td>32</td>
<td>5.6</td>
</tr>
<tr>
<td></td>
<td>JB</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>10</td>
<td>3.3</td>
</tr>
<tr>
<td></td>
<td>TS</td>
<td>2</td>
<td>5</td>
<td>9</td>
<td>30</td>
<td>11.1</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>6</td>
<td>18</td>
<td>27</td>
<td>81</td>
<td>4.5</td>
</tr>
</tbody>
</table>

**NOTE**: Weighted score are calculated by assigning weightages of 3, 2 and 1 for the members First, Second and Third purposes respectively.

**SOURCE**: Survey Data
FIGURE 6

FACTORS PROMPTED TO JOIN CONSUMER COOPERATIVES
(Percentage Ratings)

- Non Availability of Other Choices: 26.6%
- To Make Use of Qualification: 21.9%
- Convenience of Work Place: 12.8%
- Job Security: 13.2%
- Good Salary: 10.1%
- Better than Earlier Job: 10.8%
- Service Objective of the Organisation: 4.5%

SOURCE: Table 4.6
Table 4.6 reveals that the foremost reason that prompted employees to join the sample units was the non-availability of other choices (rating percentage- 26.6). This reason throws light on the magnitude of unemployment problem prevailing in the country. As seen from the table, the order of other reasons are 'to make use of qualification' (rating percentage- 21.9), 'job security' (rating percentage- 13.2), 'convenience of work place' (rating percentage- 12.8), 'better than the earlier job' (rating percentage- 10.8), 'good salary' (rating percentage- 10.1) and 'service objective of the organisation' (rating percentage- 4.5). Though, 'future career potential' was inserted as one of the options in the questionnaire, none of the employees ranked it, among the first three reasons. It is to be noted that 'service objective of the organisation', which distinguishes a consumer cooperative from other organisation, was not an influential factor to the employees. On the other hand majority of them joined consumer cooperatives only as a matter of last resort. Hence, it is really a challenging task for the sample units to maintain, develop and motivate the employees and to make them appreciate the distinct status of consumer cooperatives.

Inter-unit analysis shows some differences in the ranking given by the employees of different sample units. In the case of TS most of the employees (ranking percentage- 28.8) cited their qualification as the main reason. While in the case of AB, major reason cited was the 'present job being better than earlier job' (rating percentage- 26 percent). However, the
fact stands out that there are generally not many who cite positive reasons for joining the sample units. This makes us feel that there must be certain serious limitations in the recruitment and selection policy pursued by the sample units. Hence, it is necessary to examine different elements of this policy.

b) Sources of Information:

Consumer cooperatives can procure competent employees through varied sources. The widely used formal sources are newspaper advertisement, reference from employment exchanges, training institutions and other educational institutions. It is fair that the job seekers come to know of the vacancies through any of the above sources. However, the sample survey reveals that the majority of employees presently working in the sample units had relied on informal sources such as the existing employees (27.7 percent), friends and relatives (25.7 percent) and members of the Board (8.3 percent). The survey also reveals that 13 percent of employees directly approached executives or sent application directly to the organisation without any reference. The formal sources like newspaper advertisement (21.7 percent) and employment exchanges (3.7 percent) were the sources only for a smaller group of employees.
Inter-unit analysis of the survey data show that in AB all the employees were recruited only through informal sources. In other two units also dominance of informal sources is noticed. It is 69.2 percent and 56 percent in CS and JB respectively. As against the above trend, 87.5 percent of the sample employees of TS had applied to their posts through the formal sources. It is evident that in comparison with other sample units, the TS acquired more candidates through competitive and open methods.

Even though informal sources have their strengths, they do limit the possibility of competitive selection and lead to a lot of inbreeding. In fact, this seems to be one of the key issues leading to underdeveloped employees in the sample units.

c) Mode of Selection:

Irrespective of sources of information, an objective recruitment policy presupposes proper testing and screening of candidates to select the best ones. Hence, an attempt is made to find out the mode of selection in the sample units. The survey data are presented in Table 4.7.
### Table 4.7

<table>
<thead>
<tr>
<th>Unit</th>
<th>Mode</th>
<th>AB</th>
<th>CS</th>
<th>JB</th>
<th>TS</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Written Test only</td>
<td>- 2 3 - 5</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>(48.0) (60.0) (2.1) (6.0)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(100.0) (100.0)</td>
</tr>
<tr>
<td></td>
<td>Britten Test only</td>
<td>(2.1)</td>
<td>(6.0)</td>
<td>(1.7)</td>
<td></td>
<td>(1.7)</td>
</tr>
<tr>
<td>Personal Interview only</td>
<td>52 64 29 28 173</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>173</td>
</tr>
<tr>
<td></td>
<td>(38.1) (37.0) (16.8) (16.2)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(100.0) (100.0)</td>
</tr>
<tr>
<td></td>
<td>(45.6) (66.7) (56.0) (78.0)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(57.7)</td>
</tr>
<tr>
<td>Test &amp; Interview</td>
<td>56 1 4 9 70</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>70</td>
</tr>
<tr>
<td></td>
<td>(88.0) (11.4) (5.7) (12.9)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(100.0)</td>
</tr>
<tr>
<td></td>
<td>(49.1) (1.0) (8.0) (22.5)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(23.3)</td>
</tr>
<tr>
<td>Direct</td>
<td>6 29 14 3 52</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>52</td>
</tr>
<tr>
<td></td>
<td>(11.5) (55.8) (26.9) (5.8)</td>
<td></td>
<td></td>
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</tr>
<tr>
<td></td>
<td>(5.3) (38.2) (28.0) (7.5)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(17.3)</td>
</tr>
<tr>
<td>Total</td>
<td>114 96 58 48 300</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>300</td>
</tr>
<tr>
<td></td>
<td>(38.0) (32.0) (16.7) (13.3)</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td></td>
<td>(100.0) (100.0) (100.0) (100.0)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(100.0)</td>
</tr>
</tbody>
</table>

**NOTE:**
1) Figures in the first parenthesis in each cell denote percentage to row total.
2) Figures in the second parenthesis in each cell denote percentage to column total.

**SOURCE:** Survey Data

It is clear from the data in the table that on an average the primary requirement of written tests and interviews were fulfilled only in the case of about 23.7 percent of the sample employees. A large majority (57.7 percent) were selected only through an interview, where as about 17.3 percent could get their job without any of these primary requirements. The inter-unit comparison shows that AB has followed the norms better with about 49.1 percent of employees undergoing both written test and interviews. Though this unit heavily depends...
on informal sources of recruitment, proper care has been taken to select the competent candidates. In other three units the main mode of selection was personal interview, which leaves a lot of doubt in regard to fair selection. It is also observed that more than half the sample had personally met the members of the Recruitment Committee before the interview, either to plead or to exert influence. In fact, this is a common feature in all the organisations.

The above analysis shows that by and large, the sample units failed to make a positive search for able and efficient candidates. Even among the units which have followed the minimum formal requirements of recruitment, it was just an eye-wash to comply with the provisions of the State Cooperatives Societies Acts. Further, the personal interviews conducted in these units seem to be highly biased and subjective. To make this interpretation more clear, the employees were asked to disclose the deciding factor in their selection.

d) Deciding Factor:

The survey data on deciding factor in selection as opined by the employees are presented in Table 4.8.
### TABLE 4.8

<table>
<thead>
<tr>
<th>Deciding Factor</th>
<th>AB</th>
<th>CS</th>
<th>JB</th>
<th>TS</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Educational Qualification</strong></td>
<td>28.0</td>
<td>45.0</td>
<td>26.0</td>
<td>16.0</td>
<td>115.0</td>
</tr>
<tr>
<td></td>
<td>(24.3)</td>
<td>(39.1)</td>
<td>(22.6)</td>
<td>(13.9)</td>
<td>(100.0)</td>
</tr>
<tr>
<td></td>
<td>(24.6)</td>
<td>(46.9)</td>
<td>(52.0)</td>
<td>(48.0)</td>
<td>(38.3)</td>
</tr>
<tr>
<td><strong>Work Experience</strong></td>
<td>16.0</td>
<td>9.0</td>
<td>6.0</td>
<td>2.0</td>
<td>33.0</td>
</tr>
<tr>
<td></td>
<td>(48.5)</td>
<td>(27.3)</td>
<td>(18.2)</td>
<td>(6.1)</td>
<td>(100.0)</td>
</tr>
<tr>
<td></td>
<td>(14.0)</td>
<td>(9.4)</td>
<td>(12.0)</td>
<td>(5.0)</td>
<td>(11.0)</td>
</tr>
<tr>
<td><strong>Reservation</strong></td>
<td>3.0</td>
<td>-</td>
<td>1.0</td>
<td>1.0</td>
<td>5.0</td>
</tr>
<tr>
<td></td>
<td>(68.0)</td>
<td></td>
<td>(20.0)</td>
<td>(20.0)</td>
<td>(100.0)</td>
</tr>
<tr>
<td></td>
<td>(2.6)</td>
<td></td>
<td>(2.0)</td>
<td>(2.5)</td>
<td>(1.7)</td>
</tr>
<tr>
<td><strong>Recommendation</strong></td>
<td>66.0</td>
<td>48.0</td>
<td>17.0</td>
<td>21.0</td>
<td>144.0</td>
</tr>
<tr>
<td></td>
<td>(45.8)</td>
<td>(27.8)</td>
<td>(11.8)</td>
<td>(14.6)</td>
<td>(100.0)</td>
</tr>
<tr>
<td></td>
<td>(57.9)</td>
<td>(41.7)</td>
<td>(34.8)</td>
<td>(52.5)</td>
<td>(48.0)</td>
</tr>
<tr>
<td><strong>Don't Know</strong></td>
<td>1.0</td>
<td>2.0</td>
<td>-</td>
<td>-</td>
<td>3.0</td>
</tr>
<tr>
<td></td>
<td>(33.3)</td>
<td>(66.7)</td>
<td></td>
<td></td>
<td>(100.0)</td>
</tr>
<tr>
<td></td>
<td>(8.9)</td>
<td>(2.1)</td>
<td></td>
<td></td>
<td>(1.0)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>114.0</td>
<td>96.0</td>
<td>58.0</td>
<td>48.0</td>
<td>380.0</td>
</tr>
<tr>
<td></td>
<td>(38.0)</td>
<td>(32.0)</td>
<td>(16.7)</td>
<td>(13.3)</td>
<td>(100.0)</td>
</tr>
<tr>
<td></td>
<td>(100.0)</td>
<td>(100.0)</td>
<td>(100.0)</td>
<td>(100.0)</td>
<td>(100.0)</td>
</tr>
</tbody>
</table>

**NOTE:**
1) Figures in the first parenthesis in each cell denote percentage to row total.
2) Figures in the second parenthesis in each cell denote percentage to column total.

