



PERS 348

EVALUATION OF LONGER-TERM EFFECTS  
OF THE 6M SIMULATION TRAINING COURSE

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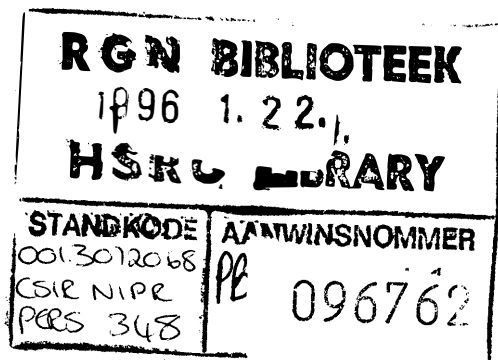
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·TERM EFFECTS  
TRAINING COURSE

National Institute for Personnel Research  
Council for Scientific and Industrial Research

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## SUMMARY

The primary goal of training is to improve employee performance in the job situation and to serve in this way the interests of both the organisation and the individual.

This study was undertaken to determine the extent to which the principles explained in the 6M Simulation Training Course were transferred to the working environment.

Information was obtained by interviewing 68 representatives of line management. Results indicate that the majority of supervisors and chargehands have observed a positive change in the behaviour of their employees in respect of thirty-four items which are specifically related to the course content.

Recommendations are made with reference to the exposure of White employees to 6M Simulation training, reinforcement of 6M principles, scheduling of 6M training, refresher courses, implementation of knowledge gained during 6M training and handling of problem areas which became apparent during the interviews.

## OPSOMMING

Die primêre doestelling van opleiding is die verbetering van werknemers se werkverrigting in die belange van beide die organisasie en die individu.

Hierdie studie is gedoen om te bepaal tot watter mate die beginsels wat tydens die 6M-Simulasie Opleidingskursus bespreek word na die werkplek oorgedra is.

Inligting is verkry deur onderhoude met 68 verteenwoordigers van lynbestuur te voer. Resultate dui aan dat die meerderheid van toesighouers en spanleiers 'n positiewe verandering m.b.t. die gedrag van hulle werknemers waargeneem het ten opsigte van vier-en-dertig items wat spesifiek met die kursusinhoud verband hou.

Aanbevelings word gemaak met betrekking tot blootstelling van Blankes aan 6M-Simulasie opleiding, versterking van 6M-beginsels, skedulering van 6M-opleiding, verfrissingskursusse, implementering van die kennis wat tydens 6M-opleiding opgedoen is en die hantering van probleemareas wat tydens die onderhoude aan die lig gekom het.

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## 1. INTRODUCTION

A great deal of time and effort goes into the development and implementation of training programmes. This tends to emphasize the need to do follow-up investigations to determine whether the expenditure of time and money has been worthwhile. In this respect it should be remembered that training has specific goals. Training is aimed at producing more effective workers to assist the organisation to reach its objectives. This also implies that trainees need to acquire specific knowledge and skills which in turn will benefit their personal development and achievement (Retief & Koorts<sup>1</sup>). The success of any training programme needs to be assessed against these criteria. However is it not sufficient to assess merely the increase of knowledge or skills as a result of training but also the extent to which their knowledge is applied successfully in the job situation.

This study is concerned with the influence of 6M Simulation training on the attitudes and work behaviour of employees over a period of time.

### 1.1 The 6M Simulation Training Course

The 6M Simulation is a training course which explains basic business principles and the relevant industrial concepts in an unique way on an in-company basis to unsophisticated employees. The rationale underlying this training approach is based on the assumption that if workers have a better understanding of these principles and how they are affected by them they would tend to adapt themselves more effectively to their work environment.

Course content is based on the six "M's" of an organisation: Money, Management, Men, Machines, Material and Market, focussing especially on the financial constraints involved.

#### 1.1.1 Goals of the 6M Simulation Training Course

The 6M Instructor's Manual<sup>2</sup> describes the two main goals of the 6M Simulation as follows:

- \* To explain to the workers the fundamental business principles and the relevant economic and industrial concepts involved in the functioning of a modern industrial organisation, focussing especially on the financial constraints. Areas in which pre-tests have indicated a lack of knowledge on the part of employees in an organisation receive special attention.
- \* To spell out the consequences of these principles and constraints to the individual worker. Throughout the training the link between the strength of a company and the benefits it can offer to its workers as a result, as well as the positive effect workers can collectively have on company strength, is emphasised.

### 1.1.2 Training Approach

Oakley <sup>3</sup> summarises the approach to 6M Simulation training as follows:

- \* "Three-dimensional scale models representing various aspects of the company (men, machines, building, raw materials, products, money, management) are bought or constructed and are then used to represent the organisation and selected aspects of its environment (e.g. suppliers, buyers, competitors and market aspects) on a flat surface between four and nine square metres in size. The concretisation of abstract concepts is central to the 6M Simulation.
- \* Only the most important aspects of the organisation and its environment are covered by the 6M Simulation, and models are selected to represent these important aspects only. In addition, the fewer models that are used to convey the training content, the less likelihood there is that trainees will become confused. Thus for example as few as ten model men may be used to represent the organisation's workforce, which in actuality may be several hundred strong.

The 6M Simulation is a group training technique which is handled by an instructor, with group sizes of between 8 and 10 people. The training usually comprises 7 modules, each being roughly 50 minutes in length."

- \* The instructor uses a special question and answer technique developed by the NIPR's Training Studies Division to present the course content to trainees. This ensures probing of trainees' knowledge and understanding of the concept being discussed. Immediate feedback in respect of misconceptions assists in identifying further training needs aimed at enhancing retention and ensuring positive reinforcement of correct information.
  
- \* Unfamiliar concepts are explained by using examples or analogies of situations with which trainees are familiar.

## 2. BACKGROUND TO THE STUDY

During 1981 an organisation which was involved in the development phase of the 6M Simulation and who started implementing the course at the end of 1978, requested the NIPR to undertake an investigation to ascertain how well the principles explained in the course had transferred to the working environment, e.g. whether they had been retained over time and to what extent they had influenced the attitude and behaviour of employees in the work situation.

## 3. METHOD OF INVESTIGATION

A questionnaire, "Behavioural Evaluation of the 6M Simulation Training", developed by the Training Studies Division of the NIPR was used for the purpose of the study.

This questionnaire probes 34 concepts which are discussed during 6M Simulation training and was used as a basis for the personal interviews conducted by members of the Training Studies Division.

Sixty-eight representatives of line management at the factory were interviewed. The 9 White employees were interviewed in English, the 3 Indians in either English or Zulu depending on which language they preferred and the 56 Blacks in Zulu. A description of the sample is set out in Table 1.

TABLE I: DESCRIPTION OF SAMPLE

JOB TITLE	WHITE	BLACK	INDIAN	TOTAL	ATTENDED 6M		WHEN 6M WAS ATTENDED				
					Yes	No	Don't know	'78	'79	'80	'81
Line Manager	1			1		1					
Senior Supervisor	2			2		2					
Production Supervisor	3			3		3					
Chief Supervisor		1		1	1					1	
Shift Supervisor		1		1	1			1			
Supervisor	3	5	1	9	6	3	2		3	1	
Senior Chargehand		5		5	5		1	1	2	1	
Section Chargehand		2		2	2		1	1			
General Controller Chargehand		1		1	1				1		
General Chargehand		1		1	1				1		
Shift Chargehand		1		1					1		
Chargehand		39	1	40	40		5	3	12	19	1
Assistant Chargehand			1	1	1				1		
	9	56	3	68	59	9	9	6	21	22	1

Interviewees were requested to rate employee behaviour for each item in the questionnaire on the following scale:

- 3 very negative change
- 2 moderate negative change
- 1 slight negative change
- 0 no change
- +1 slight positive change
- +2 moderate positive change
- +3 very positive change

They were invited to give reasons for the changes they had observed and they were also asked for further comments in regard to each item in order to gain more information.

