

INTERNSHIP

Final Interim Report
7th January – 30th April 2022



Submitted to Goa University
For the partial fulfilment of course in

MASTER OF BUSINESS ADMINISTRATION (MBA) – PART 2

By

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Roll. No. 2039
Batch 2020 – 2022

Under the guidance of

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March 2022

DECLARATION

I, the student of M.B.A Part 2 of Goa Business School, Goa University, hereby declare that the project entitled "skill up gradation Kineco Ltd" has been prepared by me towards partial fulfilment of the degree of Master of Business Administration under the guidance of my faculty guide Dr. Suraj Velip. This project is neither in full nor in part has previously formed the basis for the award of any other degree of either this university or any other university.



Date: 30th April 2022

Name: Himani Panvelkar

Place: Goa University

Roll no: 2039

KINECO

KL/HR-TC/2295-2022

INTERNSHIP COMPLETION CERTIFICATE

This is to certify that Miss. Himani Panvelkar the MBA student of Goa University, Goa. has satisfactorily completed the internship in Human Resource & Admin department from 07th Jan 2022 to 30th April 2022. During this period her performance was found to be satisfactory.

Date: 30/04/2022

Place: Pilerne



A handwritten signature in black ink, appearing to read "S. R. Aravind Kumar".

Aravind Kumar S R

Chief Financial Officer

KINECO LIMITED
(Formerly Kineco Pvt. Ltd.)
Registered Office: 41, Pilerne Industrial Estate, Bardez, Goa-403 511,
Tel: 91-832-6710900, Fax: 91-832- 6710910, Website: www.kinecogroup.com
CIN: U24134GA1994PLC001672

ACKNOWLEDGEMENT

At the outset of this internship report I would like to thank the department of Masters of Business Administration, Of Goa Business School for giving me this opportunity to do my internship at a prestigious manufacturing company in field of Human Resource which helped me enhance my knowledge in human Resource specialisation.

I would like to thank Prof. Dr. Suraj Velip for his continuous support. I also thank all the faculty members and my colleagues who helped me in completing my internship training and compiling the report.

I also extend my heart filled gratitude to the management of Kineco Limited for giving me the opportunity to work with them and widen my spectrum about the field.



CONTENT

SR. NO	TOPICS	PAGE NO
1	ABOUT COMPANY	06
2	STRATEGIC ANALYSIS	22
3	PROJECT QUESTION	28
4	PROJECT METHODOLOGY	29
5	PROJECT OBJECTIVES	31
6	PROJECT HYPOTHESIS	32
7	PROJECT DATA / FINDINGS	34
8	PROJECT DATA ANALYSIS	41
9	RECOMMENDATION TO THE COMPANY	63
10	LEARNING DERIVED	65

KINECO LIMITED

1. INTRODUCTION

Kineco is established in the year 1995, and has made a name for itself in the list of top service providers of in India. Kineco is now listed in trade India's list of verify sellers offerings supreme quality of etc. With two and half decades of experience, Kineco has created a strong market position for itself in the fast growing strong such as railways, Aerospace, defence and niche applications in telecom and water treatment industry.

Kineco made its first beginning in the year 1995 in Goa which is promoted by first generation entrepreneur Shekar Sardessai. Today Kenco's passion for composites, innovation and technology is recognised as its biggest USP in the market.

Kineco has three manufacturing facilities spread over 27,000 sq.meters of manufacturing space in the state of Goa, employing over 400 people and equipped with state of the best in the world.

Kenco's expertise spans across design, development, prototyping and serial manufacturing of composite products using glass/carbon fibre reinforcement with any polyester epoxy or phenol resin system. The company's process capabilities include controlled hand layup, resin transfer moulding, smart resin infusion, vacuum bagging/ prepare autoclave curing, filament winding and pultrusion.



2. A BRIEF NOTE ON THE COMPANY PROFILE

Kineco limited is one amongst India's leading companies in the composites industry, offering a wide range of products and processing technologies to customers all over the world. It was established by young entrepreneur Shekar Sardesai. Now today Kineco is recognised with its passion for composites, innovation as its aim and technology as its biggest in the market.

Kineco has its three manufacturing units located in Goa. All three units have made its milestones history over the decades from which leading railway unit 3 occupies a leadership position in the domestic market and accounts for majority of annual turnover. Unit 3 has been supplying world class composites products to Indian railways for the last fifteen years with several innovation products developments to credits.

Railway product portfolio includes rail coach interiors, toilet modules, aerodynamic front ends and driver cab interior and hard seating systems. Kineco has also entered the segment of design to build turnkey railway coaches and currently is one among only two players in India that are qualified for such projects at the moment.

Kineco unit 3 leading Railway composites manufactures are now to achieve the IRIS (international Railway Industry Standard) certification. This globally recognised accreditation is evidentiary of its products and services meeting world class quality and safety norms and awardees of IRIS enjoy the confidence of all rail industrial stakeholders, national and well as international.

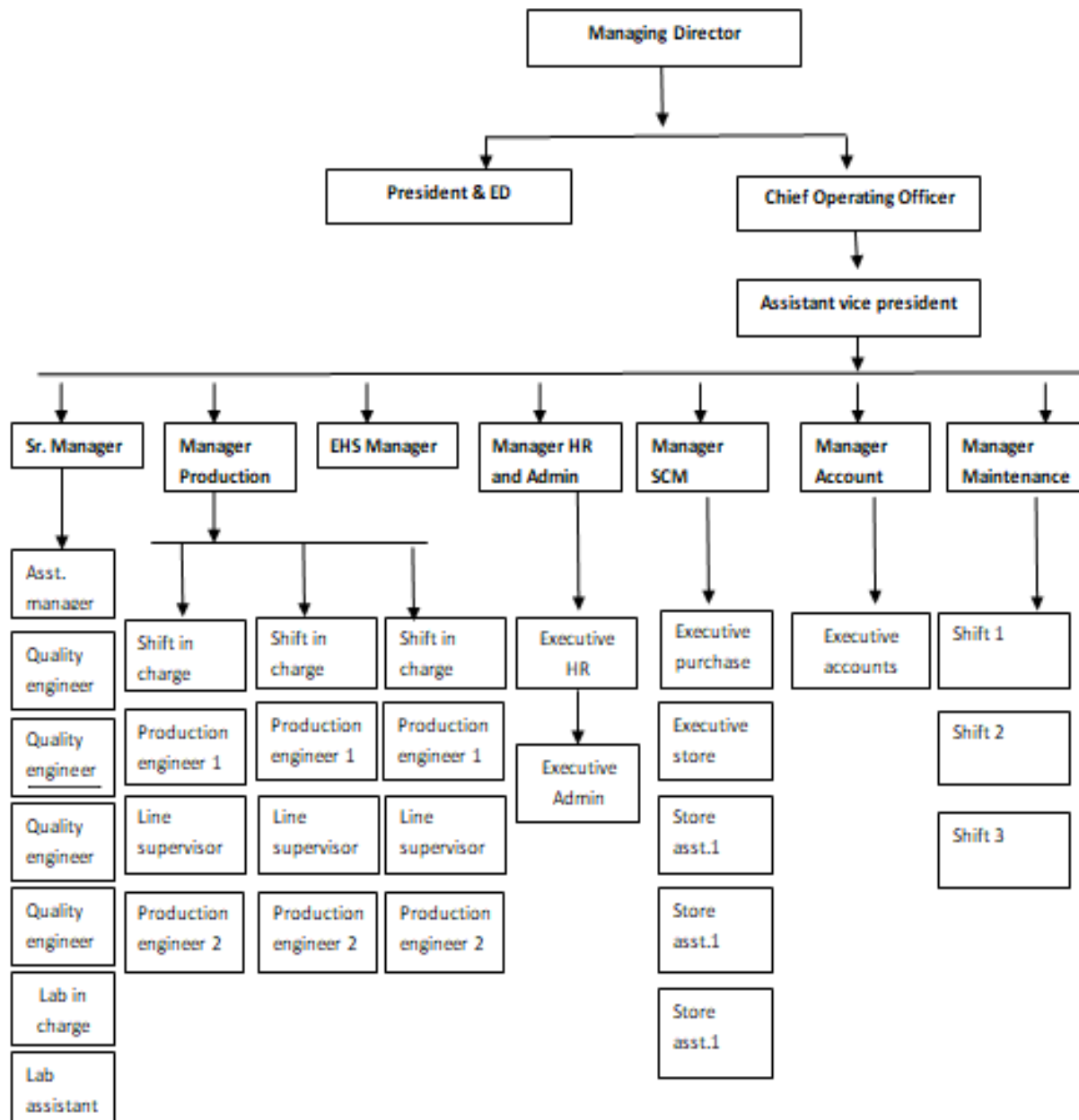
Railway covers tooling, designing, prototyping and serial manufacturing of composites parts using glass, carbon and aramid reinforcements in combination with any polyester, vinyl ester, epoxy and phenol resin systems. Our process capabilities include resin transfer molding (RTM).

Va- RTM, smart Resin infusion, Vacuum, Pultrusion, Filament winding and conventional contact molding. Kineco has recently commissioned a new dedicated facility for rail composites that is designed to qualify for business from international rail car builders such as Alstom, Bombardier, Talgo, Siemens etc.