**SOURCE:** Survey Data

The data show that selection of majority of the sample employees (48 percent) was fully based on the 'recommendation'. They were directly recommended by the board members or some other local politicians, who were closely associated with the board members. At individual unit level employees recruitment through this unfair means is found high.
in AB, i.e 57.9 percent. This shows that the mode of selection adopted by AB is not functioning effectively. As observed earlier, 49.1 percent of the employees in AB had undergone both test and the interview. Though the test and interview was a formal process, the recommendation became the deciding factor. No exception is found in other units. The percentage of employees selected through recommendation is 52.5 percent, 41.7 percent and 34 percent in TS, CS and JB respectively. One of the positive factors noted in CS and JB is that comparatively more number of employees felt that their educational qualification was the deciding factor in their selection.

e) Personal Attributes and Suitability of the Job:

It is necessary that the recruiting organisation should see as to what extent the candidates' personal attributes like education, knowledge, experience, skill and physical and mental temperament match with the job. If the employees perceive that their personal attributes do not match with the job they are doing, they may be frustrated soon. The organisation cannot expect desired level of performance from such

38 Personal discussion with Assistant General Manager (Personnel and Administration) and Labour Officer of AB reveals that the tests and interviews are just a ritual. The practice is that personnel department set test papers which are usually of objective type and easy to answer. Further probe into the process revealed that the real objective of conducting test and interview is to eliminate 'unwanted' candidates.
workers. Hence, an attempt is made to find out the level of matching of job with employees personal attributes. For this purpose, the employees were asked to match their personal attributes on a four point scale viz., ideal match, acceptable, improper match but okay and Improper match. The survey data of frequencies expressed as weighted averages are exhibited in Table 4.9.

TABLE 4.9

Perception on Matching of Job with Personal Attributes - Usage of Frequencies Expressed as Weighted Averages

<table>
<thead>
<tr>
<th>Attributes</th>
<th>AB</th>
<th>CS</th>
<th>JB</th>
<th>TS</th>
<th>Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education</td>
<td>2.46</td>
<td>2.48</td>
<td>3.08</td>
<td>3.18</td>
<td>2.63</td>
</tr>
<tr>
<td>Knowledge</td>
<td>2.38</td>
<td>2.33</td>
<td>2.60</td>
<td>2.83</td>
<td>2.42</td>
</tr>
<tr>
<td>Experience</td>
<td>2.44</td>
<td>2.55</td>
<td>2.32</td>
<td>2.35</td>
<td>2.43</td>
</tr>
<tr>
<td>Skill</td>
<td>2.13</td>
<td>1.97</td>
<td>2.12</td>
<td>2.50</td>
<td>2.11</td>
</tr>
<tr>
<td>Physical and Mental Temperament</td>
<td>3.29</td>
<td>3.17</td>
<td>3.52</td>
<td>3.23</td>
<td>2.26</td>
</tr>
<tr>
<td>Overall</td>
<td>2.53</td>
<td>2.50</td>
<td>2.71</td>
<td>2.79</td>
<td>2.58</td>
</tr>
</tbody>
</table>

NOTE: Weighted Averages are calculated by assigning weightages as follows:
- Improper Match: 1
- Improper Match but Okay: 2
- Acceptable: 3
- Ideal Match: 4

SOURCE: Survey Data
As seen from the table, the employees of the sample units perceive that their jobs are not fully matching with their personal attributes (GPA - 2.58). Inter-attribute analysis reveals that 'Physical and mental temperament' of the employees are matching with the job (GPA - 3.26), whereas their skill, knowledge and experience are not matching properly. We cannot deny that the sample units are not fully utilising the skill, knowledge and experience of employees on the job. Though, the mean of grade point averages show almost the same situation in all the sample units, a wide variation is observed in the perception on individual attributes. For instance, the level of education of the employees is high in JB and TS but still they feel their jobs match with their qualifications. This contradiction may be seen as the reflection of overall situation of education and employment prevailing in the region where the sample units are located. The general trend of education in the State of Kerala and some parts of Karnataka especially in Dakshina Kannada district (where JB is located) is entirely different from the other parts of the country. In this district due to easy access to educational institutions, the average level of education is quite high. It is observed that in these regions people with high formal education are ready to opt for jobs of lower cadre due to high unemployment. Consequently, the employees of these units perceive their education suitably matching with the job. On the other hand, in Bombay and Coimbatore the job potential is high. Moreover, in these two units the employees with comparatively lower level of education, skill and
knowledge occupy the posts of executives. It is, therefore, natural for the employees to feel that their jobs are much lower as compared to their educational qualifications.

The nature of recruitment and selection actually carried out in the sample units and the perception of the employees on this issue, help us to generalise that the sample units have stumbled at the very first step of effective employee development. The super structure of Education and Motivation could be extremely challenging, given the poor quality of the 'base' of recruitment and selection.

4.2.3. COOPERATIVE TRAINING AND EDUCATION IN THE SAMPLE UNITS:

Training and Education is an important prerequisite for effective employee development. The nature of training and education initiative in the sample units, perception of employees on training and education, facilities given to the trainees and effectiveness of training and education from employees point of view are analysed here.

The survey data reveal that the majority of the employees in the sample units are left untrained. Of the 300 employees interviewed only 39.3 percent are trained. A marked variation in the proportion is noticed among the sample units. Maximum trained employees (56 percent) are found in JB, followed by TS (52.5). Such employees are rather low in AB (38.6 percent)
and CS (26 percent). It is found that in most cases the employees had undergone cooperative training (mainly Diploma in Cooperation) before being employed. This is particularly true in JB and TS, where 82.1 percent and 61.9 percent of trained employees had undergone training before employment. It shows that though the proportion of trained staff are high in these units, it was not because of organisation's training initiatives. On the other hand, in AB and CS 97.7 percent and 60 percent respectively have been trained during the employment. It is also noticed that of the total trained employee, the majority (69.5 percent) had undergone only short term training programmes.

a) Training Initiatives:

It is found that except AB, no other sample unit has made internal training arrangements. AB, in addition to their own training arrangement, used facilities available in other training institutions like VAMNICOM, Pune, and Institute of Cooperative Management (ICM), Pune also. During the period under review, it deputed six managerial cadre employees for training in these institutions. As a part of employee development programme, it conducted short term refresher courses ranging from two to four days and arranged for induction

AB formed a separate Training and Education Department in 1991 and appointed a retired faculty member of VAMNICOM as a Training Officer.
training for all newly recruited employees. During the period under review, it conducted 14 such programmes (three for officers, four for administrative staff, four for sales personnel and three for newly appointed employees). Even though the organisation was not able to cover all its staff under these programmes, the attempts are certainly laudable.

CS, JB and TS do not have their own internal training arrangements. CS uses facilities available at Natesan Institute of Cooperative Management, Madras; ICM, Madhurai and Cooperative Training College, Coimbatore. Official records of this unit revealed that 26 employees were deputed for short and long term courses at these institutions. Of this, 16 are administrative staff and 10 are sales staff including three section heads.

No proper attempt is made by JB to train its staff. Only in the year 1991, C & P cell; NCCF, Hyderabad division conducted 10 days part-time training programme on 'Management Accounting' for five selected clerks working in the Accounts section. During 1992, five employees were deputed (three sales persons and two administrative staff) for a one day field training at Kannur Central Cooperative Wholesale Stores, Kannur, Kerala state.
From the official records of TS it is found that five employees have taken short-term programmes organised by ICM, Trivandrum and two employees also have undergone one year training course (Higher Diploma in Cooperation) in this institution.

The average trends from the sample units show that the employee training and education is a sparsely attended area. Since continuous and regular training and educational programmes are essential to keep the employees attune to the requirement of the day, the sample units need to gear up to the occasion.

b) Felt Need and Utility of Training:

It is a matter of significance that the staff should feel the necessity of training and find such training to be of use for their jobs. This would determine the scope for training in cooperatives. Keeping this in mind, an attempt was made to assess the perception of sample respondents. The relevant data are presented in Table 4.10 and 4.11.
### TABLE 4.10

**Felt Need for Training and Education**

<table>
<thead>
<tr>
<th>Unit</th>
<th>AB</th>
<th>CS</th>
<th>JB</th>
<th>TS</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Essential</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Felt Need</td>
<td>34</td>
<td>22</td>
<td>19</td>
<td>17</td>
<td>92</td>
</tr>
<tr>
<td></td>
<td>(37.8)</td>
<td>(23.9)</td>
<td>(28.7)</td>
<td>(19.5)</td>
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<tr>
<td></td>
<td>(29.8)</td>
<td>(22.9)</td>
<td>(30.8)</td>
<td>(42.5)</td>
<td>(50.7)</td>
</tr>
<tr>
<td>Essential</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Felt Need</td>
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<td>39</td>
<td>23</td>
<td>11</td>
<td>104</td>
</tr>
<tr>
<td></td>
<td>(29.8)</td>
<td>(37.5)</td>
<td>(22.1)</td>
<td>(11.6)</td>
<td>(100.0)</td>
</tr>
<tr>
<td></td>
<td>(27.2)</td>
<td>(40.6)</td>
<td>(46.8)</td>
<td>(27.5)</td>
<td>(54.7)</td>
</tr>
<tr>
<td>Not Essential</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Felt Need</td>
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<td>23</td>
<td>8</td>
<td>7</td>
<td>70</td>
</tr>
<tr>
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<td>(45.7)</td>
<td>(32.9)</td>
<td>(11.4)</td>
<td>(11.5)</td>
<td>(100.0)</td>
</tr>
<tr>
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<td>(28.1)</td>
<td>(24.0)</td>
<td>(16.0)</td>
<td>(17.5)</td>
<td>(23.5)</td>
</tr>
<tr>
<td>Not at all Essential</td>
<td>17</td>
<td>12</td>
<td>-</td>
<td>5</td>
<td>34</td>
</tr>
<tr>
<td>Felt Need</td>
<td>(58.0)</td>
<td>(35.3)</td>
<td>(14.7)</td>
<td>(100.0)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(14.9)</td>
<td>(12.5)</td>
<td>(12.5)</td>
<td>(11.3)</td>
<td></td>
</tr>
<tr>
<td>Don't Know</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>114</td>
<td>96</td>
<td>58</td>
<td>40</td>
<td>300</td>
</tr>
<tr>
<td></td>
<td>(38.0)</td>
<td>(32.0)</td>
<td>(16.7)</td>
<td>(13.3)</td>
<td>(100.0)</td>
</tr>
<tr>
<td></td>
<td>(100.0)</td>
<td>(100.0)</td>
<td>(100.0)</td>
<td>(100.0)</td>
<td>(100.0)</td>
</tr>
<tr>
<td>Grade Point Averages</td>
<td>0.578</td>
<td>0.740</td>
<td>1.220</td>
<td>1.000</td>
<td>0.847</td>
</tr>
</tbody>
</table>