At the end of the interview they were asked whether the changes they had observed had been temporary or whether they had lasted up to date. In addition suggestions for the improvement of the course and general comments were invited.

#### 4. RESULTS OF THE STUDY

##### 4.1 General

The information obtained from the 6M Behavioural Evaluation Questionnaire was analysed to ascertain what changes had been observed by line management in respect of the items included in the questionnaire. In addition the reasons for these changes were noted.

Since the Whites interviewed were not directly involved in 6M training and because some were unfamiliar with the content of the course, their responses were in the first instance analysed separately from those of the Blacks and Indians. Combined scores of all interviewees' responses are however also reported on where relevant.

Table 2 gives a summary of this analysis. The percentage of interviewees who indicated different degrees of change for each item as well as the reasons given for the ratings are given.

TABLE 2 (a) : PERCENTAGE CHANGE AND REASONS FOR CHANGE

Item No.	Item	% Change observed by White Interviewees										No comment
		Total % negative change	Very Negative	Somewhat Negative	Slightly Negative	No change	Slightly Positive	Somewhat Positive	Very Positive	Total % Positive change		
			-3	-2	-1	0	+1	+2	+3			
1.	Wastage of raw materials					11	44	11	11	67	22	
2.	Damage to products					22	22	33	11	67	11	
3.	Correct machine procedure					22	11	11	22	44	33	
4.	Rate of rejects					11	33	11	11	56	33	
5.	Reporting faulty machinery					11	44		22	67	22	
6.	Maintenance of machinery					33	11		11	22	44	
7.	Constant feeding of machinery					33		33	11	44	22	
8.	Loss of tools					33			11	11	56	
9.	Absenteeism	11			11	22	11	11	22	44	22	
10.	Latecoming					44		22	11	33	22	
11.	Leaving early					67			22	22	22	
12.	Idling on the job					56	22			22	22	
13.	Accidents					33		11	22	33	33	
14.	Motivation at work					11	22	33	11	66	22	
15.	Acceptance of instructions					33	22		22	44	22	
16.	Carrying out instructions					33	22	11	11	44	22	
17.	Theft					22	22		22	44	33	
18.	Amount of supervision required	11			11	11	44		11	56	22	
19.	Attitude towards production targets					22	22	11	22	56	22	
20.	Attainment of production targets					22	11	22	22	56	22	
21.	Attitude towards overtime					55	11		11	22	22	
22.	Attitude towards management	11			11		22	22	22	67	22	
23.	Attitude towards supervisors					33	11	22	11	44	22	
24.	Attitude towards shift work					67		22		22	11	
25.	Attitude towards wage policy	11			11		22	11	22	44	22	
26.	Attitude towards company rules					33	11	22		33	33	
27.	Attitude towards dept. rules					22	11	22		33	44	
28.	Identification with company					22			44	44	33	
29.	Labour turnover					33	22	22	11	56	11	
30.	Liaison/Works Com. discussions					11	11	11		22	67	
31.	Co-op. within department					11	22	33	11	67	22	
32.	Co-op. between departments					22	22	11		33	44	
33.	Good housekeeping					22	22	11	11	44	33	
34.	Efficiency					22	22	11	22	56	22	



TABLE 2 (b) : PERCENTAGE CHANGE AND REASONS FOR CHANGE

Item No.	Item	% Change observed by Black/Indian Interviewees										No comment
		Total % Negative change	Very Negative	Negative	Slightly Negative	No change	Slightly Positive	Somewhat Positive	Very Positive	Total % positive change		
			-3	-2	-1	0	+1	+2	+3			
1.	Wastage of materials					2	12	37	49	98		
2.	Damage to products					3		32	61	93	3	
3.	Correct machine procedure					3	3	27	66	96		
4.	Rate of rejects					3	5	29	63	96		
5.	Reporting faulty machinery					2	2	12	83	97	2	
6.	Maintenance of machinery					9	5	15	61	81	10	
7.	Constant feeding of machinery					3	3	15	75	93	3	
8.	Loss of tools					20	2	10	18	59	20	
9.	Absenteeism	5		3	2	12	5	22	56	83		
10.	Latecoming					5	10	24	61	95		
11.	Leaving early					12	3	12	71	86		
12.	Idling on the job					5		25	68	93	2	
13.	Accidents					12		17	71	88		
14.	Motivation at work					2	5	15	78	98		
15.	Acceptance of instructions					10	2	14	71	86	3	
16.	Carrying out instructions					7	3	19	70	92	2	
17.	Theft	2		2		36	2	2	37	41	22	
18.	Amount of supervision required					2	3	25	70	98		
19.	Attitude towards production targets	2			2	3	7	9	76	92	3	
20.	Attainment of production targets	2			2	5	2	15	73	90	3	
21.	Attitude towards overtime					9	9	19	63	90	2	
22.	Attitude towards management	3	2	2		12	9	19	54	81	3	
23.	Attitude towards supervisors	2	2			7	3	29	58	90	2	
24.	Attitude towards shift work					12	3	22	61	86	2	
25.	Attitude towards wage policy					19	12	27	41	80	2	
26.	Attitude towards company rules					14	2	24	40	86		
27.	Attitude towards dept. rules	2		2		12	5	17	59	81	5	
28.	Identification with company				2	15	14	12	54	80	3	
29.	Labour turnover	2	2			10	12	14	59	85	3	
30.	Liaison/Works Com. discussions					14	7	7	39	53	34	
31.	Co-op. within department					5	7	24	64	95		
32.	Co-op. between departments					12	10	20	56	86	2	
33.	Good housekeeping					7	8	25	58	92	2	
34.	Efficiency						3	24	71	98	2	

TABLE 2 (c) : PERCENTAGE CHANGE AND REASONS FOR CHANGE

Item No	Item	% Change observed by all interviewees									No comment
		Total % Negative change	Very Negative	Somewhat Negative	Slightly Negative	No change	Slightly Positive	Somewhat Positive	Very Positive	Total % Positive change	
		-3	-2	-1	0	+1	+2	+3			
1.	Wastage of materials				3	19	39	51	94	2	
2.	Damage to products				6	3	32	54	90	4	
3.	Correct machine procedure				6	4	25	60	90	4	
4.	Rate of rejects				4	9	26	57	91	4	
5.	Reporting faulty machinery				3	7	10	75	93	4	
6.	Maintenance of machinery				12	6	13	54	74	15	
7.	Constant feeding of machinery				7	3	18	66	87	6	
8.	Loss of tools				22	2	9	43	53	25	
9.	Absenteeism	6		3	3	13	6	21	52	78	2
10.	Latecoming				10	9	24	54	87	2	
11.	Leaving early				19	3	10	63	78	2	
12.	Idling on the job				12	3	22	59	84	4	
13.	Accidents				15		16	65	81	4	
14.	Motivation at work				3	7	18	69	94	2	
15.	Acceptance of instructions				13	4	12	65	81	6	
16.	Carrying out instructions				10	6	18	62	85	4	
17.	Theft	2		2	34	4	2	35	41	24	
18.	Amount of supervision required	2		2	3	9	22	62	93	2	
19.	Attitude towards production targets			2	6	9	9	69	87	6	
20.	Attainment of production targets			2	7	3	16	66	85	6	
21.	Attitude towards overtime				15	9	16	56	81	4	
22.	Attitude towards management	4	2	2	2	10	10	19	50	79	6
23.	Attitude towards supervisors	2	2		10	4	28	51	84	4	
24.	Attitude towards shift work				19	3	22	53	78	4	
25.	Attitude towards wage policy	2		2	19	12	26	37	75	4	
26.	Attitude towards company rules				16	3	24	56	79	4	
27.	Attitude towards dept. rules	2			13	6	18	52	75	9	
28.	Identification with company	2		2	16	12	10	53	75	7	
29.	Labour turnover	2	2		13	13	15	53	79	4	
30.	Liaison/Works Com. discussions				13	7	7	34	49	38	
31.	Co-op. within department				6	9	25	57	91	3	
32.	Co-op. between departments				13	12	19	49	79	7	
33.	Good housekeeping				9	10	24	52	85	6	
34.	Efficiency				3	6	22	65	93	4	

It should be noted that interviewees could not always express an opinion or comment on all the items contained in the questionnaire. The reasons for this were:

- (a) Unfamiliarity with the 6M course content which made it difficult or impossible for most of the Whites to attribute perceived changes to the 6M Simulation;
- (b) Unfamiliarity with a topic, e.g. the type of problems being handled by liaison/works committees;
- (c) Non-applicability of a topic to a particular section, e.g. maintenance of machinery or loss of tools.