ORGANISATION STRUCTURE

ORGANISATION STRUCTURE



3. VRIN ANALYSIS

VALUE

About products manufacture

Kineco began with commercial operations manufacturing FRP industrial equipments. Its features build the kineco composites in association with IIT Bombay and TIFAC constructs the world's first sky bus metro made entirely from composites after innovation of first sky bus from composites

Its new innovations won JEC innovation award in the year 2008 for the development of under – sling water tanks for AC coaches of the Indian Railways. Composites which are been manufacture set value to resources and quality products which is why company is celebrating 25 years of its achievements for serving valuable products to our country.

In defence product list Kineco manufactures:

- Composites random hoods
- Composites re-entry vehicle systems
- Composites transportation containers
- Composites pyrogen igniters
- Composites canisters
- Composites light weight shelters

In industrial product list

- Composites pulsation columns
- Composites high pressure vessels
- Stators rings
- Carbon reinforced patients table






About Manpower

- Kineco has the best manpower around 400 workers with relevant experience that is skilled, semi skilled and unskilled labour.
- Kineco consider its workers and employees as primary main source of the company and accordingly provide them with great opportunity for their career growth for their better future.
- It also has great team to lead and solve the grievance issued by employees or workers in the company.
- The group employees over 750 people across three manufacturing locations in Goa which includes Kineco Kaman as well.



SONAR DOME




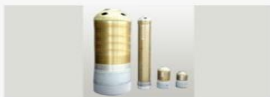


DEFENCE PRODUCT LIST

Product Description	Product
Composite Radome Hoods	
Composite Re-entry vehicle systems	
Composite Transportation containers	
Composite Pyrogen Igniters	
Composite canisters	
Composite light weight Shelters	

RARE

- Kineco group also offers a range of products and integrated systems for diverse market as mass transit, aerospace, defence, infrastructure and other industries.
- Kineco is globally recognised composites after making an agreement to establish a joint venture to develop the Indian pultrusion market together with excel composites.
- Kineco is one of the few rail interior suppliers in India to achieve the IRIS (international Railway Industry Standard) certification.
- Kineco have comprehensive expertise covering tooling, design, prototyping and serial manufacturing of composites parts using glass, carbon and aramid reinforcements in combination with polyester, vinyl ester, and epoxy and phenol resin systems.
- Kineco has demonstrate success in Public private partnerships in the ‘make in India’ mission, through unique projects with R&D engineers like development of India’s first indigenous Sonar Dome.
- Kineco has emerged as the flag bearer of “Make in India in Defence” for critical composite structures this is evident by the honour received by Kineco at the hands of Hon. Raksha Mantri, Union of India, Shri Rajnath Singh and Hon. Union Minister of state for defence, Shri Shripad Naik at New Delhi on the occasion of the Indian Navy day.

DEFENCE PRODUCT LIST

Product Description	Product
Composite Radome Hoods	
Composite Re-entry vehicle systems	
Composite Transportation containers	
Composite Pyrogen Igniters	
Composite canisters	
Composite light weight Shelters	

Inimitable

- **Kineco has one advantage for being first manufacturer of Sonar Domes and also fully carbon fibre light weight deployable helipotable composite bridge. Its contributes has made company very well established and achieved award from Indian Navy day at New Delhi.**
- **Kineco also follow policy of not disclosing data, using this, data remains encrypted.**
- **Kineco is also company which designs manufactures large diameter high pressure vessels that meets international standards.**

Non – Substitutable

- **Kineco has its resources which can contribute to sustainable competitive advantage only when resource substitutes aren't on the horizon.**
- **Kineco acquire a high level leadership strategy which has kept their customer entangled and plays a high battle with the competitors.**



•

Railways:

Kineco's railways business occupies a leadership position in the domestic market and account for majority of our manual turnover. They have been supplying world class composite product to Indian railways for the last 15 year with several innovation product developments to our credit.

Railway products include rail coach interiors, toilet modules, aerodynamic front ends & driver cab interiors and hard seating system. Kineco has also entered the segment of design to build turnkey railways interior project for new and refurbished coaches and currently is one among only two players in India that are qualified for such project at the moment.

They are one of the few rail interior suppliers in India to achieve the IRIS (International Railway Industry Standard) certification.

Kineco have comprehensive expertise covering tooling, design, prototyping and serial manufacturing of composite parts using Glass, Carbon and Aramid reinforcement in combination with any polyester, vinyl ester, epoxy and phenol resin systems. The process capabilities include resin transfer moulding, smart resin infusion, vacuum bagging/prepare auto clave curing, pultrusion, filament winding and conventional contact moulding.



➤ **Defence:**

Kineco has emerged as the flag bearer of “Make in India in defense” for critical composite structures. This is evident by the honor received by Kineco at the hands of Hon. Raksha Mantri, Union of India, Shri Rajnath Singh and Hon. Union Minister of state for defence, Shri. Shirpad Naik, at New Delhi on the occasion of the Indian Navy day on December 4, 2019, for its significant contribution to “MAKE IN INDIA”. Kineco business in defense is based on benefiting from defense procurement procedure, 2016 policy framework which mandated a new procurement called IDDM.

Kineco has demonstrated success in Public private partnership in the “Make in India” mission through unique projects with R&D engineers like development of India’s first indigenous sonar dome and fully carbon fiber reinforced light weight composite bridge, composite radomes for AEWACS (Airborne early warning and control system) aircrafts and fabrication and supply of submarine models.





KIDECO®



➤ **Aerospace:**

Kineco's aerospace business is housed under the entity- Kineco Kaman composites- India Private Limited, a joint venture with Kaman Aerospace Group, Inc.(USA) since 2012.

Kaman Aerospace Group, Inc. is a subsidiary of Kaman Corporation, USA, a NYSE listed entity with more than USD 1.8 billion of annual revenues in 2018.

Kineco is the only company in India in the field of aerospace composite to have a partnership with a global aerospace major, Kamans and global presence has enabled Kineco Kaman to leapfrog competition and acquire business from global OEMs and prime such as BEA system and safran.

• **Industrial:**

Kineco's industrial business is currently entered on

- ☐ **Large diameter FRP pressure vessels for chemical processing and water filtration plants.**
- ☐ **Manhole covers for fuel retail outlet and fuel storage tanks**
- ☐ **Carbon fiber tables for medical imaging equipment's**

Dorsal unit for AWACS Composite Pressure Vessels

Kineco is the only manufacturing in the country having design and manufacture capabilities for large diameter high pressure vessels that meet international standards.

They also intend to spin off this expertise in filament winding technology to expand the industrial product portfolio so as to include among other underground fuel tanks for gas stations.

- **Pultrusion:**

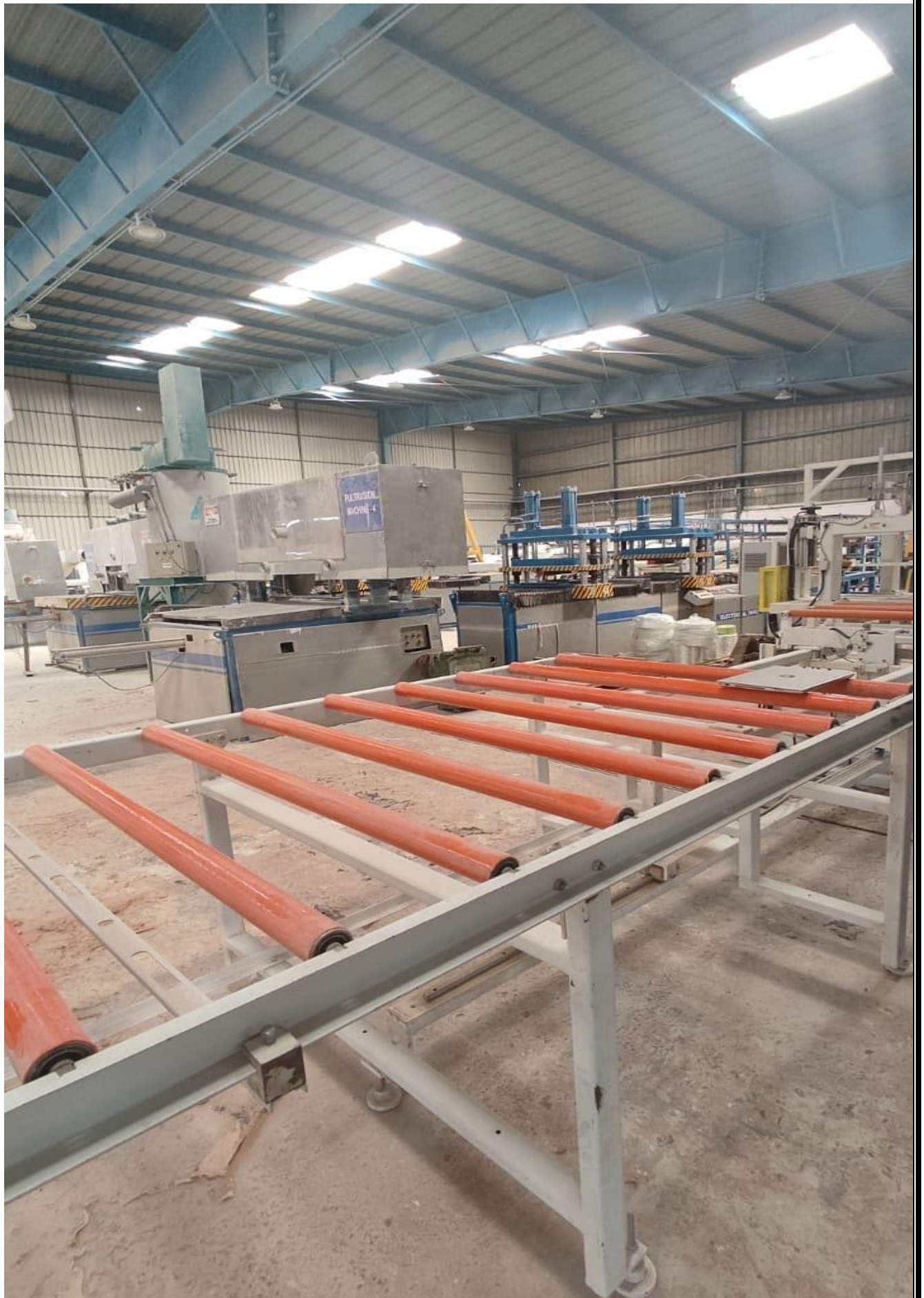
It's a business that was started in 2015 as new incubation venture with Andrew Telecom as an anchor customer. Kineco being the niche player in pultrusion with radome for the mobiles tower antenna as its first product offering.