**NOTE:**
1. Grade Point Averages are calculated by assigning weightages as follows:
   - Not at all Essential - -1
   - Not Essential - 0
   - Essential - 1
   - Very Essential - 2

2. Figures in the first parenthesis in each cell denote percentage to row total.

3. Figures in the second parenthesis in each cell denote percentage to column total.

**SOURCE:** Survey Data
**TABLE 4.11**

Perception on Utility of Training and Education

<table>
<thead>
<tr>
<th>Perception</th>
<th>AB</th>
<th>CS</th>
<th>JB</th>
<th>TS</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highly Helped</td>
<td>24</td>
<td>14</td>
<td>15</td>
<td>18</td>
<td>63</td>
</tr>
<tr>
<td></td>
<td>(38.1)</td>
<td>(22.2)</td>
<td>(23.8)</td>
<td>(15.9)</td>
<td>(100.0)</td>
</tr>
<tr>
<td></td>
<td>(54.5)</td>
<td>(56.8)</td>
<td>(53.6)</td>
<td>(47.6)</td>
<td>(53.4)</td>
</tr>
<tr>
<td>Moderately Helped</td>
<td>19</td>
<td>8</td>
<td>12</td>
<td>10</td>
<td>49</td>
</tr>
<tr>
<td></td>
<td>(38.8)</td>
<td>(16.5)</td>
<td>(24.5)</td>
<td>(20.4)</td>
<td>(100.0)</td>
</tr>
<tr>
<td></td>
<td>(43.2)</td>
<td>(32.8)</td>
<td>(46.9)</td>
<td>(47.6)</td>
<td>(41.5)</td>
</tr>
<tr>
<td>Not Helped</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>1</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>(16.7)</td>
<td>(50.0)</td>
<td>(16.7)</td>
<td>(6.7)</td>
<td>(100.0)</td>
</tr>
<tr>
<td></td>
<td>(2.3)</td>
<td>(12.8)</td>
<td>(3.6)</td>
<td>(4.8)</td>
<td>(5.1)</td>
</tr>
<tr>
<td>Total</td>
<td>44</td>
<td>25</td>
<td>28</td>
<td>21</td>
<td>118</td>
</tr>
<tr>
<td></td>
<td>(37.3)</td>
<td>(21.2)</td>
<td>(23.7)</td>
<td>(17.8)</td>
<td>(100.0)</td>
</tr>
<tr>
<td></td>
<td>(100.0)</td>
<td>(100.0)</td>
<td>(100.0)</td>
<td>(100.0)</td>
<td>(100.0)</td>
</tr>
<tr>
<td>Grade Point Averages</td>
<td>1.52</td>
<td>1.44</td>
<td>1.58</td>
<td>1.43</td>
<td>1.48</td>
</tr>
</tbody>
</table>

**NOTE:**
1) Grade Point Averages are calculated by assigning weightages as follows:
   - Not Helped: 0
   - Moderately Helped: 1
   - Highly Helped: 2

2) Figures in the first parenthesis in each cell denote percentage to row total.

3) Figures in the second parenthesis in each cell denote percentage to column total.

**SOURCE:** Survey Data

It becomes clear from the data in Table 4.10 that the overall grade point averages signify a high need for training among the respondents. It is important to note that the need for training and education was clearly visible among the employees of the units where such attempts were few. Further,
the need for training is emphasised more by those who have had an exposure to such a training. It is thus clear that the employees do value training and education.

The above inference gets further confirmed when we analyse the data related to utility of training. As per the data given in Table 4.11, it is clear that for majority of the employees the training has helped either highly (53.4 percent) or moderately (41.5 percent) in their work. Further, 102 out of 118 trained employees felt that they had got opportunities to use their knowledge and skill acquired during their training at the work situation. Despite some differences in the inter-unit trends, we can safely infer that the sample respondents perceive training and education as a necessity and find it useful for their work.

c) Encouragement and Facilities to Participate:

It is significant that while selecting the employees for training and education programmes, the specific requirements of the organisation and the skill gaps among the employees should be considered. The survey data reveal that of the 71 employees who have undergone training, 56.3 percent were selected based on the nature of work or the need to assume new responsibility. It shows that by and large the sample units adopted the right criteria. It is noticed that 'seniority' (15.9 percent) and 'personal favour' (28.2 percent) were also
the determinants of selection. This situation is found mainly in CS and AB. Unless a senior employee needs training to fulfill organisational requirements, 'seniority' should not be taken as a criterion. The subjectiveness in selecting employees for training in AB (37.2 percent) is an indicator of poor personnel policy existing in the unit. Of course, superiors and the management need to encourage the employees to participate in training programmes. But, there should not be any room for personal favour.

Training and education should become an important tool in employee development and be used continuously even in well-run establishment. Superiors should encourage their subordinates to participate in training and education programmes. The management also needs to provide various facilities. The employees' opinions on this issue gathered during the field survey are presented in Table 4.12.
<table>
<thead>
<tr>
<th>Unit</th>
<th>AB</th>
<th>CS</th>
<th>JD</th>
<th>TS</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Encouraging</td>
<td>34</td>
<td>19</td>
<td>6</td>
<td>10</td>
<td>69</td>
</tr>
<tr>
<td></td>
<td>(49.3)</td>
<td>(27.5)</td>
<td>(8.7)</td>
<td>(14.5)</td>
<td>(100.0)</td>
</tr>
<tr>
<td></td>
<td>(29.8)</td>
<td>(19.8)</td>
<td>(12.0)</td>
<td>(25.0)</td>
<td>(23.0)</td>
</tr>
<tr>
<td>Not Encouraging</td>
<td>27</td>
<td>52</td>
<td>15</td>
<td>20</td>
<td>114</td>
</tr>
<tr>
<td></td>
<td>(23.7)</td>
<td>(45.6)</td>
<td>(13.2)</td>
<td>(17.5)</td>
<td>(100.0)</td>
</tr>
<tr>
<td></td>
<td>(23.7)</td>
<td>(54.2)</td>
<td>(30.8)</td>
<td>(59.0)</td>
<td>(38.0)</td>
</tr>
<tr>
<td>Not Bothered</td>
<td>12</td>
<td>5</td>
<td>15</td>
<td>5</td>
<td>37</td>
</tr>
<tr>
<td></td>
<td>(32.4)</td>
<td>(13.5)</td>
<td>(46.5)</td>
<td>(13.5)</td>
<td>(100.0)</td>
</tr>
<tr>
<td></td>
<td>(10.5)</td>
<td>(5.2)</td>
<td>(38.0)</td>
<td>(12.5)</td>
<td>(12.3)</td>
</tr>
<tr>
<td>No Response</td>
<td>41</td>
<td>28</td>
<td>14</td>
<td>5</td>
<td>88</td>
</tr>
<tr>
<td></td>
<td>(51.3)</td>
<td>(25.0)</td>
<td>(17.5)</td>
<td>(6.3)</td>
<td>(100.0)</td>
</tr>
<tr>
<td></td>
<td>(36.0)</td>
<td>(26.0)</td>
<td>(26.0)</td>
<td>(12.5)</td>
<td>(26.7)</td>
</tr>
<tr>
<td>Total</td>
<td>114</td>
<td>90</td>
<td>50</td>
<td>48</td>
<td>300</td>
</tr>
<tr>
<td></td>
<td>(36.0)</td>
<td>(32.0)</td>
<td>(16.7)</td>
<td>(15.3)</td>
<td>(100.0)</td>
</tr>
<tr>
<td></td>
<td>(100.0)</td>
<td>(100.0)</td>
<td>(100.0)</td>
<td>(100.0)</td>
<td>(100.0)</td>
</tr>
<tr>
<td>Grade Point Averages</td>
<td>+0.30</td>
<td>+0.18</td>
<td>-0.25</td>
<td>+0.14</td>
<td>+0.15</td>
</tr>
</tbody>
</table>

NOTE: 1) Grade Point Averages are calculated by assigning weightages as follows:

- Not Bothered: -1
- Not Encouraging: 0
- Encouraging: +1

2) The employees under the category 'No Response' mostly constitute those on technical jobs and do not visualise further training possibilities. Hence this group is not considered for analysis calculation of grade point averages.

3) Figures in the first parenthesis in each cell denote percentage to row total.

4) Figures in the second parenthesis in each cell denote percentage to column total.

SOURCE: Survey Data
The overall analysis of Table 4.12 shows that the superiors' attitude is not encouraging. Only 23 percent of the employees have opined that their superiors are 'encouraging' them. Those who feel the absence of such encouragement account for 38 percent. 12.3 percent of the employees felt superiors are 'not bothered at all' about their training needs. At individual unit level, comparatively more encouragement is found in AB (GPA- +0.30), followed by CS (GPA- +0.18) and TS (GPA- +0.14). The negative GPA found in JB (-0.25) reveals that superiors are not bothered about training and education of their subordinates.

It is found from the survey that 90 percent of the employees trained during the period of employment, have got all the facilities like leave with salary, travelling allowance, Dearness allowance etc. Such facilities are not provided for three employees in CS (working on ad-hoc basis), two in JB (both are permanent staff) and two in TS (one permanent and one ad-hoc). All of them have undergone long-term courses out of personal interest and cost.