For such cases a "no comment" column was used during the analysis.

A detailed account of these results is provided in Appendix A.

## 4.2 Discussion of results

### 4.2.1 Items 1 to 34 of the Questionnaire

#### (a) Whites

Most of the Whites had a very limited knowledge of the course content of the 6M Simulation. Nevertheless most of them were of the opinion that there had been improvement in respect of all 34 concepts listed in the "Behavioural Evaluation of 6M Training" questionnaire. (See Figure 1) Aspects which according to 67% of the interviewees had shown improvement were wastage of raw material, damage to products, early reporting of faulty machinery, motivation at work, attitude toward management and co-operation within departments. 56% said there had been an improvement in the rate of rejects, amount of supervision required, attitude towards production targets, attainment of production targets, labour turnover and efficiency. According to 44% correct machine operation, constant feeding of machines with raw materials, absenteeism, acceptance of instructions, theft, attitude towards supervisors, attitude towards wage policy, identification with

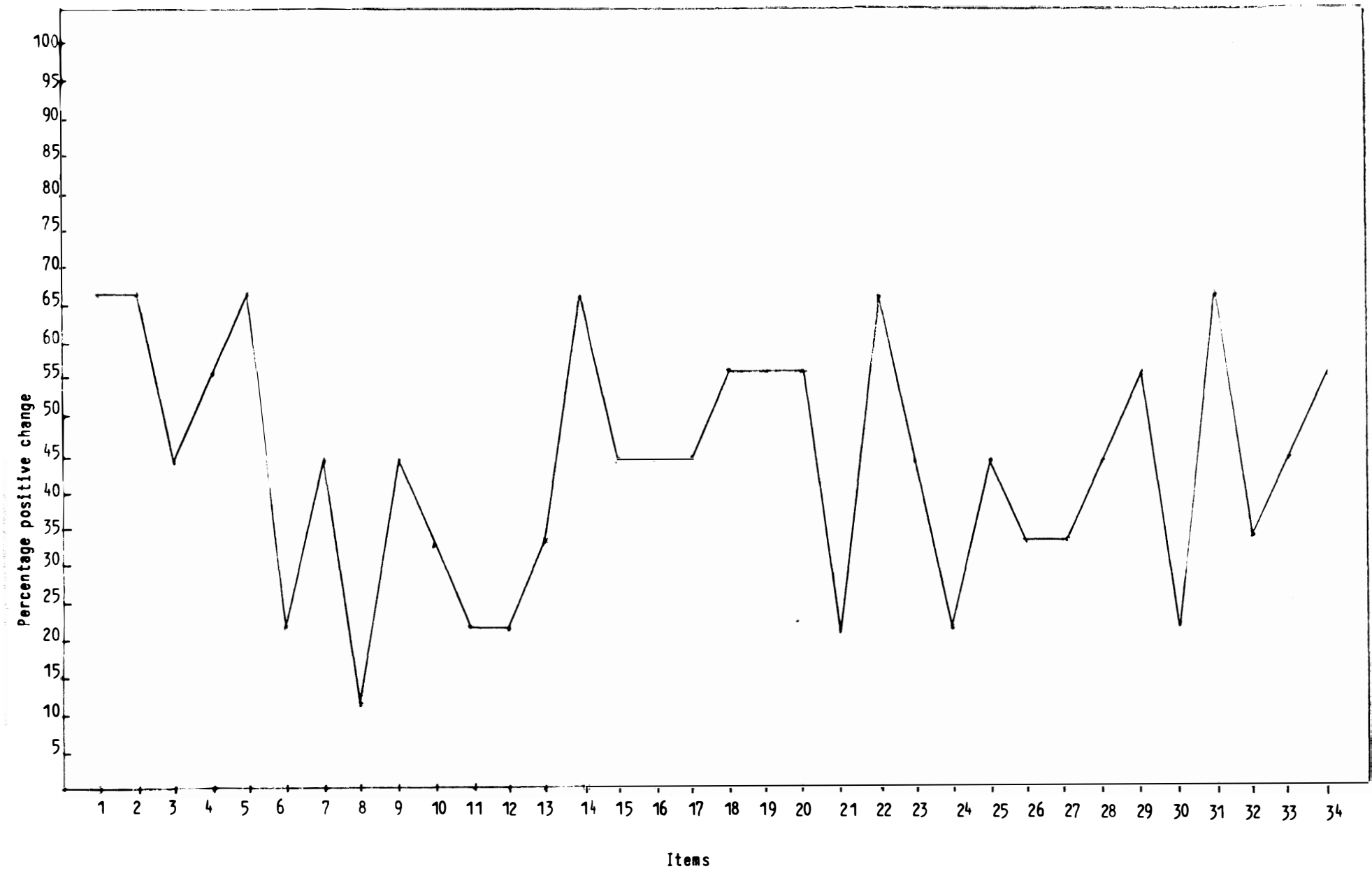


Figure 1: Percentage positive change observed by Whites (n=9)

company and good housekeeping had improved. 33% were of the opinion that latecoming, accidents, attitude towards company rules, attitude towards departmental rules and co-operation between departments had improved.

22% had observed improvement in aspects such as leaving early, idling on the job, attitude towards overtime, attitude towards shift work, maintenance of machinery and liaison/works committee discussions. 11% of the Whites interviewed indicated that there had been an improvement as far as loss of tools is concerned.

It should be noted that, except for "idling on the job", all the items mentioned in the previous paragraph are either not the responsibility of the departments concerned (maintenance of machinery, loss of tools), or refer to aspects where Whites would not necessarily be aware of the feelings of employees (attitude towards overtime and shiftwork) or be conversant with what is involved (liaison/works committee discussions).

All the Whites interviewed felt at a disadvantage because of their ignorance of what the Black and Indian employees were taught during 6M training. The fact that one thought that 6M probably was an "American Management course" points to gross ignorance of what was being taught as does the comment that "6M training is very theoretical". They, in fact, did not know which changes they could expect after 6M training. Changes in attitude or behaviour could therefore not be reinforced by them.

(b) Blacks and Indians

According to the overwhelming majority of Black and Indian supervisors and chargehands there had been an improvement in all the items included in the questionnaire (See Figure 2) and these improvements had lasted to the date of the interviews.