Building on our rich and versatile experience within a short span of couple of year, kineco successfully added 02 more customers from the mobile antenna sector, thereby serving the three leading players in this sector accounting for around 80 % of the total product demand.

Kineco has expanded its product portfolio in telecom sector with the recent information sector with the recent information of the 'composite smart pole









3.1 A BRIEF NOTE ON STRATEGIC ANALYSIS

KINECO VRIN ANALYSIS:

RESOURCES	VALUABLE	RARE	INIMITABLE	NON-SUBSTITUTABLE
Financial resources	✓	✓	✓	✓
Brand awareness	✓	✓	✓	✓
Human resources	✓	0	0	✓
Customer network and loyalty	✓	✓	0	0
Consistent revenue from assets	✓	✓	✓	✓

SUMMARY ON VRIN ANALYSIS

As can be observed in the above chart the Kineco Company has its strong financial resources because it manufactures products for Government, military, armed forces and Navy which helps them for their payment of expenses or contingencies. When it comes to brand awareness Kineco has well qualified staffs which also provide value for them hence it's not rare inimitable resources as it has many qualified staff and workers.

Adding about the Human resource kineco has most valuable resources that make the company are employees, Kineco with 3 units has about 400 skilled and educated employees with dedication towards design develop, prototype and manufacture the composites products. Kineco has string customer network such as Military, Armed Force, and Navy and aerospace who uses its product for their betterment as it is a valuable and rare resources and also kineco acquires high level of leadership strategy which has kept their customer entangled and plays a high with the competitors. Regarding consistent revenue from assets Kineco produces its product for railways, defence and industries and also for aerospace sector hence supplying the best composites products to railways with much unique innovation made their way to enter in designing turnkey railway interior project.

3.2 SWOT ANALYSIS OF KINECO LIMITED

STRENGTH:

- Kineco limited is a parent company, which have a major joint stake with 23ineco Kaman composites India which has a joint venture between Kaman Aerospace group (USA) and Kineco Limited (India).
- Kineco's operating income witnesses' substantial improvement along the years due to increased order execution on the back of capacity expansion during the year.
- Kineco also reported subdued revenue growth at consolidated level to demonetization and GST impact; it enjoys healthy accruals and has a favourable financial risk profile with low gearing and comfortable debt protection metrics.

WEAKNESS:

- One of the weakness which can be taken into consideration is employees is not comfortable with the environment as employees stated that they have to work under stress and pressure under their mentors.
- Employees are not given sufficient time to complete their given task and thus results in delaying in projects.

OPPORTUNITY

- Kineco is targeting for its \$39.4 billion by 2025, therefore opportunities in coming future for composites market is very attractive according to their prediction.
- This will also give opportunity for increasing projects and also increase in demand for lightweight material in the market.

THREATS:

- The potential hazard rises from the mixing of the inclusions and final formulations where inhalation of the chemicals as well as eyes and skin contacts can be seen.
- While manufacturing and recycling of composites, possible exposures of workers can take place through handling of fibre or resin, storage (leakage of fumes) hand layup curing as well as machining drilling and assembling.

PESTEL ANALYSIS

POLITICAL FACTORS:

- In the sector of defence and military, “Make in India” initiatives have opened a wide range of opportunities for the industry.
- This initiative will help the country get supply of some of the most important of the warship.

ECONOMIC FACTORS:

- India has been characterised with a positive growth rate throughout the next decade.
- The India composites industry has witnessed single digit growth in recent years and expected to grow at a compounded annual growth rate of 8.2 % in the next 5 years.
- Economic factors affect the purchasing power of potential customers and the firm’s cost of capital.
- Composites material are emerging as an innovation alternative for steel and aluminium and hence can be used in defence equipment manufacturing.

SOCIAL FACTORS:

- Social factors consists of demographic profile such as employees safety and security, education and social mobility attitudes.
- Cultural aspects that includes long term relationship with the company.
- Also external macro – environment affecting customer needs and size of potential markets.

TECHNOLOGY FACTORS:

- Research and development department find its way too challenging for its main reason for upcoming innovation with regards in developing low cost composites grades with similar mechanical properties.
- Rate of technology change.
- Impact of emerging technologies.

ENVIRONMENT FACTORS:

- Change in climate or change in weather can affect composites.
- Environmental effects may attribute to the loss of adhesion and also bond strength at the fibre matrix interface.

LEGAL FACTORS

- Laws applicable to this company such as
 1. Companies act , 2013 the ESI act 1948,
 2. The child labour law
 3. The employers liability act 1938
 4. The employee’s provident fund and miscellaneous provision act 1952
 5. The factories act 1952
 6. The trade union act 1926
 7. The payment of bonus act 1965
 8. The payment of gratuity act 1972

9. The industrial disputes act 1986
10. The industrial employment act 1948



WORLD OF COMPOSITES

FIVE PORTER ANALYSES

1. Degree of competition :

Kineco holds ability to influence its customers by its structure and by adding new innovation hence Kineco serve valuable product and services such as the TATA group, Hindustan Aeronautics Ltd and Aviation Limited. Degree of competition is high as many big players dominate the market.

2. Threats of new entrants :

Entering in market might face new challenges and tough battle. Some of the obstacles which Kineco has to face is the capital requirements, local, international market and vast amount of labour requirement.

3. Power of supplier :

Here differentiation in inputs plays an important role in the supply chain as the raw material used by the composites industries is glass fibre, resin, balsa wood which is based on product to product and source to source which then depends on the project requirements hence differentiated inputs becomes more important because a steady supply of these inputs needs to be maintained for maintaining the desired consistency in the final product.

4. Power of customers :

The main buyers of Kineco is Navy, airlines, armed forces, government agencies, railways and shipbuilding companies. The customer's power becomes more visible during down turns in the economy as during these times the armed forces optimize their operations and cut their investments due to the defence budget pressures.

5. Threats of substitute products :

Fibre product is considered as the important product by the Kineco because without which they cannot mark the future without the fibre imposed composites product in market for commercial and aerospace.

LITERATURE REVIEW ON EMPLOYEE TURNOVER VIS-à-VIS EMPLOYEE RETENTION

HIMANI PANDURANG NAYAK PANVELKAR

Pursuing MBA degree in HR , Goa Business School, Taleigao – Goa

ABSTRACT

Kineco believes that employees are the most important element therefore it is mandatory to keep their job satisfaction level as per their needs and interest. Simultaneously employees' turnover has majorly put Kineco into massive situation which resulted in high employee turnover rate with regards to cost and retention criteria. This study basically identifies different factors and employees satisfaction with respect to employee retention. To tackle such type of problem a little research study was conducted in order to develop good environment for the employees at Kineco. The objective of this study is to identify job satisfaction level and factors affecting employee retention. As the study is descriptive in nature, primary and also secondary sources of data were explored to compound the knowledge and present literature review in a succinct format. No company will wish to lose its talented employees therefore this literature review will present the methods and techniques such as secondary data collection and correlation methods which will help to tackle the analysis related to study. CHI SQUARE TEST is considering as non parametric test which is used to determine independent variables. Additionally, observation on different factors are also been identified. Overall the studies will emphasize more factors regarding training programs for employees who will cover leadership style for HODs, scheduling flexible working hours which will be beneficial for present employees.

Key words: employees, retention, analysis, research, job satisfaction.

INTRODUCTION

Employee plays a very important role in every company therefore it is important to recognize their needs and maintain healthy work culture for them. Most of companies neglect such facts and later witness in high turnover of employees. It has become difficult for jobseekers to find perfect suitable job which will maintain their profile and will care about their benefits. Most of the employers realized that in large firm human resource department is devoted to make the transition easy for both management and employee thus building linear relationship in the organization. Employee turnover sometimes socially desirable because it gives job seekers opportunity to get better work as per their expectations, therefore instead of losing talented employees' effective employee retention can save an organization from productivity losses.