Infrastructure available at the places, where training programmes are arranged, is also a vital aspect to make trainees more participative. The survey results on this aspect are exhibited in Table 4.13.
### TABLE 4.13
Opinion on Training Infrastructure
Usage of Frequencies Expressed as Weighted Averages

<table>
<thead>
<tr>
<th>Facilities</th>
<th>AB</th>
<th>CS</th>
<th>JB</th>
<th>TS</th>
<th>Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building</td>
<td>3.23</td>
<td>2.96</td>
<td>3.25</td>
<td>3.19</td>
<td>3.17</td>
</tr>
<tr>
<td>Library</td>
<td>3.00</td>
<td>2.84</td>
<td>2.61</td>
<td>3.24</td>
<td>2.87</td>
</tr>
<tr>
<td>Lodging</td>
<td>3.00</td>
<td>2.71</td>
<td>2.46</td>
<td>2.85</td>
<td>2.66</td>
</tr>
<tr>
<td>Boarding</td>
<td>2.88</td>
<td>2.69</td>
<td>2.54</td>
<td>2.58</td>
<td>2.61</td>
</tr>
<tr>
<td>Furniture</td>
<td>3.09</td>
<td>3.00</td>
<td>2.56</td>
<td>3.05</td>
<td>2.93</td>
</tr>
<tr>
<td>Demonstration Equipments</td>
<td>2.68</td>
<td>2.91</td>
<td>2.37</td>
<td>2.79</td>
<td>2.67</td>
</tr>
<tr>
<td>House Keeping</td>
<td>2.97</td>
<td>3.00</td>
<td>2.99</td>
<td>2.59</td>
<td>2.85</td>
</tr>
<tr>
<td>Overall</td>
<td>3.00</td>
<td>2.98</td>
<td>2.63</td>
<td>2.93</td>
<td>2.85</td>
</tr>
</tbody>
</table>

**NOTE:** 1) Weighted Averages are calculated as follows:

In the first stage the employee opinions were collected on a four-point scale (Excellent, Good, Satisfactory and Unsatisfactory) on various facilities. In the second stage weightages have been assigned (4, 3, 2, and 1 respectively) to the above scales.

**SOURCE:** Survey Data

As seen from the table, the employees opine that the infrastructure at the place of training are above satisfactory. Overall opinion of employees shows that there is a need to improve boarding and lodging facilities available to the trainees. Inter-unit analysis shows only the marginal variations in the opinion. Employees of AB perceive facilities available to be good (GPA- 3.00) followed by TS (GPA- 2.93),
CS (GPA- 2.90) and JB (GPA- 2.63). Since there are only marginal differences in the grade point averages it may be inferred that infrastructure facilities provided in all the four States are fairly satisfactory.

It is found that in general, the sample units which deputed employees for long-term training in outside agencies have made alternative arrangements on ad-hoc basis. However, the employees, particularly those working in administrative section, are not interested in participating in the short-term courses because of the fear of work getting accumulated. But, it is inevitable because organisation cannot assign their work to others particularly for short duration. It is also observed that by and large no proper feedback mechanism of training and education is implemented in the sample units.

d) Cooperative Consciousness:

The cooperative consciousness may be gained through the effort of an individual employee to acquire knowledge and efforts of the organisation to impart such knowledge. An attempt was made during the field survey to find out the level of employees' cooperative consciousness (Annexure- IV.B). The survey results, summarised on a five point scale, are presented in the Table 4.14.
TABLE 4.14

Level of Cooperative Consciousness

<table>
<thead>
<tr>
<th>Unit</th>
<th>AB</th>
<th>CS</th>
<th>JB</th>
<th>TS</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Least</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Low</td>
<td>12</td>
<td>11</td>
<td>7</td>
<td>4</td>
<td>34</td>
</tr>
<tr>
<td></td>
<td>(35.3)</td>
<td>(32.4)</td>
<td>(28.6)</td>
<td>(11.8)</td>
<td>(100.0)</td>
</tr>
<tr>
<td></td>
<td>(10.5)</td>
<td>(11.5)</td>
<td>(14.8)</td>
<td>(10.0)</td>
<td>(11.3)</td>
</tr>
<tr>
<td>Average</td>
<td>54</td>
<td>43</td>
<td>10</td>
<td>6</td>
<td>113</td>
</tr>
<tr>
<td></td>
<td>(47.8)</td>
<td>(38.1)</td>
<td>(8.8)</td>
<td>(5.3)</td>
<td>(100.0)</td>
</tr>
<tr>
<td></td>
<td>(47.4)</td>
<td>(44.8)</td>
<td>(28.0)</td>
<td>(15.0)</td>
<td>(37.7)</td>
</tr>
<tr>
<td>Moderate</td>
<td>38</td>
<td>21</td>
<td>14</td>
<td>10</td>
<td>75</td>
</tr>
<tr>
<td></td>
<td>(48.8)</td>
<td>(28.0)</td>
<td>(18.7)</td>
<td>(13.3)</td>
<td>(100.0)</td>
</tr>
<tr>
<td></td>
<td>(26.3)</td>
<td>(21.9)</td>
<td>(20.0)</td>
<td>(25.0)</td>
<td>(25.0)</td>
</tr>
<tr>
<td>High</td>
<td>18</td>
<td>21</td>
<td>19</td>
<td>20</td>
<td>70</td>
</tr>
<tr>
<td></td>
<td>(23.1)</td>
<td>(26.9)</td>
<td>(24.4)</td>
<td>(25.6)</td>
<td>(100.0)</td>
</tr>
<tr>
<td></td>
<td>(13.8)</td>
<td>(21.9)</td>
<td>(30.0)</td>
<td>(56.0)</td>
<td>(26.0)</td>
</tr>
<tr>
<td>Total</td>
<td>114</td>
<td>96</td>
<td>58</td>
<td>48</td>
<td>300</td>
</tr>
<tr>
<td></td>
<td>(30.8)</td>
<td>(32.0)</td>
<td>(16.7)</td>
<td>(15.3)</td>
<td>(100.0)</td>
</tr>
<tr>
<td></td>
<td>(100.0)</td>
<td>(100.0)</td>
<td>(100.0)</td>
<td>(100.0)</td>
<td>(100.0)</td>
</tr>
<tr>
<td>Grade Point Averages</td>
<td>3.47</td>
<td>3.54</td>
<td>3.90</td>
<td>4.15</td>
<td>3.66</td>
</tr>
</tbody>
</table>

NOTE: 1) Grade Point Averages are calculated by assigning weightages as follows:
   - Least - 1
   - Low - 2
   - Average - 3
   - Moderate - 4
   - High - 5

2) Figures in the first parenthesis in each cell denote percentage to row total.

3) Figures in the second parenthesis in each cell denote percentage to column total.

SOURCE: Survey Data
The table reveals that employees' level of cooperative consciousness is quite commendable (GPA - 3.66). Inter unit comparison shows a high level of cooperative consciousness among the employees of TS (GPA - 4.15). It is followed by JB (GPA - 3.90), CS (GPA - 3.54) and AB (GPA 3.47). These variations may be due to the differences in the level of education, tenure of service, cooperative training and the employees' own initiative to acquire more knowledge. The survey data on personal profile of the employees show that average tenure of service of the sample employees is high in TS and least in AB. This is also supported by the data on the educational level of employees and cooperative training and education received. Hence, it may be inferred that the level of cooperative consciousness of an employee is the combined effect of various factors like tenure of service, general and cooperative education and the overall cooperative climate in the organisation.

The empirical data on training and education, thus reveal the inadequacies in the sample units, with regard to another vital instrument of employee development. It is evident that except AB, none of the other units seem to have any concern for this requirement. Training and education of employees are therefore, a prime area calling for attention in the sample units.
4.2.4. CAREER ADVANCEMENT OPPORTUNITIES:

An attempt is made here to ascertain and spell out the promotional policy in the sample units, its implementation and the perception of employees regarding advancement opportunities. It is observed from the records of the sample units that almost all of them follow a similar promotion policy, with emphasis on seniority and merit. Even though a firm promotional policy exists, the sample survey reveals that 10.3 percent of employees are 'not aware' of it. At the individual unit level, high a degree of lack of awareness is found among the employees of AB (14.0 percent) followed by CS (10.4 percent) and JB (10.0 percent). It is noticed that the awareness about career advancement has direct correlation with educational qualification and tenure of service of the employees.

An important goal of effective promotion system is to satisfy those concerned that it is fair and just. It is found that 55.5 percent of the employees, who are fully aware of promotion policy, procedure and avenues are not happy with it. Inter-unit analysis shows that dissatisfaction about promotional measures are very high in JB (88.6 percent) and TS (82.4 percent). One of the main reason for this high level of dissatisfaction may be, the limited number of promotional opportunities available. Views on Promotional opportunity available to the employees in the sample units are presented in the Table 4.15.
### TABLE 4.16

**Views on Promotional Opportunities**

<table>
<thead>
<tr>
<th>Unit</th>
<th>AB</th>
<th>CS</th>
<th>JB</th>
<th>TB</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Many</strong></td>
<td>20</td>
<td>8</td>
<td>2</td>
<td>4</td>
<td>34</td>
</tr>
<tr>
<td></td>
<td>(56.8)</td>
<td>(23.5)</td>
<td>(5.9)</td>
<td>(11.8)</td>
<td>(100.0)</td>
</tr>
<tr>
<td></td>
<td>(17.5)</td>
<td>(8.3)</td>
<td>(4.0)</td>
<td>(10.0)</td>
<td>(11.5)</td>
</tr>
<tr>
<td><strong>Few</strong></td>
<td>45</td>
<td>39</td>
<td>26</td>
<td>16</td>
<td>126</td>
</tr>
<tr>
<td></td>
<td>(35.7)</td>
<td>(31.0)</td>
<td>(20.6)</td>
<td>(12.7)</td>
<td>(100.0)</td>
</tr>
<tr>
<td></td>
<td>(39.5)</td>
<td>(40.6)</td>
<td>(52.0)</td>
<td>(40.0)</td>
<td>(42.0)</td>
</tr>
<tr>
<td><strong>No Opportunity</strong></td>
<td>33</td>
<td>39</td>
<td>17</td>
<td>20</td>
<td>109</td>
</tr>
<tr>
<td></td>
<td>(30.3)</td>
<td>(35.8)</td>
<td>(15.6)</td>
<td>(18.4)</td>
<td>(100.0)</td>
</tr>
<tr>
<td></td>
<td>(28.9)</td>
<td>(40.6)</td>
<td>(34.0)</td>
<td>(50.0)</td>
<td>(36.3)</td>
</tr>
<tr>
<td><strong>No Response</strong></td>
<td>16</td>
<td>18</td>
<td>5</td>
<td>-</td>
<td>31</td>
</tr>
<tr>
<td></td>
<td>(51.6)</td>
<td>(32.3)</td>
<td>(16.1)</td>
<td>(100.0)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(14.8)</td>
<td>(10.4)</td>
<td>(10.0)</td>
<td>(10.3)</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>114</td>
<td>96</td>
<td>58</td>
<td>46</td>
<td>308</td>
</tr>
<tr>
<td></td>
<td>(38.0)</td>
<td>(32.0)</td>
<td>(16.7)</td>
<td>(13.3)</td>
<td>(100.0)</td>
</tr>
<tr>
<td></td>
<td>(100.0)</td>
<td>(100.0)</td>
<td>(100.0)</td>
<td>(100.0)</td>
<td>(100.0)</td>
</tr>
</tbody>
</table>

**Grade Point Averages**

- **AB**: 0.667
- **CS**: 0.640
- **JB**: 0.667
- **TB**: 0.600
- **Total**: 0.721

---

**NOTE**: 1) Grade Point Averages are calculated by assigning weightages as follows:

- No Opportunity - 1
- Few - 2
- Many - 3

2) 'No Response' is not considered while calculating Grade Point Averages.