Between 90% and 98% commented on improvement as far as wastage of raw materials, damage to products, correct machine operation procedure, rate of rejects, early reporting of faulty machines, constant feeding of machines with raw material, latecoming, idling on the job, motivation at work, carrying out of instructions, amount of supervision required,

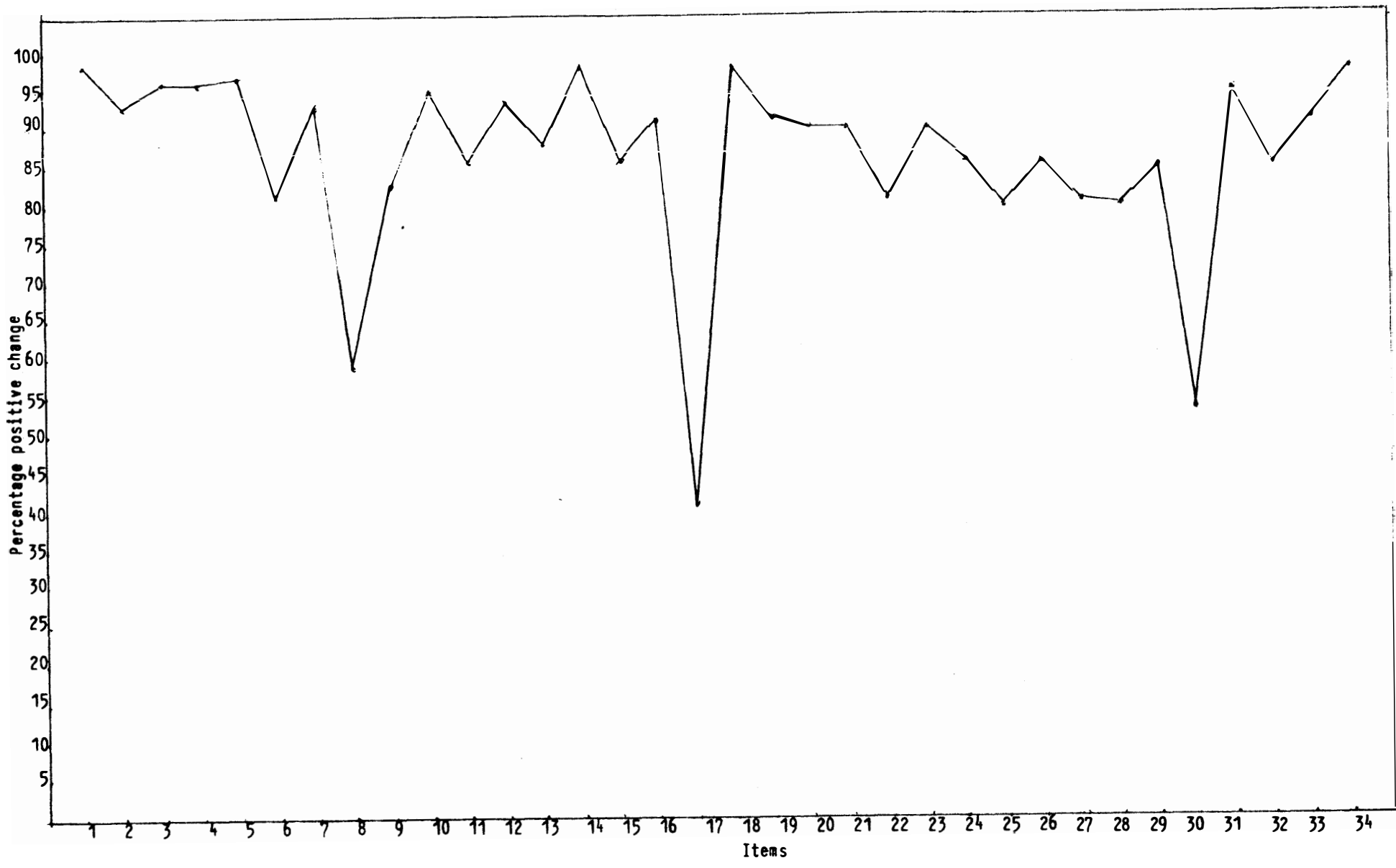


Figure 2: Percentage positive change 1 observed by Blacks and Indians (n=59)

attitude towards production targets, co-operation within departments, co-operation between departments, good housekeeping and efficiency was concerned.

80% to 89% said there had been improvement in respect of maintenance of machinery, leaving early, accidents, acceptance of instructions, attainment of production targets and labour turnover, as well as attitudes towards overtime, management, supervisors, shiftwork, company rules and departmental rules.

79% said identification of employees with the company had improved.

Between 50% and 59% were of the opinion that there were less loss of tools and that the type of problems discussed by works/liaison committees were less trivial. 41% said there had been an improvement as far as theft was concerned.

It should be pointed out that the items which are mentioned in the previous paragraph are items which are either the concern of another section (maintenance of machines and use of tools), or of which interviewees did not have first-hand knowledge (works/liaison committee discussions). According to 42% theft had never been a problem and for this reason there was no improvement.

In the following instances the 6M was given as the sole reason for improvements:

90% - 98% : Wastage of raw materials, damage to products, correct machine operating procedure, motivation at work, carrying out of instructions, amount of supervision required and efficiency.

80% - 89% : Rate of rejects, reporting faulty machines, constant feeding of machinery with raw material, latecoming, acceptance of instructions, attitude towards supervisors, attitude towards company rules, co-operation within departments, good housekeeping.

70% - 79% : Maintenance of machinery, absenteeism, idling on the job, accidents, labour turnover, co-operation between departments, attitudes towards production targets, overtime, management, shiftwork and departmental rules.

60% - 69% : Leaving early, identification with company and attitude towards wage policy.

50% - 59% : Loss of tools.

40% - 49% : Works/Liaison Committee discussions.

30% - 39% : Theft.

Previous comments concerning the last three items are also relevant here.

Figure 3 shows the percentage positive change observed by all interviewees as well as the percentage very positive change (+3) which was attributed solely to 6M training. For the purpose of this analysis instances where the 6M plus any other factor (e.g. management support of 6M principles) was cited as the reason for positive change this was taken as being "not 6M" .

#### 4.2.2 Factor analysis

Because of the variety of interrelated concepts probed by the "Behavioural Evaluation of 6M Simulation Training" questionnaire, it was decided to do a factor analysis of the results on the different items in order to ascertain the applicability of the questionnaire for more comprehensive concept areas.

The results of this analysis were analysed by listing the items identified for each factor according to the Eigen values obtained. Table 3 gives the first ten items for each factor with an Eigen value above 0,4. In the case of Factor 2 only nine items were above this limit.