Employees get more engaged when workplace identifies employee needs and also high retention tends to improve relationship among employee and employers else well

4. PROJECT QUESTION

- What is the employee turnover rate with respect to employee retention?
- What are the internal factors affecting employee retention?

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5.PROJECT METHODOLOGY

- **COLLECTION OF METHODS**

First step of the project was to observe and analyse the condition of employees working at Kineco. Slowly it came to my notice that employees of Kineco were leaving the job and joining some other companies which were providing them with good salary pay and incentives. in order to get some insight knowledge I started casually questioning the employees which have already given resignation in quitting the journey with Kineco about and found that Kineco is experiencing involuntary turnover which need to be fix and research could be mandatory source for this issue.

Firstly I started reading literature reviews which helped me to frame the correct way of solving or implementing this issue. I even went through profile of other companies which had some same issue and how they have reduced it. Accordingly i started with my project by simply giving title as “employee’s retention Vis-à-vis employee turnover”. Next thing is to fix the objectives which was important, later three set of questionnaire where prepared.

The first questionnaire was to test employee turnover from year April 2021 to April 2022. It gave me distinct replies from every ex employee as they all had different sort of reason to quit the job and they all were categorised as involuntary employee turnover. Questionnaire consists of 6 set of questions. Last question consist of rating that is from 1 to 5 which was asked to figure out the experience of the employees who work in Kineco. Each question was informative and helpful for data analysis. Adding more employee turnover formula where used to calculate employee turnover rate.

Second questionnaire was basically on employee job satisfaction, it was created to find out the employee’s perception, their needs, and dedication working with Kineco and third questionnaire were to check the training needs of employees whether employees are happy with internal or external training.

Third questionnaire was based on internal and external training. It was created to test and measure employee’s training needs and their interest. Training is consider as most effective method which helps employees to gain, to modify their skills and even motivates to work better. Similarly questionnaire was prepared with respected to calculate employee’s training needs. The questionnaire was having 14 set of questions and at the end rating scale was given to rate the trainings as per employees interest. The rating scale was design as 1 to 5 points, point 1 was consider as very poor, point 2 consider as poor, point 3 is consider as neutral, point 4 is consider as very good and point 5 is consider as excellent. Rating scale was further calculated as 1 to 5 as 10 to 50 from ascending order

• PROJECT ANALYSIS

Since I was doing my internship for 4 months it was convenient for me to gather all the survey from employees. According to my observation employees at Kineco is seeking to join some other companies which are paying them good salary and providing them better facilities and also came to know that there is no training programs been conducted in the company to boost the employees knowledge, skills and experience in their respected departments, therefore I came to a conclusion to identify the employees' perception towards their job satisfaction. It have been 4 months working in HR department so it was convenient for me to conduct survey with the help of primary data that is questionnaire, personally interviewing employees with the help of rating methods thus keeping their statement and feedbacks confidential.

The survey technique helped lot in research study as collection of primary data through structured questionnaire method were used to identify employees' interest and needs. There were three set of questionnaire, one questionnaire was based on rating methods which was given to old employees and second questionnaire was related to training program which carried 14 statement and at the end it had rating scale from 1 to 5 like suppose employee mark 5 that it consider as excellent, if person marked 4 that it consider as very good, if person mark on 3 that it is consider as good or neutral and if person mark either 1 or 2 than it is resemble as either poor or very poor.

The other survey was conducted for employees who left the job and also jobseekers, to identify their voluntary and non voluntary reasons to understand why employees leaving the job. It was really easy to calculate and examine the statements of every respondent and respective analysed their interest and level of satisfaction. Finally it was concluded that most of the employees are not happy with increment policy and salary given to them, some employees come from long distance so for them salary is not fulfilling their demands.

Sources of data:

Primary data, which was conducted with the help of questionnaire, Google doc and telephonic interview.

• PROJECT FORMULATION

EMPLOYEE TURNOVER FORMULA

Employees
$$= \frac{\text{employee left from year April 2021 – April 2022}}{\text{employee at the beginning + employees at the end}} \times 100$$

Turnover rate
$$= \frac{\text{employee at the beginning + employees at the end}}{2}$$

6. PROJECT OBJECTIVES

- 1. Understanding employee turnover rate and learning to measures and control it.**
- 2. Analysing different factors determining employee retention of Kineco.**
- 3. Identifying internal factors affecting employee retention at Kineco.**
- 4. Examining different factors improving employee retention.**
- 5. Research study on various strategies related to retaining employees in organisation.**

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7. PROJECT HYPOTHESIS

➤ **Alternate Hypothesis (H1) :**

If employees' job satisfaction is satisfied, then there could be less employee turnover.

-This hypothesis says that if employees are given better salary pay as per their qualification and experience then employees might not leave the job.

➤ **Alternative hypothesis (H2) :**

If employees' job satisfaction is not satisfied, then there will be more employee turnover.

➤ **This hypothesis says that if employees are not given better salary pay as per their qualification and experience then employees might leave the job.**

➤ **Alternative hypothesis (H1)**

If employee turnover is increasing, then cost of hiring new employees will go up.

-this hypothesis says that if employees keep leaving the job then cost will increasing in recruiting new employees.

➤ **sAlternative Hypothesis (H2)**

If employee turnover is decreasing, then cost will reduce on hiring new employees.

-this hypothesis says that if employees keep leaving the job then cost will increasing in recruiting new employees.

➤ **Alternative Hypothesis (H1)**

Employees given external training create no chaos then chaos creating with internal training.

-this hypothesis means that employees who are given internal training by their supervisor may not like the supervisor complaining them regarding work or job role that's why employees prefer external training.

➤ **Alternative Hypothesis (H1)**

Higher development for employee's needs would reduce work pressure and stress.

- This hypotheses means that employees who are performing manual task have high work pressure because there is no software for Hr department or accounts department.
- **Alternative Hypothesis (H2)**

Poor development for employee's needs would increase work pressure and stress.

- This hypotheses means that employees who are performing manual task have high work pressure because there is no software for Hr department or accounts department.

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8. PROJECT DATA/ FINDINGS

Kineco Limited always believes that employees are their primary and important assets of a company which is why a survey was conducted with the help of three questionnaires which was used to examine employee's job satisfaction, employee turnover and make analysis on it. As per the first objective that is measuring employee turnover rate, a questionnaire was prepared to interview employees who left Kineco in the year January 2021 to January 2021. This was conducted through telephonic and responses were noted down therefore this questionnaire helped us to find out whether employees left for voluntary or non voluntary reason.

Second survey was conducted to figure out employee's job satisfaction level. Questionnaire was prepared which had seven questions as it was in the rating system 1 to 5. Whereas 1 was rated as 10 which means (very poor) and 5 was rated as 50 which means (excellent). The questionnaire was distributed to all the employees of respective departments and out of 20, 12 responses I collected and based on it I made the data analysis.

Third survey was conducted to check the basic needs of the employees that training needs. Questionnaire was given to employees who were given training in the year April 2021 to April 2022. This survey was conducted to check which training is beneficial more beneficial for the employees that is internal or external training. The questionnaire consists of 14 questions and at the end ratings are put for both training from 1 to 5. It is also helpful to measure job satisfaction of employees with respect to their relationship with supervisor / HOD by providing them with basic needs and requirement.







Skills matrix were created for workers of Kineco excel to measure their skills and also to identify gaps. It was conducted with the help of past data which was provided to me such as their qualification files, training records and job evaluation these all information helped to create skills matrix of each worker.

8.1 SURVEY DATA SAMPLES

QUESTIONNAIRE 1

FOR LEFT EMPLOYEES

TO IDENTIFY REASON OF LEAVING THE JOB

 How was your experience at Kineco?
 Have Kineco helped you to gain enough knowledge in your respective professional life?
 Where you happy with facilities given by Kineco where you were working?
 What is your major reason of leaving the job?
 What suggestions would you like to give for Kineco?
 Rate your work experience at Kineco from 1 to 5?

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8.2 QUESTIONNAIRE PART 1

TRAINING AND DEVELOPMENT AT KINECO LIMITED

To understand employees satisfaction towards outsourcing training and development.

I am MBA student pursuing my course from Goa Business School. As a part of my curriculum I am doing my project in your company. Please give your views/opinions to the questions given below about the training and development program at Kineco Limited. The information provided by you will be kept highly confidential and will be used by me strictly for an analysis only.

NAME:

AGE:

DEPARTMENT:

1. For how long have you been working for this company?

- Less than 1 year
- 1-2 years
- 3-4 years
- More than 5 years

2. Is Kineco conducting training program frequently?

- Yes
- No

3. Have you attended any training program?

- Yes
- No

4. How many training programmes are conducted in a year?

- 1 to 2
- 2 to 3
- 3 to 4
- More than 5

5. What types of training programmes is undergone here?

- Internal
- external

6. Is external training is more effective than internal training?

- Yes
- No

7. Which training is beneficial for you?

- Internal
- External

8. According to you which training program is more beneficial for Kineco Company?

- Internal
- External

9. Have training program helped to increase the productivity of both quality and efficiency ?

- Strongly agree
- Agree
- Disagree
- Strongly disagree

10. Does the training method focus on developing team work and leadership skills?

- Yes
- No

11. What are the conditions that have to improve during training sessions?

- Redesigning the job
- Reorganising
- Remove interference
- Upgrade the information the material given during training

12. Is your career growth based on various training programme you attended?

- Yes
- No
- Sometimes

13. How long will it take to implement in your job?

- Less than one month
- 1-2 months
- 2-4 months
- More than 4 months

14. Which training program will you prefer?

- Virtual
- In – person

RATE TRAINING PROGRAMS AS PER YOUR EXPERIENCE:

Internal	1	2	3	4	5
External	1	2	3	4	5

NAME:

SIGNATURE:

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QUESTIONNAIRE PART 2

EMPLOYEES JOB SATISFACTION

To understand employees satisfaction towards employee retention.