3) Figures in the first parenthesis in each cell denote percentage to row total.

4) Figures in the second parenthesis in each cell denote percentage to column total.

**SOURCE**: Survey Data
The data in the table show that comparatively, the employees of AB (GPA- 0.867) perceive that they have more promotional opportunities. Consequently, high satisfaction is (58.4 percent) found in this unit. In other three units no significant difference is found in the employee perception [JB-/GPA- 0.667/, CS-/GPA- 0.640 and TS-/GPA- 0.600/]. This view of the employees can also be evaluated by cross-checking the actual number of promotions they got during their tenure of service. The relevant field survey data are exhibited in Table 4.16.
<table>
<thead>
<tr>
<th>Unit</th>
<th>AB</th>
<th>CS</th>
<th>JB</th>
<th>TS</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>97</td>
<td>83</td>
<td>39</td>
<td>29</td>
<td>248</td>
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<td></td>
<td>(39.1)</td>
<td>(33.5)</td>
<td>(15.7)</td>
<td>(11.7)</td>
<td>(100.0)</td>
</tr>
<tr>
<td></td>
<td>(85.1)</td>
<td>(86.5)</td>
<td>(76.8)</td>
<td>(72.5)</td>
<td>(82.7)</td>
</tr>
<tr>
<td>1</td>
<td>8</td>
<td>10</td>
<td>7</td>
<td>5</td>
<td>30</td>
</tr>
<tr>
<td></td>
<td>(26.7)</td>
<td>(33.3)</td>
<td>(23.3)</td>
<td>(16.7)</td>
<td>(100.0)</td>
</tr>
<tr>
<td></td>
<td>(17.0)</td>
<td>(10.4)</td>
<td>(14.0)</td>
<td>(12.5)</td>
<td>(10.8)</td>
</tr>
<tr>
<td>2</td>
<td>4</td>
<td>1</td>
<td>3</td>
<td>3</td>
<td>11</td>
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<tr>
<td></td>
<td>(36.4)</td>
<td>(9.1)</td>
<td>(27.3)</td>
<td>(27.3)</td>
<td>(100.0)</td>
</tr>
<tr>
<td></td>
<td>(3.5)</td>
<td>(1.0)</td>
<td>(6.0)</td>
<td>(7.5)</td>
<td>(3.7)</td>
</tr>
<tr>
<td>3</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>3</td>
<td>9</td>
</tr>
<tr>
<td></td>
<td>(33.3)</td>
<td>(22.2)</td>
<td>(11.1)</td>
<td>(33.3)</td>
<td>(100.0)</td>
</tr>
<tr>
<td></td>
<td>(2.6)</td>
<td>(2.1)</td>
<td>(2.0)</td>
<td>(7.5)</td>
<td>(3.0)</td>
</tr>
<tr>
<td>4</td>
<td>2</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>(100.0)</td>
<td>(1.8)</td>
<td>(1.8)</td>
<td>(1.8)</td>
<td>(100.0)</td>
</tr>
<tr>
<td>Total</td>
<td>114</td>
<td>96</td>
<td>50</td>
<td>48</td>
<td>390</td>
</tr>
</tbody>
</table>

Average Promotions 8.29 8.19 8.26 8.43 8.25 8.25

Average Tenure of Service (Table 4.1) 11.67 17.40 12.70 17.88 14.58

Tenure to get one Promotion on an Average (in Years) 40 92 49 42 58

NOTE: 1) Figures in the first parenthesis in each cell denote percentage to row total.

2) Figures in the second parenthesis in each cell denote percentage to column total.

SOURCE: Survey Data
It become clear from the data in Table 4.16 that a large proportion of the employees (82.7 percent) have not got any promotion during their tenure of service. Though career paths are clearly announced by the sample units, majority are not benefited out of it. A further analysis of the field survey data shows that average number of promotions per employees are only 0.25. While analysing this aspect, it is relevant to consider the average tenure of service also. If we make a hypothetical deduction by using the average promotion per employee and average tenure of service, the minimum service required to get a promotion works out to be 58 years. At individual unit level it would be 40, 42, 49 and 92 years in AB, TS, JB and CS respectively. These figures establish in clear terms that the career advancement opportunities in the sample units are not realistic.

The limited career advancement opportunities found in the sample units are mainly due to two factors. First, in all but AB, the higher posts are generally filled through deputation from Government departments. In fact, 45.7 percent of the employees feel that deputation is the most important bottleneck in promotion. Even though the technical staff does not feel the pinch much, there seems to be a general dislike towards deputation. Second, in all but AB there is too much centralisation and the organisational structure is too tall. This reduces the upward mobility in the hierarchy. The

---

This calculation is made by considering factors like qualification, ability etc., as constant.
positive perception among the employees of AB is primarily due to flat structure and more opportunities for advancement.

4.2.5. SALARY AND FRINGE BENEFITS:

Proper matching of reward and performance facilitates better and quicker development of work force. If the employees perceive that the rewards do not match with their performance, the motivation will be low.\(^{41}\) Hence, an attempt is made here to evaluate the employees' perceptions on compensation pattern.

Marked variation is observed in the salary structure in the sample units. Due to this, and the wide variation found in the cost of living and general wage rate in different cities/towns where the sample units are located, it is assumed that taking real wages in monetary terms for comparison is not fruitful.\(^{42}\) Hence, for the purpose of analysis, non-parametric


\(^{42}\) For example, pay scale of sales persons in the sample units as on 31.3.1993 were as follows;

<table>
<thead>
<tr>
<th>Unit</th>
<th>Pay Scale</th>
</tr>
</thead>
<tbody>
<tr>
<td>AB</td>
<td>Rs. 185-9-230-12-290-EB-13-515</td>
</tr>
<tr>
<td>Cs</td>
<td>Rs. 500-20-700-25-1075-30-1375</td>
</tr>
<tr>
<td>JB</td>
<td>Rs. 725-15-830-20-1030-30-1320</td>
</tr>
<tr>
<td>TS</td>
<td>Rs. 110-12-170-30-200-50-300</td>
</tr>
</tbody>
</table>

But due to the variation in the other components the net salary of salesperson were--
variables like low, similar, high or highly paid, adequately paid, under-paid etc., are used. It may be said that salary paid by the consumer cooperatives should be similar to what the employees in similar jobs in other organisations get. The employees of the sample units were asked to compare their total emoluments with the emoluments of employees holding similar jobs in government offices/public enterprises, private organisations and other cooperatives. The survey results are presented in Table 4.17.

<table>
<thead>
<tr>
<th></th>
<th>Minimum</th>
<th>Maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td>AB</td>
<td>Rs.1583</td>
<td>Rs.2958</td>
</tr>
<tr>
<td>CS</td>
<td>Rs.1034</td>
<td>Rs.2843</td>
</tr>
<tr>
<td>JB</td>
<td>Rs.1114</td>
<td>Rs.2033</td>
</tr>
<tr>
<td>TS</td>
<td>Rs. 953</td>
<td>Rs.1318</td>
</tr>
</tbody>
</table>

The frequencies shown in the table are arrived through the following steps:

STEP- I. Opinions of the employees were collected on a three point scale (low, similar or high).

STEP- II. Weightages of 1, 2 and 3 were assigned to the responses of low, similar and high respectively.

STEP- III. Total weightages for four different organisations were aggregated, so as to get total scores ranging from 4 to 12 for each employee.

STEP- IV. Based upon the total scores, scale has been assigned as follows:

- Below 4 - Low
- 4 to 8 - Similar
- 8 to 12 - High
### TABLE 4.17
Comparison of Total Earnings with Other Organisations

<table>
<thead>
<tr>
<th>Unit</th>
<th>AB</th>
<th>CS</th>
<th>JB</th>
<th>TS</th>
<th>Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Perception</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Low</td>
<td>27</td>
<td>23</td>
<td>15</td>
<td>16</td>
<td>81</td>
</tr>
<tr>
<td></td>
<td>(33.3)</td>
<td>(28.4)</td>
<td>(10.5)</td>
<td>(19.6)</td>
<td>(100.0)</td>
</tr>
<tr>
<td></td>
<td>(23.7)</td>
<td>(24.0)</td>
<td>(38.8)</td>
<td>(40.0)</td>
<td>(27.0)</td>
</tr>
<tr>
<td>Similar</td>
<td>70</td>
<td>55</td>
<td>32</td>
<td>22</td>
<td>179</td>
</tr>
<tr>
<td></td>
<td>(39.1)</td>
<td>(30.7)</td>
<td>(17.9)</td>
<td>(12.3)</td>
<td>(100.0)</td>
</tr>
<tr>
<td></td>
<td>(61.4)</td>
<td>(57.3)</td>
<td>(64.8)</td>
<td>(55.8)</td>
<td>(59.7)</td>
</tr>
<tr>
<td>High</td>
<td>17</td>
<td>18</td>
<td>3</td>
<td>2</td>
<td>40</td>
</tr>
<tr>
<td></td>
<td>(42.5)</td>
<td>(45.0)</td>
<td>(7.5)</td>
<td>(5.0)</td>
<td>(100.0)</td>
</tr>
<tr>
<td></td>
<td>(14.9)</td>
<td>(16.8)</td>
<td>(6.8)</td>
<td>(5.0)</td>
<td>(15.3)</td>
</tr>
<tr>
<td>Total</td>
<td>114</td>
<td>96</td>
<td>58</td>
<td>40</td>
<td>300</td>
</tr>
<tr>
<td></td>
<td>(38.0)</td>
<td>(32.0)</td>
<td>(16.7)</td>
<td>(13.3)</td>
<td>(100.0)</td>
</tr>
<tr>
<td></td>
<td>(100.0)</td>
<td>(100.0)</td>
<td>(100.0)</td>
<td>(100.0)</td>
<td>(100.0)</td>
</tr>
</tbody>
</table>

**NOTE:**
1) Grade Point Averages are calculated by assigning weightages as follows:
   - Low: -1
   - Similar: 0
   - High: +1

2) Figures in the first parenthesis in each cell denote percentage to row total.