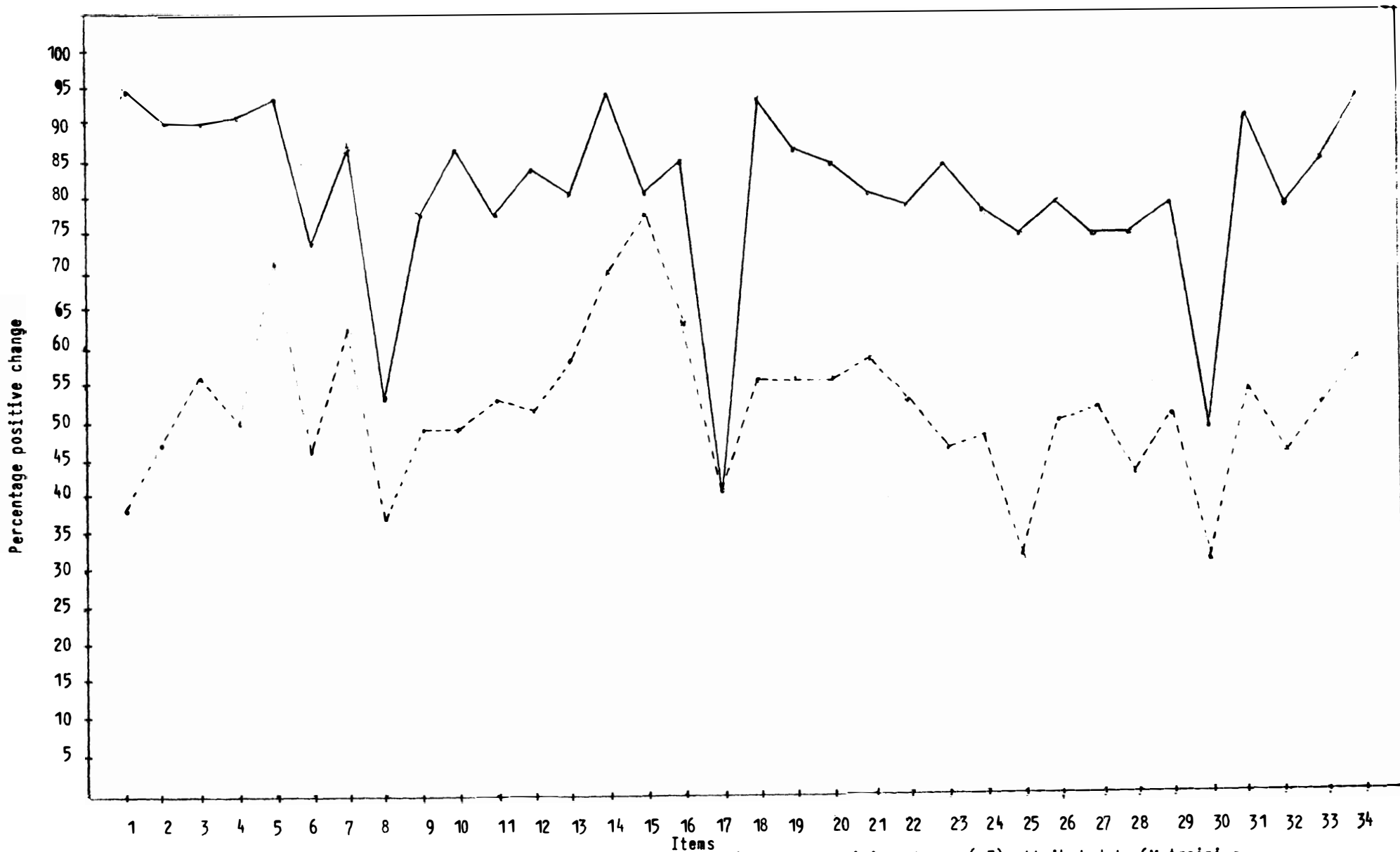


Figure 3: Percentage positive change observed for each item and percentage very positive change (+3) attributed to 6M training.

TABLE 3: ITEMS WITH HIGHEST EIGEN VALUES FOR FACTORS 1 TO 4 \*

Factor 1	Eigen value	Factor 2	Eigen value	Factor 3	Eigen value	Factor 4	Eigen value
Attitude towards dept. rules	,83574	Rate of rejects	,68625	Latecoming	,85514	Discussions of Works Committees	,71051
Attitude towards org. rules	,75160	Reporting faulty machinery	,68296	Idling on the job	,71299	Maintenance of machines	,63687
Co-op. between departments	,65375	Following correct machine procedure	,52390	Attitude towards shift work	,62957	Theft	,62544
Attitude towards supervisors	,57256	Wastage of raw material	,51480	Leaving early	,62493	Attitude towards wage policy	,61945
Damage to products	,67044	Efficiency	,51416	Attitude towards supervisors	,54970	Identification with company	,61133
Carrying out instructions	,64949	Co-op. within departments	,46375	Following correct machine proc.	,54541	Loss of tools	,52398
Wastage of raw material	,63995	Good housekeeping	,44958	Wastage of raw materials	,54010	Attitude towards management	,49266
Co-op. within department	,63477	Maintenance of machines	,43692	Attitude towards prod. targets	,53008	Labour turnover	,48593
Good housekeeping	,61522	Attitude towards production targets	,42152	Damage to products	,52376	Good housekeeping	,47898
Acceptance of instructions	,61101			Carrying out instructions	,50697	Feeding machines with raw material	,47767

\* Obtained by means of an oblique factor structure matrix, after rotation with Kaiser Normalization. (Nie et al<sup>4</sup>)

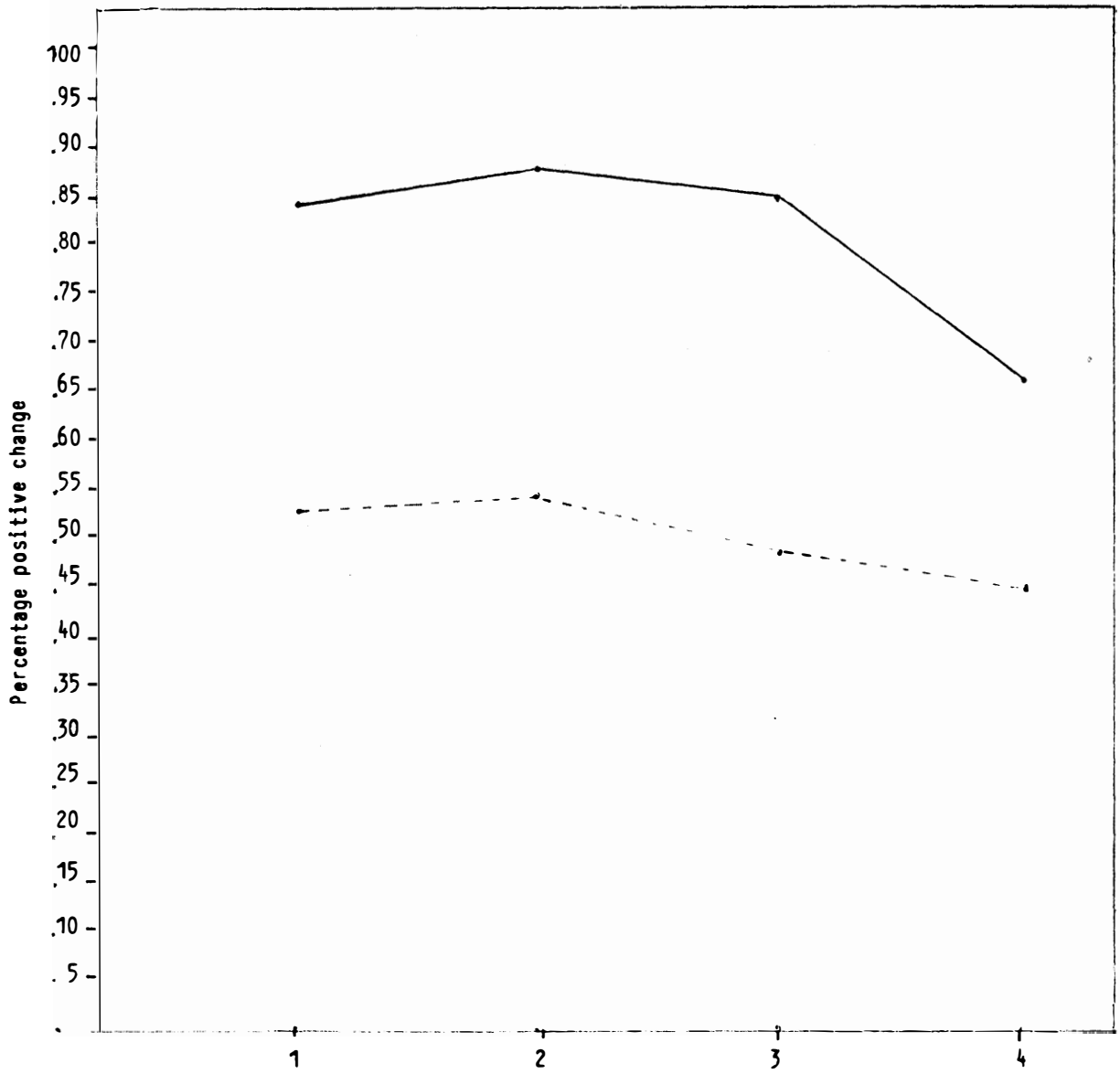


Figure 4: Percentage positive change observed for each factor and percentage of very positive change (+3) attributed to 6M training

TABLE 4 : PERCENTAGE CHANGE OBSERVED FOR FACTORS 1 - 4

(a)

Factor No.	Title	% Change observed by White Interviewees									
		Total % Negative change	Very Negative	Moderately Negative	Slightly Negative	No change	Slightly Positive	Moderately Positive	Very Positive	Total % Positive change	No comment
			-3	-2	-1	0	+1	+2	+3		
1.	Attitude towards management					24	21	18	9	48	28
2.	Efficient use of machinery					19	24	11	17	52	28
3.	Human sources of inefficiency	1			1	37	14	14	13	40	21
4.	Identification with Company	3		1	1	21	14	11	17	42	35

