

CHAPTER V

PERSONNEL MANAGEMENT

Recruitment and Training

As was mentioned earlier the NETS faces a shortage of skilled labour. There is a shortage of drivers with P.S.V. licenses. To solve this problem the company invites trainees and train them free of charge. To get similar training leading to a P.S.V. license would cost a trainee about \$300/- in Kota Bharu. This has been quite successful. At present it has a waiting list of drivers who have obtained P.S.V. licenses through NETS.

A similar shortage also exists in the workshop. To overcome this the NETS employ boys at the age of 17 preferably from the junior trade school as apprentices. By the time they reach the age of 20 or 21 they would have gathered enough skill to become mechanics. But this procedure needs planning and forecasting. The company may find that it has not trained enough to meet changes or it may find it has trained too many. In short this practice reduces the flexibility of the employment policy.

Personnel Welfare and Benefits

The management of NETS feels that there is general indifference among its employees for the property of the company. This I believe is the result of the lack of a sense of belonging to and pride in the company. One of the ways to improve this I feel is the introduction of more personnel welfare and benefits. If the company shows an interest in their welfare the employees are bound to reciprocate. At the moment this is insufficient. There is of course the usual accident compensations. Then once a year the company holds a social gathering to which each employee, his wife and two children are invited. This is held each year after the Annual General Meeting. This is the only time when members of the top management mingles freely with the "rank and file" as members of the same family. This I believe, is invaluable to instil the feeling of belonging to a community of people interested in the welfare of the company. However, this is far from adequate. I would add a sports club, indoor games and a special club or mess where members of the company can meet during their leisure. A family welfare association for

the wives of the NETS personnel will also go very far in this direction.

The company encourages workers to buy shares in it but the response has been poor. Only 30 workers are shareholders and some of these have retired since. With its present rate of return the company cannot afford to give bonuses. But it should be the aim for the future.

There is a Consultative Committee consisting of representatives from the employees and the management to look after employee affairs and grievances. This was set up after the 1952 strike to replace the drivers' and conductors' union which was banned as a result of the strike. But the Committee has no power to discuss wage claims. Although the ban on the union has been lifted, this Committee continues in existence.