I am MBA student pursuing my course from Goa Business School. As a part of my curriculum I am doing my project in your company. Please give your views/opinions to the questions given below about the training and development program at Kineco Limited. The information provided by you will be kept highly confidential and will be used by me strictly for an analysis only.

AGE :

DEPARTMENT :

GENDER :

How long have you been associated with company?

- Less than 6 months
- One year
- More than 5 years
- Above 10 years

Please rate you satisfaction level with each of the following sentences:

1 = very poor, 2 = poor, 3= neutral , 4 = very good , 5 = excellent

1) I am happy with team's communication and company's culture.

1 2 3 4 5

2) Are you comfortable working in the employee with supervisor and colleagues? .

1 2 3 4 5

3) Are you happy with the policies fixed by the company? .

1 2 3 4 5

4) Does your manager give feedback on your work regularly?

. 1 2 3 4 5

5) Are you happy with faculties offered by company for you? .

1 2 3 4 5

6) Are you happy with employee retention of the company?

1 2 3 4 5

7) Do you agree that the supervisor periodically reinforce and support the working system ? .

1 2 3 4 5

8) Are you happy with the salary package offered by the company based on your experience and qualification?

. 1 2 3 4 5

9) Is company's morale is high? .

1 2 3 4 5

10) Do company focusing the employee attrition and try to implement? .

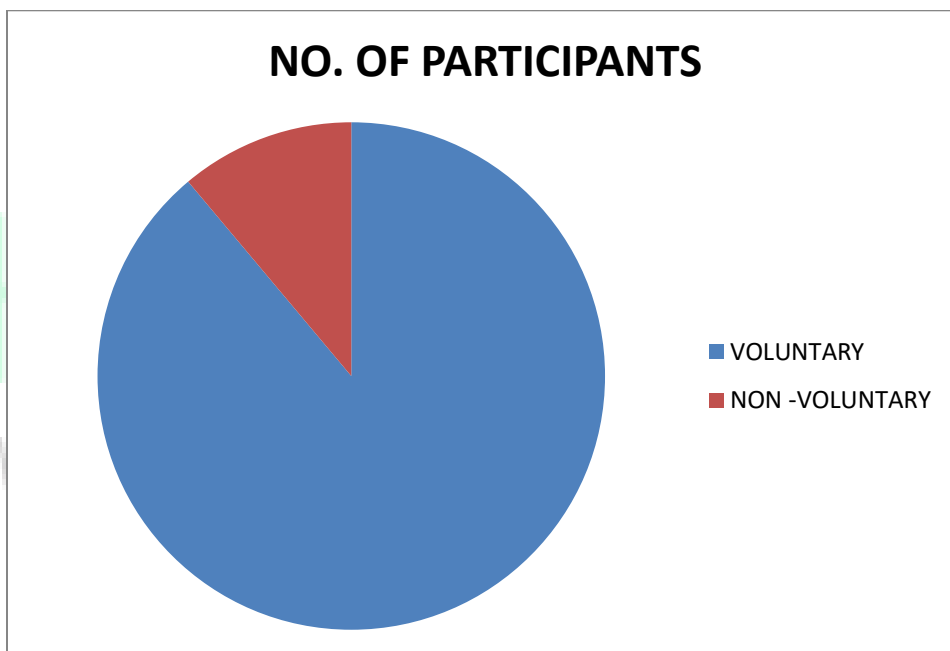
1 2 3 4 5

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9. PROJECT DATA ANALYSIS

SURVEY ON VOLUNATRY AND INVOLUNATRY TURNOVER

TYPES OF TURNOVER	NO. OF PARTICIPANTS
VOLUNTARY	8
NON –VOLUNTARY	1



DATA INTERPRETATION

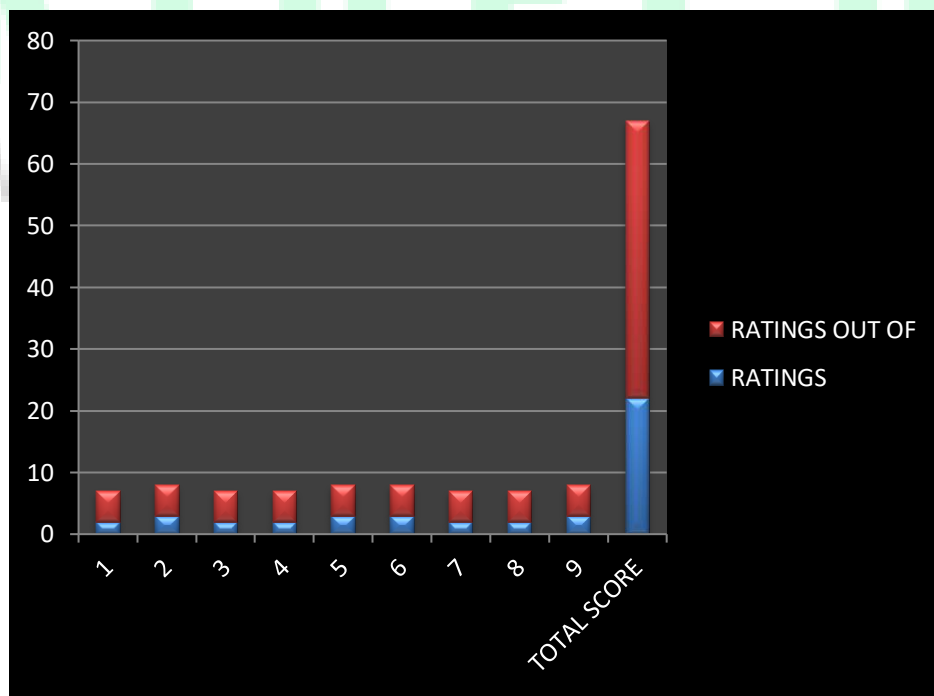
From the information shown in the above pie chart means that most of employees left the job due to voluntary reason whereas very few left for involuntary reason. It can be assume that employees are not happy with the company pay or May their needs are not fulfilled which is why voluntary is high compare to involuntary. Company must look upon this matter very seriously because this might further affect the budget of the company. If employees started leaving the job then it will be costly to recruit new employees. There should be on boarding, training, performance review which will help to understand issues which employees face at workplace. As the reasons stated by employees few says that they face travelling issue as they stay far and not affordable. Few stated that Kineco is not giving any promotion neither increment is done. And

1% of the employee which comes under involuntary reason that could be because wrong person is recruited for wrong position. Therefore recruitment must be done properly keeping all this circumstance into consideration.

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SURVEY ON RATING SCALE OF EMPLOYEE'S EXPERIENCE AT KINECO

LEFT EMPLOYEES EXPERINCE	RATINGS	RATINGS OUT OF
1	2	5
2	3	5
3	2	5
4	2	5
5	3	5
6	3	5
7	2	5
8	2	5
9	3	5
TOTAL SCORE	22	45



DATA INTERPRETATION

From the above information shown in the above graph means that's out of 45 which is the total score, only 22 score is achieve from left employees based on their experience which is very low. Most of the respondents stated that there was no retaining of employees which is one of symptom of deeper issues that have not been solved. There was no employee's gap assessment identified which is why employees get under pressure to work due to which employees look out for other opportunities. There is no petrol allowance given to employees who are travelling from distance that is one of the reason where employees just stay for 2 to 3 years and leave the job.

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MEASURING EMPLOYEE TURNOVER FROM APRIL 2021 TO APRIL 2022

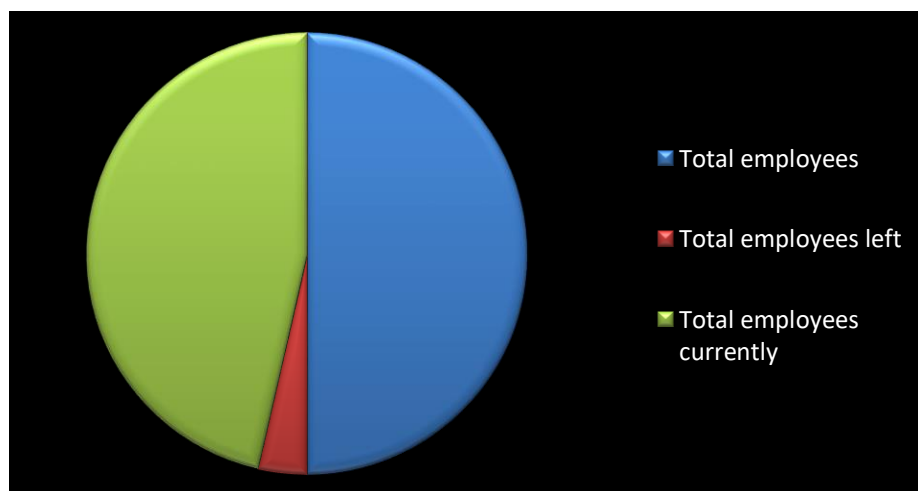
- Total employees from April 2021 to April 2022 = 126
- Employees left from April 2021 to April 2022 = 9 employees left.
- Current employees at Kineco limited = 117 present.