3) Figures in the second parenthesis in each cell denote percentage to column total.

**SOURCE:** Survey Data

Table 4.17 reveals that the employees generally consider their total salary to be lower than their counterparts in other organisations (GPA- 0.137). The grade point averages for different units are in conformity with the overall situation. The gross salary in monetary terms in AB is quite...
high in comparison with other units. In other units the employees perceive the salary to be very low.

An important factor that consumer cooperatives could observe is that total emoluments paid to the employees is commensurate with their job title, qualification, experience, workload and responsibilities involved. The employees of the sample units were asked to compare their emoluments with their position and rate the same on a three point scale viz., highly paid, adequately paid and under paid. The survey data are presented in Table 4.18.  

# To arrive at the frequencies shown in the table, same technique used in the case of Table 4.17 is followed.
TABLE 4.1B

Perception on Gross Salary in Comparison with Personal and Job Attributes

<table>
<thead>
<tr>
<th>Unit Perception</th>
<th>AB</th>
<th>CS</th>
<th>JB</th>
<th>TS</th>
<th>Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under Paid</td>
<td>37</td>
<td>46</td>
<td>43</td>
<td>34</td>
<td>160</td>
</tr>
<tr>
<td></td>
<td>(25.1)</td>
<td>(28.8)</td>
<td>(26.9)</td>
<td>(21.3)</td>
<td>(33.3)</td>
</tr>
<tr>
<td>Adequately Paid</td>
<td>72</td>
<td>44</td>
<td>7</td>
<td>6</td>
<td>129</td>
</tr>
<tr>
<td></td>
<td>(55.8)</td>
<td>(34.1)</td>
<td>(5.4)</td>
<td>(4.7)</td>
<td>(100.0)</td>
</tr>
<tr>
<td>Highly Paid</td>
<td>5</td>
<td>6</td>
<td>-</td>
<td>-</td>
<td>11</td>
</tr>
<tr>
<td></td>
<td>(45.5)</td>
<td>(54.5)</td>
<td>(6.3)</td>
<td>(3.7)</td>
<td>(100.0)</td>
</tr>
<tr>
<td>Total</td>
<td>114</td>
<td>96</td>
<td>50</td>
<td>48</td>
<td>300</td>
</tr>
<tr>
<td></td>
<td>(38.0)</td>
<td>(32.0)</td>
<td>(16.7)</td>
<td>(16.3)</td>
<td>(100.0)</td>
</tr>
</tbody>
</table>

Grade Point Averages: -0.28, -0.42, -0.42, -0.85, -0.50

NOTE: 1) Grade Point Averages are calculated by assigning weightages as follows:
   - Under Paid: -1
   - Adequately Paid: 0
   - Over Paid: +1

2) Figures in the first parenthesis in each cell denote percentage to row total.

3) Figures in the second parenthesis in each cell denote percentage to column total.

SOURCE: Survey Data

Similar to the previous observation, the employees of the sample units have opined that they are under paid (GPA - 0.50) in relation to their personal qualifications and job attributes. At individual unit level such opinion is found high in JB (GPA -0.86) followed by TS (-0.85). This analysis shows
that by and large sample units have failed to pay adequate salary to their employees.

Employees' Perception on Fringe-Benefits:

It is found that the sample units provide many fringe-benefits to their employees. For the purpose of this study, ten important benefits are selected. They are- casual leave, earned leave, provident fund, gratuity, medical allowance, working hours, rebate on purchases, credit purchase facility, festival advance and canteen facilities. The employees were asked to express their satisfaction level on a five point scale. The survey results are presented in Table 4.19.®

® The frequencies shown in the table are arrived through the following steps:

STEP- I. Opinion of the employees were collected in five point scale for all the ten benefits mentioned above.

STEP- II. Weightages of 5, 4, 3, 2 and 1 were assigned to the responses of Highly satisfied, satisfied, neither/ nor, dissatisfied and highly dissatisfied.

STEP- III. Total weightages for all ten items were aggregated, so as to get total scores ranging from 0 to 50

STEP- IV. Based upon the total scores, scale has been assigned as follows:

<table>
<thead>
<tr>
<th>Classification</th>
<th>Score Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highly Dissatisfied</td>
<td>0-10</td>
</tr>
<tr>
<td>Dissatisfied</td>
<td>10-20</td>
</tr>
<tr>
<td>Neither satisfied nor</td>
<td>20-30</td>
</tr>
<tr>
<td>dissatisfied</td>
<td></td>
</tr>
<tr>
<td>Satisfied</td>
<td>30-40</td>
</tr>
<tr>
<td>Highly satisfied</td>
<td>40-50</td>
</tr>
<tr>
<td>Opinion on Fringe-Benefits</td>
<td>AB</td>
</tr>
<tr>
<td>---------------------------</td>
<td>----</td>
</tr>
<tr>
<td>Highly Dissatisfied</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>(5.1)</td>
</tr>
<tr>
<td></td>
<td>(1.8)</td>
</tr>
<tr>
<td>Dissatisfied</td>
<td>66</td>
</tr>
<tr>
<td></td>
<td>(45.8)</td>
</tr>
<tr>
<td></td>
<td>(57.9)</td>
</tr>
<tr>
<td></td>
<td>(48.0)</td>
</tr>
<tr>
<td>Neither Satisfied Nor</td>
<td>38</td>
</tr>
<tr>
<td>Dissatisfied</td>
<td>(37.3)</td>
</tr>
<tr>
<td></td>
<td>(33.3)</td>
</tr>
<tr>
<td></td>
<td>(34.0)</td>
</tr>
<tr>
<td>Satisfied</td>
<td>33</td>
</tr>
<tr>
<td></td>
<td>(53.3)</td>
</tr>
<tr>
<td></td>
<td>(7.0)</td>
</tr>
<tr>
<td></td>
<td>(5.0)</td>
</tr>
<tr>
<td>Highly Satisfied</td>
<td>56</td>
</tr>
<tr>
<td></td>
<td>(30.0)</td>
</tr>
<tr>
<td></td>
<td>(100.0)</td>
</tr>
<tr>
<td>Total</td>
<td>+8.456</td>
</tr>
</tbody>
</table>

NOTE: 1) Grade Point Averages are calculated by assigning weightages as follows:

<table>
<thead>
<tr>
<th>Opinion</th>
<th>Weightage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highly Dissatisfied</td>
<td>-2</td>
</tr>
<tr>
<td>Dissatisfied</td>
<td>-1</td>
</tr>
<tr>
<td>Neither Satisfied</td>
<td>0</td>
</tr>
<tr>
<td>Nor Dissatisfied</td>
<td></td>
</tr>
<tr>
<td>Satisfied</td>
<td>+1</td>
</tr>
<tr>
<td>Highly Satisfied</td>
<td>+2</td>
</tr>
</tbody>
</table>

2) Figures in the first parenthesis in each cell denote percentage to row total.

3) Figures in the second parenthesis in each cell denote percentage to column total.

SOURCE: Survey Data
Table 4.19 reveals that the employees are generally satisfied about the fringe-benefits (GPA- +0.31). Inter unit analysis shows a high level of satisfaction in TS (GPA- +0.75). It is followed by AB (GPA- +0.456) and CS (GPA- +0.240). It is also found that the employees of JB are generally dissatisfied with these benefits made available to them (GPA- -0.240). Though, TS is economically weak and salary offered is low, yet it is providing many facilities to the employees. The reason for the dissatisfaction in JB seems to rest with the growing conflict between employees and the management. It is found that JB is not extending facilities like discount on purchases, credit purchase facilities etc. It is also observed that the sales staff are highly dissatisfied about the working hours. The female staff in particular (64 percent) have felt that working hours are highly inconvenient to them. But from the organisation's point of view present pattern of working hours should be maintained in order to render fairly good service to the members and general public.

---

6 For instance TS offers two percent discount on purchases, Festival advance- Rs. 1000/-, Credit purchase facility up to Rs. 800/-, Non closure allowance ranging from Rs.40- 60 etc.

7 The present working hours are Morning- 9.30 AM to 12.30 PM and evening- 3.00 PM to 8.00 PM.

8 The discussion on this issue with the General Manager revealed that the sales staff had submitted a memorandum with regard to the changes in working hours. They proposed to work between 10 A.M. and 6 P.M., making a day of 8 hours. But, the management is in favour of working on two shifts (8 A.M.-2 P.M. and 2 -8 P.M.), since it considers this to be a customer oriented marketing strategy. However, a consensus has not been arrived yet.
4.2.6. JOB SECURITY AND WORKING ENVIRONMENT:

Stability of tenure, job enrichment and conducive working environment are the major factors contributing to excellence in employee performance. The field survey data on employees' level of satisfaction about job security and working environment are presented in the Table 4.20.