(b)

Factor No.	Title	% Change observed by Black/Indian Interviewees									
		Total % Negative change	Very Negative	Moderately Negative	Slightly Negative	No change	Slightly Positive	Moderately Positive	Very Positive	Total % Positive change	No comment
			-3	-2	-1	0	+1	+2	+3		
1.	Attitude towards management					8	5	24	61	90	2
2.	Efficient use of machinery					4	6	22	66	94	2
3.	Human sources of inefficiency	1				6	5	24	63	91	1
4.	Identification with Company	1				17	8	14	49	71	11

(c)

Factor No.	Title	% Change observed by all interviewees									
		Total % Negative change	Very Negative	Moderately Negative	Slightly Negative	No change	Slightly Positive	Moderately Positive	Very Positive	Total % Positive change	No comment
			-3	-2	-1	0	+1	+2	+3		
1.	Attitude towards management					10	7	23	54	84	4
2.	Efficient use of machinery					6	8	21	59	83	6
3.	Human sources of inefficiency	1				10	7	23	56	85	3
4.	Identification with Company	1				17	9	14	45	67	14

An analysis of these results shows a clustering of items under the following 6M concept areas:

- Factor 1: Attitude towards management
- Factor 2: Efficient use of machinery
- Factor 3: Human sources of inefficiency
- Factor 4: Identification with company

The percentage change observed by interviewees for each factor is set out in Table 4.

The figures in Table 4 show that, in the opinion of the interviewees, there has been a positive improvement in all these concept areas. The percentage change observed for each factor is depicted in Figure 3 together with the percentage of change which is attributed solely to 6M training.

### 4.3 Other results

#### 4.3.1 General

There was a strong feeling among the persons interviewed that all employees should be exposed to 6M Simulation training.

Comments from Black and Indian interviewees indicated that the periodic retrenchments which occur at the factory generates a lot of uncertainty and insecurity amongst employees.

#### 4.3.2 Suggestions to improve 6M Simulation Training

##### 4.3.2.1 Whites

Most of the White interviewees found it difficult to suggest possible improvements because of their lack of knowledge concerning the 6M.

The suggestions which were received can be summarised as follows:

- \* More comprehensive explanation of pension scheme and other fringe benefits.
- \* Need for course giving information on cultural background of Blacks to Whites.
- \* Regular meetings between operators and supervisors to discuss problem areas and how problems can be solved by using 6M concepts.

#### 4.3.2.2 Blacks/Indians

Interviewees felt the following concepts should receive more attention:

- \* careful handling of finished products
- \* role of the supervisor
- \* effects of human inefficiency
- \* employees as "shareholders" in the company
- \* efficiency
- \* co-operation between departments
- \* teamwork
- \* reinforcement of 6M principles on the job
- \* early training of new employees

In addition the following suggestions were received:

- \* publishing of a picture story booklet to serve as refresher or reminder of course content
- \* additional training to show people how they can implement principles in their jobs

A complete list of suggestions appear in Appendix B.

### 4.3.3 Other Comments

#### 4.3.3.1 Whites

Apart from pointing out their disadvantage in not being sure of the 6M course content, White interviewees expressed the opinion that:

- \* 6M should be backed up by management and managerial practices
- \* interviews should be conducted with operators to ascertain to what extent they retain 6M knowledge
- \* guidelines on how to implement 6M principles on the job should be given to employees
- \* new employees should receive induction and 6M training before they acquire bad habits
- \* the training department should plan ahead in order to minimize inconvenience to departments

#### 4.3.3.2 Blacks/Indians

Apart from a large number of positive statements about 6M training (see Appendix C) interviewees had comments concerning:

- \* the need for all employees to receive 6M training
- \* lack of co-operation from management when trying to implement the principles taught during 6M
- \* need for further training on "how to help the company to prosper".
- \* need for management to listen to employees' grievances.

## 5. CONCLUSIONS

### 5.1 Whites

The fact that Whites have observed positive changes in all 34 items included in the "Behavioural Evaluation of the 6M Simulation" questionnaire becomes even more significant if their unfamiliarity with the course content is taken into account.

## 5.2 Blacks and Indians

Most of the Black and Indian supervisors and chargehands are convinced that positive changes in all 34 categories included in the behavioural evaluation questionnaire have taken place and that these changes can be attributed to 6M Simulation training. As these supervisors and chargehands work very closely with operators, their opinions are very important.

## 6. RECOMMENDATIONS

### 6.1 Exposure of Whites to the 6M Simulation Training

The most important recommendation is that Whites should be exposed to 6M at the earliest possible opportunity. Top and Middle Management should be given an abbreviated version (an extended Module 5 demonstration) while line management and other White employees should attend a full 6M course.

To prevent negative attitudes on the part of line management, it could be explained to the people concerned that they are attending 6M courses to show them exactly what Black and Indian employees are being taught in order to improve communication in the job situation.

Application of 6M concepts in the workplace could then be more efficiently reinforced. Changes in attitudes and behaviour could also be more accurately assessed for evaluation purposes.

### 6.2 Reinforcement of 6M Principles

Managers and supervisors should be given guidelines on how to reinforce the principles taught during 6M training. This would increase the value of the training to the company.



### 6.3 Scheduling of 6M Simulation Training

Course attendance should be planned in such a way that line management are not inconvenienced unnecessarily. Requesting attendance of operators at very short notice only causes resentment and leads to lack of co-operation. New employees should be included in courses on a regular basis.

### 6.4 Refresher Courses

There seems to be a need for some form of refresher course. In addition to a refresher course or as an alternative thereto, the suggestion of a picture book depicting the 6M story of the factory could be a possibility. The use of videofilm for the purpose of refresher courses could also be investigated. Alternatively photographs of demonstrations of key concepts during 6M training could be taken and circulated at regular intervals to serve as a "refresher". The suitability and acceptability of these media for the target population concerned should, however, be carefully investigated.

### 6.5 Implementation of knowledge gained during 6M Simulation Training

The suggestion that people who have attended 6M should have discussions with line management at regular intervals seems to be a good idea. This would serve to explain the practical ways in which employees could implement what they have learned in their jobs, could serve as reinforcement and would make more uniform evaluation of improved performance possible.

### 6.6 Role of Management

The role of line management should be explained in more detail to trainees. Special attention should be paid to the external factors which force supervisors to take certain actions. This could prevent harassment of supervisors in the townships.

### 6.7 Retrenchment Policy

The reasons for periodic retrenchment at the factory should be given more attention during 6M training. (Refer to comments on retrenchment under items 28 and 29.) Although this will not necessarily diminish the fear of retrenchment, it could make employees realise that factors outside the company's control force management to retrench employees.

### 6.8 Misunderstanding of Pension Fund

More emphasis should be given to the explanation of fringe benefits, preferably in an induction course. With reference to problems experienced regarding the acceptance of pension funds by Black employees, experience has indicated that the biggest hurdle to overcome is the fact that employees are not sure as to how much they will be entitled to and where and when they will receive their pension fund benefits. Apparently there is a general idea amongst Blacks that they will never receive their money or that officials will rob them of part of their money. A solution which has proven very successful in one company is to let each employee contributing to their pension fund open a savings account. Immediately after retirement or resignation pension fund moneys are paid into this account by the company.

### 6.9 Emphasis of Efficiency Factors

Discussion of Module 4 aspects, which centres round efficiency, may need special attention as a number of suggestions from interviewees for improvement of the 6M training refer to this module, e.g. handling of products, role of supervisors, reasons for certain rules/regulations, why efficiency is important, implications of waste of time, teamwork, absenteeism and specific ways in which 6M concepts can be implemented in the job situation.

6.10 General

It should be emphasized that the credibility of the results obtained will be greatly enhanced if statistical data concerning measurable items in the questionnaire could be made available from the period before 6M was introduced at the factory and for specified periods after training. This, together with information regarding the number of the total workforce trained at any given time could then be analysed and compared with the subjective evaluations contained in this report.