EMPLOYEE TURNOVER RATE FORMULA

Employees	= employee left from year April 2021 – April 2022	*100
Turnover rate	(employee at the beginning + employees at the end)/2	

Total employees	126
Total employees left	9
Total employees currently	117

calculation(Total Employees + Total employees currently)	243
Divided the average total by = 2	121.5
Total number of employees left / average total	0.074
Turnover rate	7.407



DATA INTERPRETATION

In the above pie chart we can spot that 7% of the turnover rate is analyse from year April 2021 to April 2022. The data which was examine says that most of employees for voluntary reason and very are that is 1% of the employees ask to leave the company which is assume as involuntary reason. Most of the respondents stated that there was no retaining of employees which is one of symptom of deeper issues that have not been solved. There was no employee's gap assessment identified which is why employees get under pressure to work due to which employees look out for other opportunities. There is no petrol allowance given to employees who are travelling from distance that is one of the reason where employees just stay for 2 to 3 years and leave the job.

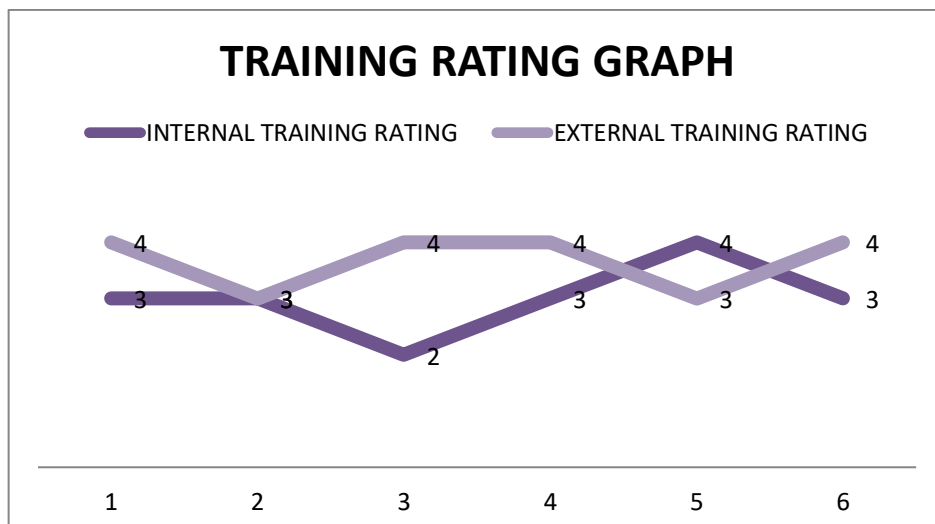
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DATA ANALYSIS

NO. OF EMPLOYEE	NAME	AGE	DEPARTMENT	INTERNAL TRAINING RATING	EXTERNAL TRAINING RATING
1	Alisha Palkar	29	HR	3	4
2	Sujit Naik	35	Operator	3	3
3	Laxman Patil	31	Operator	2	4
4	Dattaraj R. Bhonsle	27	R&D	3	4
5	Sanket Naik	25	Operator	4	3
6	Shankar Naik	27	R&D	3	4

CORRELATION OF INTERNAL AND EXTERNAL TRAINING

INTERNAL TRAINING RATING	0.338061702
EXTERNAL TRAINING RATING	0



DATA INTERPRETATION

The study line graph above, which is based on a survey done on internal and external training conducted by Kineco Limited for company employees for the year 1st April 2021 to 31st March 2022. A survey was conducted to analyse employees training demand for internal or external training and to identify which training program is more liked by the employees along with benefits.

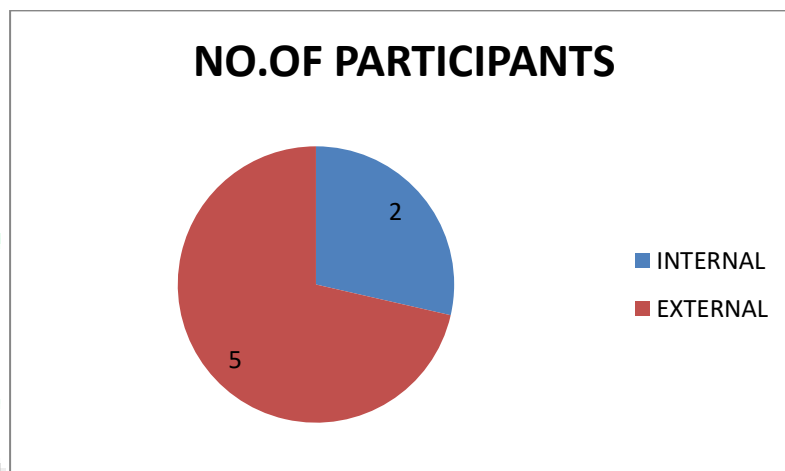
Correlation method is used to calculate the strength of two trainings that is internal and external, which is consider as two variables. Primary data that is set of questionnaire was given to 10 respondents who were given training and further the same was used to calculate correlation of internal and external training conducted by Kineco Limited. After calculating the value of two variables in excel sheet it is come as '0' zero which means that there is no relation between two variables and it is concluded as employees are ok with internal and external training program given by the company.

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SURVEY ON MOST EFFECTIVE TRAINING

Q1) Is external training more effective than internal training?

TYPES OF TRAINING	NO.OF PARTICIPANTS
INTERNAL	2
EXTERNAL	5



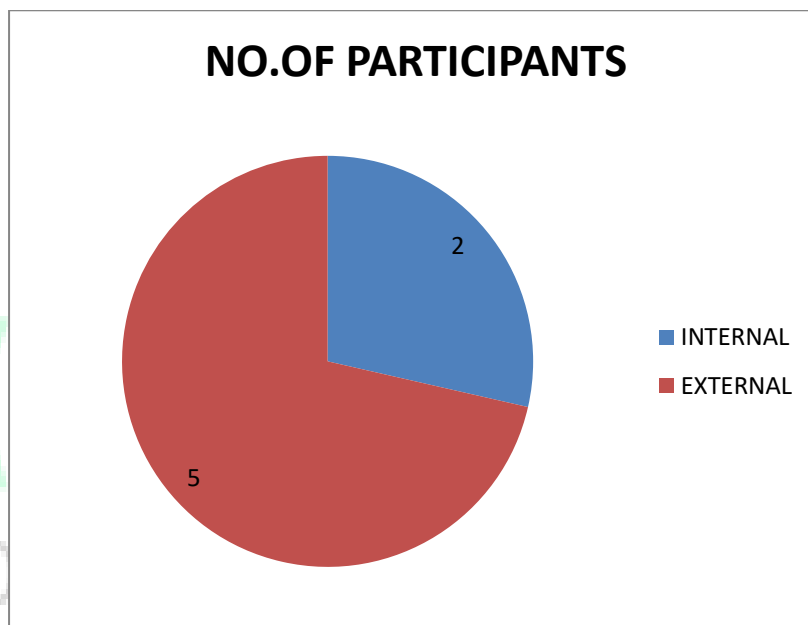
DATA INTERPRETATION

In the above graph shows the results of a survey of employees that is 2% of the employees voted for internal training that may be because they never attended external training at Kineco whereas more than half of the responds chose external is more effective than internal this may be because they want outsider to train them. This can be taken positively for further analysis as out of 7 employees 5 voted for external and 2 voted for internal that means majority votes for external training is more effective than internal.

SURVEY ON MOST BENEFICIAL TRAINING

Q2) Which is more beneficial ?