**TABLE 4.20**

Perception on Job Security and Working Environment

<table>
<thead>
<tr>
<th>Opinion</th>
<th>AB</th>
<th>CS</th>
<th>JB</th>
<th>TS</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>66</td>
<td>50</td>
<td>18</td>
<td>20</td>
<td>162</td>
</tr>
<tr>
<td>Highly</td>
<td>(46.7)</td>
<td>(35.8)</td>
<td>(11.1)</td>
<td>(12.3)</td>
<td>(100.0)</td>
</tr>
<tr>
<td>Satisfied</td>
<td>(57.9)</td>
<td>(60.4)</td>
<td>(56.0)</td>
<td>(58.0)</td>
<td>(54.0)</td>
</tr>
<tr>
<td></td>
<td>35</td>
<td>21</td>
<td>16</td>
<td>15</td>
<td>87</td>
</tr>
<tr>
<td>Satisfied</td>
<td>(48.2)</td>
<td>(24.1)</td>
<td>(10.4)</td>
<td>(17.2)</td>
<td>(100.0)</td>
</tr>
<tr>
<td></td>
<td>(30.7)</td>
<td>(21.9)</td>
<td>(32.0)</td>
<td>(37.5)</td>
<td>(29.0)</td>
</tr>
<tr>
<td></td>
<td>6</td>
<td>5</td>
<td>4</td>
<td>1</td>
<td>16</td>
</tr>
<tr>
<td>Neither</td>
<td>(8)</td>
<td>(5)</td>
<td>(4)</td>
<td>(1)</td>
<td>(5.3)</td>
</tr>
<tr>
<td>Satisfied</td>
<td>(5.3)</td>
<td>(5.2)</td>
<td>(8.0)</td>
<td>(2.5)</td>
<td>(5.3)</td>
</tr>
<tr>
<td>Dissatisfied</td>
<td>(8.3)</td>
<td>(10.0)</td>
<td>(7.5)</td>
<td>(5.3)</td>
<td>(100.0)</td>
</tr>
<tr>
<td></td>
<td>114</td>
<td>96</td>
<td>50</td>
<td>40</td>
<td>300</td>
</tr>
<tr>
<td>Dissatisfied</td>
<td>(38.8)</td>
<td>(32.0)</td>
<td>(16.7)</td>
<td>(13.3)</td>
<td>(100.0)</td>
</tr>
<tr>
<td>Total</td>
<td>(100.0)</td>
<td>(100.0)</td>
<td>(100.0)</td>
<td>(100.0)</td>
<td>(100.0)</td>
</tr>
<tr>
<td>Grade Point Averages</td>
<td>4.29</td>
<td>4.29</td>
<td>3.68</td>
<td>4.30</td>
<td>4.17</td>
</tr>
</tbody>
</table>

.....contd.
<table>
<thead>
<tr>
<th>WORK AND WORK ENVIRONMENT</th>
<th>Highly Dissatisfied</th>
<th>Dissatisfied</th>
<th>Neither Satisfied Nor Dissatisfied</th>
<th>Satisfied</th>
<th>Highly Satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highly</td>
<td>(32.9)</td>
<td>(40.0)</td>
<td>(15.3)</td>
<td>(11.0)</td>
<td>(100.0)</td>
</tr>
<tr>
<td>Satisfied</td>
<td>(24.6)</td>
<td>(35.4)</td>
<td>(26.0)</td>
<td>(25.0)</td>
<td>(26.3)</td>
</tr>
<tr>
<td>Highly</td>
<td>(45.4)</td>
<td>(19.3)</td>
<td>(16.0)</td>
<td>(10.5)</td>
<td>(100.0)</td>
</tr>
<tr>
<td>Satisfied</td>
<td>(47.4)</td>
<td>(24.0)</td>
<td>(46.0)</td>
<td>(55.0)</td>
<td>(39.7)</td>
</tr>
<tr>
<td>Neither</td>
<td>(28.0)</td>
<td>(25.0)</td>
<td>(8.0)</td>
<td>(7.0)</td>
<td>(66.0)</td>
</tr>
<tr>
<td>Satisfied nor Dissatisfied</td>
<td>(41.2)</td>
<td>(36.8)</td>
<td>(11.8)</td>
<td>(10.3)</td>
<td>(100.0)</td>
</tr>
<tr>
<td>Dissatisfied</td>
<td>(24.6)</td>
<td>(26.0)</td>
<td>(16.0)</td>
<td>(17.5)</td>
<td>(22.7)</td>
</tr>
<tr>
<td>Dissatisfied</td>
<td>(19.8)</td>
<td>(47.6)</td>
<td>(28.6)</td>
<td>(4.8)</td>
<td>(100.0)</td>
</tr>
<tr>
<td>Highly</td>
<td>(57.1)</td>
<td>(42.9)</td>
<td></td>
<td>(100.0)</td>
<td></td>
</tr>
<tr>
<td>Dissatisfied</td>
<td>(4.2)</td>
<td>(6.0)</td>
<td></td>
<td>(2.3)</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>(114)</td>
<td>(96)</td>
<td>(58)</td>
<td>(48)</td>
<td>(300)</td>
</tr>
<tr>
<td></td>
<td>(100.0)</td>
<td>(100.0)</td>
<td>(100.0)</td>
<td>(100.0)</td>
<td>(100.0)</td>
</tr>
</tbody>
</table>

| Grade Point Averages | 3.93 | 3.76 | 3.68 | 4.83 | 3.85 |

\[NOTE\] : 1) Grade Point Averages are calculated by assigning weightages as follows:

- Highly Dissatisfied: - 1
- Dissatisfied: - 2
- Neither Satisfied Nor Dissatisfied: - 3
- Satisfied: - 4
- Highly Satisfied: - 5

2) Figures in the first parenthesis in each cell denote percentage to row total.

3) Figures in the second parenthesis in each cell denote percentage to column total.

\[SOURCE\] : Survey Data

The survey data reveal that the sample respondents are generally satisfied with the security and stability of their respective jobs (GPA 4.17). Highest number of employees who
are not satisfied with the job security are found in JB (22 percent), while least dissatisfaction (5 percent) is found among the employees of TS. A probe on the causes of dissatisfaction has revealed that considerable number of employees are working on ad-hoc or daily wage basis in these units. This has created an atmosphere where the employees were disinterested and disgruntled. The sample units need to regularise the services of the employees working on temporary and daily wage basis to foster in them a sense of security. Otherwise, there is a danger that these experienced employees quit the job when they find better alternatives.

The working environment is said to be conducive only when the employees perceive their respective jobs as interesting, meaningful and comfortable. The perception on this refers to the employees' opinion on the nature of work they do, and the summation of pattern of work allotment, relative importance of an employee on the job, work freedom, supervision received and exercised and infrastructure available at the work place.

As seen from the Table 4.20, majority of the employees are satisfied on the working environment (GPA 3.85). Inter-unit analysis shows that substantial portion of the employees of JB and CS are dissatisfied about these aspects. Dissatisfaction seemed to occur mainly because of irrational work allotment, undue interference of supervisors in the work and lack of infrastructure. In fact, the first two reasons seem to be of a greater significance, since the infrastructure
facility is better in these two units. Since the level of education is quite high, many employees feel their jobs are routine, dull and unpleasant.

4.2.7. HUMAN RELATIONS:

Cordial human relations is vital to ensure the success of a cooperative venture. An attempt was made during the survey to assess the perceived inter-personal relations of sample respondents on a five point scale viz., very good, good, average, not satisfactory and bad. The relations are separately considered for management, superiors, fellow employees and the customers. The survey results are presented in the Table 4.21.
TABLE 4.21

Opinion on Human Relations
Usage of Frequencies Expressed as Weighted Averages

<table>
<thead>
<tr>
<th>Unit</th>
<th>AR</th>
<th>CS</th>
<th>JB</th>
<th>TB</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>With Management</td>
<td>4.06</td>
<td>2.84</td>
<td>3.18</td>
<td>3.55</td>
<td>3.49</td>
</tr>
<tr>
<td>With Superiors</td>
<td>4.05</td>
<td>4.04</td>
<td>3.66</td>
<td>4.35</td>
<td>3.92</td>
</tr>
<tr>
<td>With Fellow Employees</td>
<td>3.90</td>
<td>3.52</td>
<td>3.16</td>
<td>4.00</td>
<td>3.68</td>
</tr>
<tr>
<td>With Customers</td>
<td>4.41</td>
<td>3.78</td>
<td>4.15</td>
<td>4.15</td>
<td>4.11</td>
</tr>
<tr>
<td>Overall</td>
<td>4.10</td>
<td>3.53</td>
<td>3.35</td>
<td>4.02</td>
<td>3.78</td>
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</table>

NOTE: Weighted averages are calculated by assigning weightages as follows:

- Very Good Relation: - 5
- Good Relation: - 4
- Average Relation: - 3
- Not Satisfactory Relation: - 2
- Bad Relation: - 1

SOURCE: Survey Data

As seen from the table, majority of the employees perceive their relationship with the management as somewhat cordial (GPA 3.68). The employees feel that the management is more democratic, understands their problems and respects their views. However, CS and JB stand as exceptions to the general trend. In these units various dictatorial and prejudiced
decisions taken by the management seem to have spoilt the relationship. The cordial relationship found in AB is primarily responsible for its continued better performance. It is necessary that the other units address this issue with all earnestness.

The survey data shows an average trend of good employee relation with supervisory staff. It is beyond any doubt that superiors' positive attitudes and encouragement enhanced the dignity of the employees and promoted work spirit in the sample units. However, JB projects a rather negative picture with about 30 percent of the sample employees of this unit perceiving the relationship with superiors as negative. The employees seem to notice a discouraging and discriminative attitude of superiors towards their subordinates. As a reflection of deteriorated relationship of the employees with superior and the management, the frequencies of disciplinary actions against employees too are found high in this unit.

Good interaction among the employees and positive attitude towards fellow employees is 'sine qua non' for smooth functioning of any organisation. The employees need to work as a team with clear understanding of each other. In turn, it reflects the existence of cooperative spirit in the organisation. The team spirit should continue in the work place as well as outside the organisation. The overall trend of survey data shows that the relationship with the fellow employees is good (GPA- 3.68) in the sample units. Inter-unit analysis
shows that the relationship is very good in TS (GPA- 4.08 percent). It is followed by AB (GPA- 3.90), CS (GPA- 3.52 and JB (GPA- 3.16). The lower level of positive relations with fellow employees found in JB has its roots in organisational climate, inter union rivalry, style and functioning of management etc. In fact, this has led to factionalism among employees thereby seriously impeding productivity.