7. REFERENCES

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ITEM ON BEHAVIOURAL EVALUATION QUESTIONNAIRE: 1. WASTAGE OF RAW MATERIALS

Percentage reporting changes (Whites N=9) (Blacks/Indians N=59) (TOTAL N=68)

GROUP	Total % - change	-3	-2	-1	0	+1	+2	+3	Total % + change	No Comment
Whites					11	44	11	11	67	22
Blacks/ Indians					2	12	37	49	98	
TOTAL					3	19	39	51	94	2

Reasons for reported positive change

6M training

6M training + management practices  
+ experience

+ better raw material

Not 6M training: "Could be 6M"

No reason given

	Whites	Blacks/ Indians	Total
6M training	22	93	84
6M training + management practices + experience	22	2	4
+ better raw material		2	2
Not 6M training: "Could be 6M"	11		2
No reason given	11		2

Reasons for "no change"

Never a problem

Always a problem

No reason given

Never a problem	11		2
Always a problem			
No reason given			

Reasons for negative change


## COMMENTS

### 1. Reasons for attributing positive change to 6M:

- "No longer throw away materials."
- "Tremendous improvement, although cannot be 100%."
- "Taught that wastage leads to company downfall which leads to downfall of employees."
- "More aware of causes of higher production costs and importance of minimizing same than before 6M."
- "There was a definite improvement on wastage immediately after 6M - had selected bad employees to be trained first."
- "The course elaborated a lot on certain issues which some employees didn't understand - the course was very helpful."
- "Heard one worker telling another to go to 6M, because he wastes, makes faults."
- "Employees who have been trained understand the importance of working efficiently and reaching production targets."
- "There was wastage of time, material before the 6M course but not anymore."
- "They used to throw materials around and made it dirty."
- "Before they received 6M they used to mix and throw away materials - no more."
- "The improvement was noticed after employees received 6M."
- "More aware of effect of wastage on production costs."
- "Has improved their knowledge even of detecting faulty raw material."
- "They now know consequences of wasting raw material."
- "Much better - are now aware that waste is not wanted."
- "There was a very positive change immediately after the 6M."

## 2. Reasons for slight change or no change.

- "Some are putting into practice what they have learned others are not prepared to do so."
- "Some people will always be bad workers."
- "Wastage mostly caused by faulty machines."
- "Not all workers in group have been on 6M."
- "There was a very positive change immediately after 6M but then it started to decline again."
- "Should get regular refresher courses."

ITEM ON BEHAVIOURAL EVALUATION QUESTIONNAIRE: 2. DAMAGE TO PRODUCTS

Percentage reporting changes (Whites N=9) (Blacks/Indians N=59) (TOTAL N=68)

GROUP	Total % - change	-3	-2	-1	0	+1	+2	+3	Total % + change	No Comment
Whites					22	22	33	11	67	11
Blacks/ Indians					3		32	61	93	3
TOTAL					6	3	32	54	90	4

Reasons for reported positive change

6M training  
6M training + management practices

Not 6M training: "Could be 6M"

No reason given

	Whites	Blacks/ Indians	Total
6M training	33	92	83
6M training + management practices		2	2
Not 6M training: "Could be 6M"	11		2
No reason given	22		3

Reasons for "no change"

Never a problem  
Always a problem  
No reason given

Never a problem	11	3	4
Always a problem	11		2
No reason given			

Reasons for negative change




## COMMENTS

### 1. Reasons for attributing positive change to 6M

- "Company downfall leads to employee downfall."
- "People realise if company goes down, they go down."
- "All as result of 6M."
- "They look after products. Even our task is lighter, workers more responsible."
- "They tend to be more careful with finished product because it is closer to customer than at initial stage."
- "Even those who have not been to 6M can copy from those who have attended 6M."
- "No more damage to finished products."
- "There was wastage of time and products before the 6M course but not anymore."
- "More careful in handling finished products than before."
- "They used to spoil finished products e.g. stacking in dirty and wet places. Now they are careful."
- "Before 6M did not even report when there were spillages but now they report."
- "Here one cannot always blame the workers as some causes are unavoidable. But decreased after 6M."
- "It was well explained during 6M."

### 2. Other reasons for improvement

- "Attendance of supervisory courses helps (better supervision, better skills)."
- "Chargehands are very helpful because they have been trained on various courses."
- "Working area has improved and special smoking area."

### 3. Reason for no change

- "There used to be change after 6M but now that people are used to it, they don't care."

ITEM ON BEHAVIOURAL EVALUATION QUESTIONNAIRE: 3. CORRECT MACHINE PROCEDURE

Percentage reporting changes (Whites N=9) (Blacks/Indians N=59) (TOTAL N=68)

GROUP	Total % - change	-3	-2	-1	0	+1	+2	+3	Total % + change	No Comment
Whites					22	11	11	22	44	33
Blacks/ Indians					3	3	27	66	96	
TOTAL					6	4	25	60	90	4

Reasons for reported positive change

6M training

6M training + skills training

Not 6M training: "Could be 6M"

No reason given

	Whites	Blacks/ Indians	Total
6M training	11	92	81
6M training + skills training		5	4
Not 6M training: "Could be 6M"	11		2
No reason given	22		3

Reasons for "no change"

Never a problem

Always a problem

No reason given

Never a problem		3	3
Always a problem			
No reason given	22		3

Reasons for negative change


COMMENTS1. Reasons for attributing positive change to 6M

- "Operators follow operating instructions better than before 6M."
- "No longer make mistakes - even when there is a mistake they quickly rectify it."
- "Much improved - even task of chargehand has been made lighter."
- "Less breakdowns due to incorrect operation."
- "Employees more attentive since 6M."
- "6M supports other practices in section."
- "When chargehand's attention is needed they call for him."
- "Operate machines in correct way."
- "There has been a remarkable change."
- "We would like to have everybody to undergo 6M training course as soon as possible because not everybody has been trained."
- "Employees are still using old machines but looking after them well."
- "More aware of what can happen if machine not properly operated i.e costs."
- "As a chargehand who received 6M I am more aware of important aspects and train them."
- "Very careful when operating machines."
- "They used to attempt repairs without knowledge. Now stop and call mechanic immediately."
- "Have been issued new scales and they are following procedure."
- "Have become more observant of correct procedures."
- "It is easier for one to lead the people because people understand why they should not do certain things."
- "6M explained that if they do not operate correctly the result is breakdowns and the consequences of breakdowns."
- "6M has improved their machine operation - workers more careful and conscientious."
- "After 6M even more careful."
- "6M helped me as a chargehand to explain various things."
- "I wish more people could be exposed to the course."

ITEM ON BEHAVIOURAL EVALUATION QUESTIONNAIRE: 4. RATE OF REJECTS

Percentage reporting changes (Whites N=9) (Blacks/Indians N=59) (TOTAL N=68)

GROUP	Total % - change	-3	-2	-1	0	+1	+2	+3	Total % + change	No Comment
Whites					11	33	11	11	56	33
Blacks/ Indians					3	5	29	63	96	
TOTAL					4	9	26	57	91	4

Reasons for reported positive change

6M training

6M training + management practices

+ chargehand training

+ departmental rules

+ technical training

Not 6M training: "May be 6M"

No reason given

Whites	Blacks/ Indians	Total
11	85	75
22		3
	2	1
	2	1
	2	1
11	2	3
11	5	6

Reasons for "no change"

Never a problem

Always a problem

No reason given

11	3	4

Reasons for negative change


## COMMENTS

### 1. Reasons for attributing positive change to 6M

#### (a) Whites

- "Improvement as a result of machine faults being reported earlier as only a machine can produce rejects."
- "Operators are more aware."

#### (b) Blacks/Indians

- "All improvements caused by 6M."
- "Were told during 6M that rejects cause high cost of production which has bad consequences to company and workers."