TYPES OF TRAINING	NO.OF PARTICIPANTS
INTERNAL	2
EXTERNAL	5



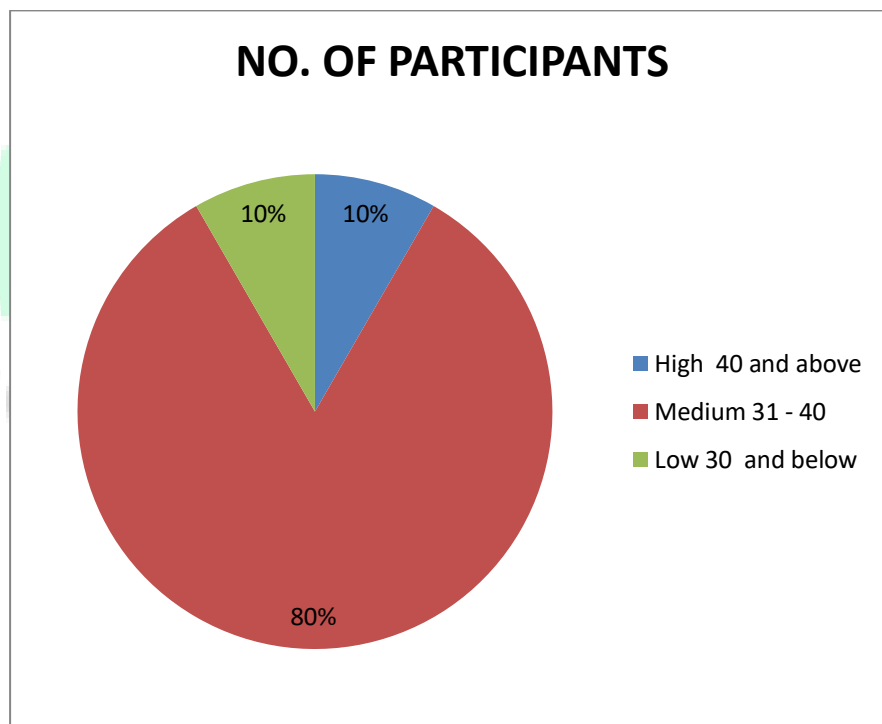
DATA INTERPRETATION

In the above graph majority of the employees that is 5% feels that external training is more beneficial and quarter of the employees that is 2% feels that internal training is beneficial for them. According to me external training is more beneficial than internal because after insight conservation with the employees it came to my notice that employee's tent to follow guidelines and suggestion than internal trainer. If internal trainer gives the training employees does not take the training seriously and they may forget for complain if anything does not go well.

JOB SATISFACTION

OVERALL ANALYSIS OF EMPLOYEE JOB SATISFACTION SURVEY OF ALL DEPARTMENT

CATEGORIES	SCORE RANGE	NO. OF PARTICIPANTS	% OF PARTICIPANTS
High	40 and above	1	10%
Medium	31 - 40	10	80%
Low	30 and below	1	10%



DATA INTERPRETATION

In the above survey shows only 10% of the employees are highly satisfied with the job at Kineco whereas 80% of the employees are very less satisfied with the job. Currently company is not conducting any sort of training for employees which is beneficial for the employees in order to boost employee's job satisfaction. 80% of the employees are not happy with the payment which



is why employees seek to look out for job in other company, whereas 10% of the employees being loyal to the Kineco and being internally motivated to work.

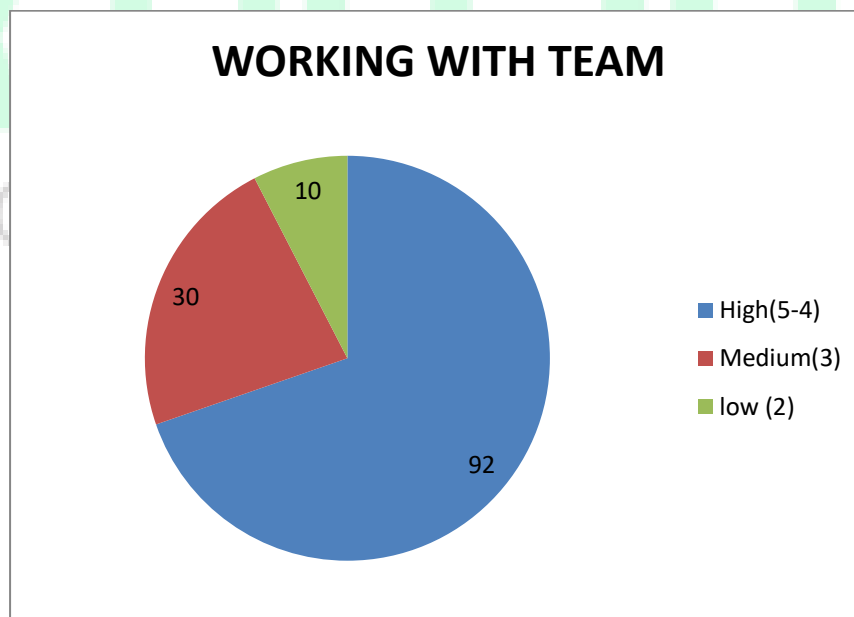
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SURVEY TO IDENTIFY WHETHER PARTICIPANTS ARE SATISFY WITH THE KINECO ENVIROMENT

▪ **Working with team**

- I. I am happy with team's communication and company's culture
- II. Are you comfortable working in the employee with supervisor and colleagues?
- III. Does your manager give feedback on your work?
- IV.

Working with team	Q1	Q2	Q3		Q1+Q2+Q3	Percentage
High	25	41	26	High(5-4)	92	90%
Medium	9	9	12	Medium(3)	30	30%
Low	6	0	4	low (2)	10	10%



DATA INTERPRETATION

More than half of the employees that is 92% are very happy with the team. Very few only 10% of the employees are in low category and about quarter that is 30% of the employees' falls into medium category. This means that most of employees are happy to work with their respective

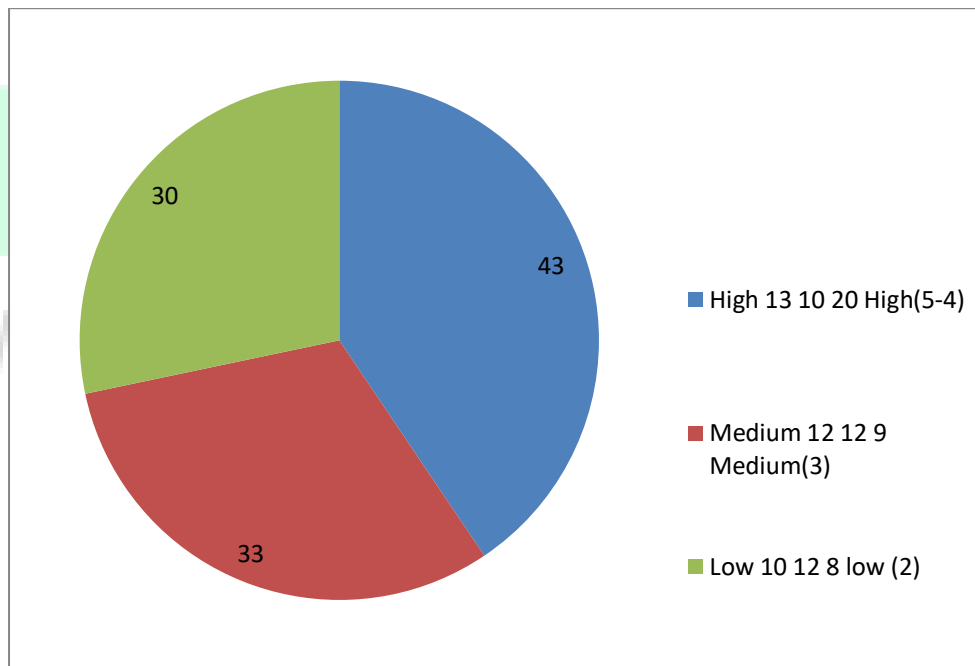
team and also with supervisor whereas however further improvements has to be done in order to move the employees from medium to high category. For question 2, around 8 respondents gave high score therefore improvements can be made by providing them training, implementing new facilities, organising small picnic so that they can work comfortably.

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SURVEY TO IDENTIFY WHETHER PARTICIPANTS ARE SATISFY WITH THE KINECO ENVIROMENT

1. Are you happy with employee retention of the company?
2. Do you agree that the supervisor periodically reinforce and support the working system?
3. Are you happy with salary packages?

Working with team	Q4	Q5	Q6		Q4+Q5+Q6	Percentage
High	13	10	20	High(5-4)	43	60%
Medium	12	12	9	Medium(3)	33	30%
Low	10	12	8	low (2)	30	30%



DATA INTERPRETATION

More than half of the employees that is 43 of them are happy with salary offered by Kineco based on qualification. More than quarter that is 33% and 30% of the employees believes company will make some improve by promoting them and also by increasing their payment, this need to be improved because many employees leave the job for better pay which other company offer them but Kineco might have to suffer with high budget loss for recruiting new employees. Employees always look upon growth and development in the company that organising programs



or giving them opportunity which can be seen here is lagging behind. Rewards system need to be launch for employees who is really working hard this will also helps to increase job satisfaction and motivation level of the employees.

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SKILL MATRIX FOR WORKERS OF KINECO EXCEL

Skill matrix

Skills matrix is sort of frame which is used to measure the employee's skills and also their desire level. Therefore Kineco excel used the skill matrix to get the required information about their workers to fill the gaps and to monitor existing desired skills. The use of this skill matrix is really appropriated since it has helped to identify worker's abilities in working and also making them understanding of the value that they bring to the table.