Since consumer cooperative is a distinct form of enterprise originated to serve the best interest of the consumers, the employees will have to consciously maintain positive attitude towards member and non-member customers. Employees need to identify their distinctly different role and keep cordial relationship with customers. On the other, a positive attitude of customers towards employees is a motivational factor. It creates among the employees a sense of acceptance and recognition. The survey data show that on an average employees' relationship with the customers is very cordial and the employees are satisfied with it. CS is an exception with lesser cordial relationship. It is obvious that over the years the service aspect in this unit got reduced drastically and the customers are not happy. Hence, the employees perceive the customers as suspicious, argumentative, impatient and ill-mannered.

The analysis of job security, work and work environment thus establishes that the overall trend is quite satisfactory. But there are major deviations in the inter-unit comparison.
In fact, the average trend looks positive mainly because of better trends in AB and TS. The situation definitely calls for a relook at these crucial aspects, since they are integral to the process of employee development.

4.2.8. PARTICIPATION IN DECISION MAKING:

An attempt was made during the survey to probe into the employees' perception on joint consultation, membership, and level of their participation in decision making process in the sample units.

The field survey data reveal that 87 percent of the employees highly stress the need for 'joint consultancy mechanism' in their organisation. Those emphasising on the need for 'joint consultancy' opined that the management must schedule group meetings at frequent intervals to discuss important topics or plans related to work.

It is important to note that only 12.7 percent of the employees said, they were consulted by superiors. At individual unit level high level of consultation with the employees was found in AB (15.8 percent). This was followed by TS (15 percent), CS (11.5 percent) and JB (6 percent). These responses of the employees portray the style of leadership prevailing in the organisation. As stated earlier, the employees of AB perceive their management to be more
democratic (71.9 percent) followed by TS (62.5 percent). It is rather low in CS (42.7 percent) and JB (26 percent). Distinct from the other units, only AB made a provision in the by-laws for the employees representation in the management. Accordingly, two persons elected by the employees are representing in the Board of Management. The field survey data show that 97.3 percent of the sample employees strongly favour sharing the ownership through procurement of shares, though it is not permitted as per present legislations.

It may be inferred that the overall scenario of employees participation in decision making process is not up to the level of satisfaction (except in AB) in the sample units. Amendments should be made to the bye-laws to enable employees' representation in the management. Government should also bring necessary modification in the Cooperative Act to permit membership to the employees. Creative and continuous mechanism for joint consultancy and for active participation in decision making process should be introduced to enable the sample units to find out appropriate solution for the problems encountered in the day-to-day operation. The management should appraise its long-term policy to the employees and provide a basis for better sense of involvement and recognition of the employees.
4.2.9. JOB SATISFACTION:

The question of job satisfaction was specifically addressed during the field survey. An attempt was made to gather data on the extent of job satisfaction, as well as the major factors leading to satisfaction or otherwise, on the job.

The level of 'job satisfaction' used in this study refers to an employee's own evaluation of his/her job and job related issues. It is based on the perception of human relation, pay structure and other incentives, promotion, working condition, training and education and work environment. The evaluation is actually a comparison between the employee's expectations about his/her job related factors and his/her actual experience in the job. The level of satisfaction was measured in percentages and a minimum 60 percent level of satisfaction was considered the desirable level. This method of evaluation is taken from A. K. Sah ("Job Satisfaction in Cooperative Organisation- An Empirical Study," The Maharastra Cooperative Quarterly, Vol. LXIV, No. 1, July 1980, pp.5-18). In fact, Sah takes a 70 percent as a minimum requirement. However, considering the working condition of consumer cooperatives in India, a job satisfaction level of 60 percent is assumed to be the right minimum.

The relevant data are presented in Table 4.22.
<table>
<thead>
<tr>
<th>Unit</th>
<th>Level (in Percentages)</th>
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<th>JS</th>
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<td>1</td>
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<td></td>
<td>(28.1)</td>
<td>(2.1)</td>
<td>(2.0)</td>
<td>(5.4)</td>
<td>(12.3)</td>
</tr>
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<td>(5.4)</td>
<td>(2.7)</td>
<td>(5.4)</td>
<td>(100.0)</td>
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<td>94</td>
<td>58</td>
<td>48</td>
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<td>(100.0)</td>
<td>(100.0)</td>
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<td>Mean (in Percentages)</td>
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<td>47.40</td>
<td>44.75</td>
<td>56.90</td>
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</table>

**NOTE:**
1) Figures in the first parenthesis in each cell denote percentage to row total.
2) Figures in the second parenthesis in each cell denote percentage to column total.

**SOURCE:** Survey Data
FIGURE 7

LEVEL OF EMPLOYEES’ JOB SATISFACTION
(Percentages)

SOURCE: Table 4.23
We may observe that the mean of the level of job satisfaction of the employees on overall unit basis is 56.90 percent. In fact, a more realistic picture is available when we take stock of inter-unit position. Only employees of AB speak of a high level of satisfaction (70.08 percent). In all the other units, the level of satisfaction is below the expected minimum level. A common phenomenon noted in all the units is the presence of a direct relation between the employees' job satisfaction level and overall performance of the unit. By all standards of comparison it is found that performance of AB is better than that of the other sample units.

The evaluation of the employees' opinion on the level of job satisfaction shows that substantial number of them are not satisfied in their present job and job related issues. Hence, an attempt was made during the survey to identify the major factors that satisfy or dissatisfy the employees.

a) Major Job Satisfiers:

The field survey data reveal that the 'convenience of job' (44.0 percent) is the most important factor satisfying the employees. The 'convenience' of the employees, referred to here, includes nearness of work place, working hours etc. The second major reason quoted by them is 'high security and less risk' (27.7 percent). 16.3 percent of the employees
perceive 'easiness of job performance' as the first job satisfier. This opinion is also closely linked with other responses. The field survey data also show that the 'recognition of the potentials of job holder' is perceived to be the major job satisfier by 8 percent of the employees. This response may be the sum total of psychological perception of the employees on work and the work place, joint consultancy mechanism, work assignment, promotional opportunities, training and educational facilities, degree of job liberty etc. It is also interesting to note that 'reputation of the organisation' in which they work is the major job satisfier for about four percent of the employees.

b) Major Job Dissatisfiers:

The most important dissatisfier, as per the survey data, is the perceived difference between effort on the job and rewards (41 percent). This factor seems to be very strong among the employees of TS (87.5 percent) and less in case of AB (20.2 percent). This perception is clearly influenced by the salary structure in the sample units. Over exhaustion (30 percent) and difficulty in work situation (13.7 percent) are the other major factors cited as reasons for dissatisfaction. As observed during the field visits the work load is perceived to be high in AB and hence 49.1 percent of employees in this unit considered workload as an element of dissatisfaction.
The perceived 'satisfiers' and 'dissatisfiers' are very important indicators for rationalising the workload and work environment in the sample units. These factors need immediate attention of the managements, in devising plans for employee development.

4.2.10. INTERACTION BETWEEN PERCEPTION ON JOB RELATED FACTORS AND LEVEL OF JOB SATISFACTION:

"There is a close relationship between the perceptions of an employee, the specific expectations on job and the extent to which these expectations are actually fulfilled." This means, there could be a correlation between the perception on various job related factors and the level of job satisfaction. The data related to this issue are analysed with the help of Chi-square test. The relevant values are presented in Table 4.23.

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**TABLE 4.23**

Chi-Square Values of Job Related Factors and Level of Job Satisfaction

<table>
<thead>
<tr>
<th>Factor</th>
<th>Chi-Square Value</th>
<th>Table Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cadre</td>
<td>45.435</td>
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<tr>
<td>Length of Service</td>
<td>53.275</td>
<td>41.337</td>
</tr>
<tr>
<td>Formal Education</td>
<td>79.664</td>
<td>184.349</td>
</tr>
<tr>
<td>Cooperative Training and Education</td>
<td>7.352</td>
<td>14.867</td>
</tr>
<tr>
<td>Promotion Opportunities</td>
<td>61.873</td>
<td>32.671</td>
</tr>
<tr>
<td>Perception on Salary</td>
<td>81.283</td>
<td>23.689</td>
</tr>
<tr>
<td>Perception on Fringe-Benefits</td>
<td>84.674</td>
<td>41.337</td>
</tr>
<tr>
<td>Job Security</td>
<td>19.867</td>
<td>14.867</td>
</tr>
<tr>
<td>Human Relation</td>
<td>162.888</td>
<td>41.337</td>
</tr>
</tbody>
</table>

**NOTE:** Table values shown above are at five percent level of significance.

**SOURCE:** Survey Data

It is clear from the Chi-square test that cadre of the employees, length of service, promotional possibilities, perception on salary, fringe-benefits, job security and harmonious human relations have a significant relationship with job satisfaction. On the other hand, aspects like level of education and cooperative training are not highly significant.

It is of interest to note that the extent of job satisfaction is high among official cadre employees (mean 62.42
percent). This helps us to infer that job satisfaction is a product of supervisory power attached, opportunities to participate in decision making, salary drawn and the status of the job. It is also noticed that the level of job satisfaction varies perfectly in tune with the perception of employees regarding promotional opportunities, salary, job security etc.

It is of interest to note that cooperative training and tenure of service exhibit a different trend. There is no much difference in the level of job satisfaction among the trained and untrained employees (mean 56.27 percent and 57.31 percent respectively). In fact, there is a converse relationship between training and job satisfaction in AB and TS. When the tenure of service is considered, a fairly high level of satisfaction is noticed only among those who are in the middle of their job tenure. Those who have completed a tenure of below five years are not satisfied (mean 53.26 percent) because their employment is ad-hoc and salary is low. Similarly, employees who have put in more than 15 years of service too have low job satisfaction (mean 54.13 percent) since they face an identity crisis and feel the future opportunities are not many. It is worth noting that harmonious human relations has a very significant relation with job satisfaction. Good human relation seem to cut across the negative aspects in other job factors and enhance the level of job satisfaction for the sample employees.
Since job satisfaction is an important element contributing to employee development, the sample units need to work out strategies to enhance the level of job satisfaction among the employees.

The analysis carried out so far reveals a wide gap between the suggested model and the existing situation of employee development in consumer cooperatives. Similar to the issue of member development, the potentiality of the employees too go unexploited. It is important to note that despite the apathy of the sample units to consciously take up employee development exercises, some of the vital aspects are still positive. The overall positive situation in human relations, job security and cooperative consciousness of the employees, clearly show that there is still a possibility of effectively bridging the gap. It is necessary that the collective effort for employee development be initiated at the earliest. Only such a step can keep the consumer cooperatives afloat, in the modern complex and competitive marketing environment.