Skill matrix Table

Employee name	Department	Current skilled	Level 1	Level 2	Level 3	Level 4	Training requirements
Adesh Parab	Pultrusion Machine Operator	Semi skilled					Training to be imparted to upgrade the Skill to the required bench mark
Bhikaji Gawas	CNC MACHINE OPERATOR	Semi skilled					Training to be imparted to upgrade the Skill to the required bench mark
Chris Coelho	Gluing Operator	Semi skilled					Training to be imparted to upgrade the Skill to the required bench mark
Shriram Gaonkar	Pultrusion Machine Operator	Semi skilled					Training to be imparted to

							upgrade the Skill to the required bench mark
Ravindra Govekar	Pultrusion Machine Operator	skilled					Training to be imparted to upgrade the Skill to the required bench mark
Narayan Parab	Fitter	Semi skilled					Training to be imparted to upgrade the Skill to the required bench mark
Sudhir Desai	Pultrusion Machine Operator	Semi skilled					Training to be imparted to upgrade the Skill to the required bench mark
Sagam Dignekar	CNC MACHINE OPERATOR	Skilled					Training to be imparted to upgrade the Skill to the required bench mark
Sunil Chandekar	Pultrusion Machine Operator	Semi skilled					Training to be imparted to upgrade the Skill to the required bench mark
Sakharam Parab	Pultrusion Machine	Semi skilled					Training to be

	Operator						imparted to upgrade the Skill to the required bench mark
Ganesh Kale	CNC MACHINE OPERATOR	Semi skilled					Training to be imparted to upgrade the Skill to the required bench mark

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Benefits of Skill matrix

- **Identified required skills which are lacking behind.**
Through skill matrix it came to a notice that most of the workers are semi skilled which is consider as level two and in order to move them from level two to level three what are requirements are required are identified and accordingly plans were made.
- **Identified skill gaps at team and organisation level**
Analysing employee's engagement in team with respect to their skills as most of the workers at Kineco excel falls under semi skill category and therefore to implement their skills and move them from level 2 to level 3 gaps are needed to identify along with their abilities, knowledge . Even necessary training will be provided to workers to boost their skills and knowledge.
- **With the help of skills matrix it helps HR department to keep track upon staff's or operators experience, qualification throughout the organisation. It is one of the most effective way of increasing bottom line as operators or staff work well in practice and improve efficiencies within team.**
- **HR department can figure out whether they need more operators to staff or they might get which skills to advertise for.**
- **Recruiting right candidates**
Implementing hiring process with respect to identifying candidate's skills for a particular job role thus helping to select enthusiastic candidate who will help the employers to form better and more productive team. Providing skills test for new joined employee during induction training in order to keep the track on skills which is missing in candidate so that relevant training will be provided for that candidate.
- **Skills matrix helps to know which program to be practice in order to achice successful results. Here HR understand which empoloyees is lacking behind with the skills and which employees needs more training.**

- **It also helps to recognise employees with adequate knowledge or skills gaps and provide the needed training.**

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CONCLUSION

Overall it was really a splendid experience to work with Kineco Company. I learned many things which I never practiced. I believe that these 4 months of experience in HR department will surely help me to start my good career in future. Additionally employees are really supportive and understandable, always kept me motivated and guided me with difficulties which I had to witness. Since the company is now facing employee turnover, which concerned HR department therefore the survey which I conducted will surely mark as valuable assets as it has employee's turnover rate stating the reason of voluntary or involuntary turnover of employees. From which further survey was based on job satisfaction and training needs. It was challenging task to analyse employee's job satisfaction rate, interviewing left employees regarding their opinion. Apart from project and research I was able to learn a lot from normal office life. Overall, my internship at Kineco company has been a success. I was able to gain practical skills, work in a fantastic environment with supportive team and even make connections that will last a lifetime. I could not be more thankful.

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RECOMMENDATION TO THE COMPANY

- **HOD must now start with reward system to employees who are working hard to achieve department goals. This will keep them motivated and boost their working productivity.**
- **Employees must be given training frequently and also evaluation should be done after one or two weeks, this will help the HOD to check how much employees learned or gained knowledge from that training.**
- **As per the survey analysis employees are more interest with external training, according to me the company should sign low budget external training to employees.**
- **In order to reduce budget of spending on external training the coordinator can take the video while training the staff and at the time of re training. The HOD can use the same video clip when needed.**
- **The management must recognise employers or employees who to be promoted or increment.**
- **Employers must promote their employees, so that they feel supportive and pleasant at workplace.**
- **Employers should give frequent feedback to employees.**
- **HR should organise talks or training on leadership skills which will give them idea how to improve their leadership skills.**
- **Management must organise fun activity or picnic to employees which will make them happy and may build strong connection with team.**
- **Employers must have insight knowledge of employees who all are working under him so that he/she can guide them.**
- **Skills matrix should be follow by employer in order to train workers who are at semi skilled level to get them on skilled level.**

- **Gap assessment must be measured of the employees in order to check the employees skills, knowledge and experience.**
- **Associate talks on investment, finance, health and safety which will help or give employees knowledge of importance which they don't get time to follow.**
- **Organising mentorship programs which means pairing a new employee with a employer which will help to extend on boarding process. It helps in improving bond between employee and employer.**
- **Performance reviews visualize employee's future with company while having meeting with them and lay out a realistic plan for reaching those goals.**

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LEARNING DERIVED

➤ RECRUITMENT PROCESS

➤ Handling candidates resumes as per vacant position.

HOD gives the request to Hr department for the vacant post along with job description which consist of job experience, job role, job summary and qualification. Accordingly procedure is started to fill the vacant post.

Step 1 is to make job opportunity advertisement board to put on linked in app.

Step 4 is to call the candidates for an interview which is round 1 that is interview with HR.

Step 5 if candidate is suitable for the job role than he/ she is asked for round 2 that is interview with HOD.

Step 6 once candidate is selected he is send to round 3 that is interview with GM.

➤ Taking down telephonic interview of the candidates.

Step 1 after receiving the resumes call the candidates and take the basic details.

Step 2 is to send the suitable candidates resumes to Head HR.

➤ Scheduling interview with HOD.

Step 4 is to call the candidates for an interview which is round 1 that is interview with HR.

➤ At the time of interview, providing HOD with interview assessment sheet and resume of the candidate.

➤ Step 4 is to call the candidates for an interview which is round 1 that is interview with HR.

➤ Step 5 if candidate is suitable for the job role than he/ she is asked for round 2 that is interview with HOD.

➤ Step 6 once candidate is selected he is send to round 3 that is interview with GM.

➤ If the employee is selected than sending them job offer mail.

➤ If candidate accept the job offer than further procedure is carried.

➤ Requesting employees to get all the documents during joining.

➤ Making the agreement letter ready for new joine.

➤ Making employee personal file and filing the entire document.

➤ **Provide them Laptop.**

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➤ INDUCTION TRAINING

Informal induction training

Induction training is given to employees who are newly joined in the company and get him prepared to work with new environment. In order to get him ready for mission HR department have prepared small PPT for induction training which consist of small history of the company along with stating its mission and vision, number of employees and total number of department.

After giving small knowledge about the company. The new employee is taken around to introduce him with colleagues of other departments. And later he is also shown our company and shop floor.

Once the employees is given informal induction training he/she is given to his particular department.

Formal Induction training

This sort of training is given by HOD. HOD makes his new candidate understand the department mission and vision and goal to achieve. He assigned him task etc.

Here HR department schedule formal induction training programs and even helps HOD to coordinate with the same.

➤ **TRAINING AND DEVELOPMENT**

Training Request:

Training request is collected from every department. HOD gives the training request forms. It consists of types of training required and person identifies who to be trained. Hr department submit training request forms to HOD where they have to fill the form and give within one week. As per their training request it is file in new file.

Training Annual Calendar:

Once all training request received from HOD they are filed and update in annual calendar year. Separate sheet is create to update training request. Training year starts from April 1st and ends in March 31st accordingly trainings are update.

Internal Training

Mostly internal are given by employers of the same department. During internal training HR have to coordinate with training forms thus scheduling timing, hours and forms while conducting training.

Once training is finished the trainer have to fill the training summary forms stating the importance of training given to employees along with the same training attendance is taken of participants and also signatures is taken.

Training feedback is distributed to all the participants who attended the training.

Separate file is created to keep all the forms for records.

After 3 months evaluation is done.

External training

Quotation is taken of training. Here outsiders come and give the training as per HOD request. Mostly this types of training is given when HOD also be part of this training.

Mostly internal are given by employers of the same department. During internal training HR have to coordinate with training forms thus scheduling timing, hours and forms while conducting training.

Once training is finished the trainer have to fill the training summary forms stating the importance of training given to employees along with the same training attendance is taken of participants and also signatures is taken.

Training feedback is distributed to all the participants who attended the training.

Separate file is created to keep all the forms for records.

For external training the trainers provide certificate for employees who participated in training.

This source of training is really helpful because you gain lots of knowledge and many ideas of outside company performs.

After 3 months evaluation is done.

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TRAINING ORGANISE BY ME FOR WORKERS.

Procedure of training

❖ Training Request:

HOD submitted the training request for quality department which was on priority. It was based on giving the important of using the items during manufacturing. It came to an notice that operators missed out some of the items to put during manufacturing process due to which some of the pultrusion mould gets rejected therefore HOD and team of quality decided to given this training for operators.

❖ Training coordination :

Entire training was schedule in very systematic manner. Venue was fixed which was convenient for department team and also for the operators. Date and time was fixed by HOD. Accordingly everything was set up.

❖ During training :

Any training is incomplete of neccerassry forms are not filled by trainer and participants hence form such as:

Training summary

Training attendance

Training feedback forms

These are the three main forms which are used at the time of training.

❖ After training :

Feedback forms were given to operators to give feedback for trainer and trainer was provided with training summary and attendance.

In training summary name of the faculty, venue, date, time and number of participants along with importance of training is also written down.





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