### 2. Problems experienced

- "Could improve if mechanics did their work more efficiently."
- "Rejects could improve only if mechanics could get 6M training to support operators in their task of minimizing rejects by repairing machines properly."
- "Raw materials claimed to be from Japan is poor quality or we do not know how to use it efficiently."
- "6M cannot have effect as machines cause rejects here."
- "No rejects produced. If any rejects occur it is because material supplied was faulty."

ITEM ON BEHAVIOURAL EVALUATION QUESTIONNAIRE: 5. REPORTING FAULTY MACHINERY

Percentage reporting changes (Whites N=9) (Blacks/Indians N=59) (TOTAL N=68)

GROUP	Total % - change	-3	-2	-1	0	+1	+2	+3	Total % + change	No Comment
Whites					11	44		22	67	22
Blacks/ Indians					2	2	12	83	97	2
TOTAL					3	7	10	75	93	4

Reasons for reported positive change

6M training

6M training + better trained engineers

+ management support

+ incentive bonus

+ enquiries after break-downs

Not 6M training: "Could be 6M"

No reason given

	Whites	Blacks/ Indians	Total
		90	78
	33		4
		2	2
		2	2
		2	2
	11		2
	22		3

Reasons for "no change"

Never a problem

Always a problem

No reason given

	3	3
11	2	3

Reasons for negative change


## COMMENTS

### 1. Problems experienced

#### (a) Whites

Only two comments were received from these interviewees. One of the people who felt 6M had influenced change commented that machine faults were now reported in time, while another said that supervisors had to reinforce the importance of reporting faulty machines all the time. The negative effect of delays by the maintenance section to carry out repairs when employees reported faults in time, was emphasised.

#### (b) Blacks/Indians

The following problems were mentioned:

- "The snag with mechanics confuses operators."
- "But people who are supposed to repair machines are still not doing their jobs properly because they take a long time before they come to repair machines."
- "Some machines are not repaired immediately after reporting them."
- "Have problems with mechanics who have not been to 6M and take too long to repair machines."

### 2. Reasons for attributing positive change to 6M

- "Operators report machine faults at once and even know reasons why machine is faulty."
- "Have taken initiative on their own. Moreover they are aware that a faulty machine means hold up which means less production bonus."
- "They do report in time and mechanics are called."
- "Employees are still using very old machines but they are looking very well after them."
- "Report noticed faults immediately."
- "They now report even slightest or assumed faults, which is good."

- "They report faulty machines more than they did before."
- "Before 6M did not care but afterwards they know it is an error not to report faulty machine."



ITEM ON BEHAVIOURAL EVALUATION QUESTIONNAIRE: 6. MAINTENANCE OF MACHINERY

Percentage reporting changes (Whites N=9) (Blacks/Indians N=59) (TOTAL N=68)

GROUP	Total % - change	-3	-2	-1	0	+1	+2	+3	Total % + change	No Comment
Whites					33	11		11	22	44
Blacks/ Indians					9	5	15	61	81	10
TOTAL					12	6	13	54	74	15

Reasons for reported positive change

6M training

6M training + better trained engineers

+ incentive bonus

Not 6M training: "Could be 6M"

No reason given

	Whites	Blacks/ Indians	Total
6M training		76	66
6M training + better trained engineers + incentive bonus	11		2
		6	5
Not 6M training: "Could be 6M"	11		2

Reasons for "no change"

Never a problem

Always a problem

No reason given

	2	2
	5	4
33		4

Reasons for negative change


## COMMENTS

### 1. Problems experienced

#### (a) Whites

- "It is difficult to motivate a person who thinks he is going to be retrenched."
- "People who are supposed to repair machines take their own time to do this. This is very bad because it disrupts the production process."
- "Some of the machines are very old."
- "Maintenance personnel need to have broader knowledge of machine function."
- "Operators feel they report problems in time, but maintenance people are not interested. Result is that e.g. at time of interview two machines had been reported as soon as problems were noticed. As nothing had been done about repairing them five others which were giving problems had not even been reported."

#### (b) Blacks/Indians

- "The White people who repair machines take their own time."
- "Some mechanics are not doing their work efficiently and this affects our efficiency."
- "Engineering people are really a problem - they do not do their jobs properly."

### 2. Reasons for attributing positive change to 6M

- "Since 6M training this has become a habit."
- "Personally highly satisfied with results since 6M."
- "6M has really increased and improved knowledge here."
- "More aware of consequences of machines breakdown than before 6M."
- "There is tremendous reduction in breakdowns traceable to employee efficiency."
- "They report machines immediately if maintenance is necessary."
- "6M has improved them a lot."
- "People understand better what is expected of them in their work places."
- "Used to do well before 6M but after it, much better."

ITEM ON BEHAVIOURAL EVALUATION QUESTIONNAIRE: 7. CONSTANT FEEDING OF  
MACHINES WITH RAW MATERIAL

Percentage reporting changes (Whites N=9) (Blacks/Indians N=59) (TOTAL N=68)

GROUP	Total % - change	-3	-2	-1	0	+1	+2	+3	Total % + change	No Comment
Whites					33		33	11	44	22
Blacks/ Indians					3	3	15	75	93	3
TOTAL					7	3	18	66	87	6

Reasons for reported positive change

6M training

6M training + management practices

+ incentive bonus

+ rules

Not 6M training: "Bonus"

"Machine automatically controlled"

No reason given

	Whites	Blacks/ Indians	Total
6M training	11	81	72
6M training + management practices	11	2	3
+ incentive bonus		3	3
+ rules		2	2
Not 6M training: "Bonus"	11		2
"Machine automatically controlled"		2	2
No reason given	11	3	4

Reasons for "no change"

Never a problem

Always a problem

No reason given

Never a problem	11	3	4
Always a problem			
No reason given	22		4

Reasons for negative change


COMMENTS1. Problem area

"Still needs to be checked especially as thickness (quality) and length of materials are different."

2. Reasons for attributing positive change to 6M

- "Very much improved since 6M."
- "They always have material ready for feeding so that there are no delays."
- "Fed at all times."
- "Employees are working efficiently."
- "They are aware that running machine without material does not earn the company any money but loss."
- "There are no more stoppages due to inconsistent feeding - machines operate 24 hours around the clock."
- "6M has made them aware that to run machine without material costs the company money."
- "There has been an increase in productivity."
- "Before 6M used to have machines standing idle but after 6M they realise they have to have material on the ready."
- "They report immediately when there is not enough raw material."

ITEM ON BEHAVIOURAL EVALUATION QUESTIONNAIRE: 8. LOSS OF TOOLS

Percentage reporting changes (Whites N=9) (Blacks/Indians N=59) (TOTAL N=68)

GROUP	Total % - change	-3	-2	-1	0	+1	+2	+3	Total % + change	No Comment
Whites					33			11	11	56
Blacks/ Indians					20	2	10	18	59	20
TOTAL					22	2	9	43	53	25

Reasons for reported positive change

6M training

6M training + management practices

+ bonus

+ training in general

Not 6M training: "Equipment control  
measures"

No reason given

	Whites	Blacks/ Indians	Total
6M training		53	52
6M training + management practices	11		2
+ bonus		2	2
+ training in general		2	2
Not 6M training: "Equipment control measures"		3	4
No reason given			

Reasons for "no change"

Never a problem

Always a problem

No reason given

Never a problem		14	12
Always a problem	22	7	9
No reason given	11		2

Reasons for negative change


COMMENTS1. Problems experienced

"The scissors we are using have plastic handles which break easily. The company should buy stronger tools."

2. Reasons for attributing positive change to 6M

- "No tools get lost. When they are lost by accident the person concerned reports it quickly. Before 6M people just kept quiet."
- "They now really look after their tools."
- "Aware of effect of lost tools on efficiency."
- "Now more organised in storing tools - no loss."

ITEM ON BEHAVIOURAL EVALUATION QUESTIONNAIRE: 9. ABSENTEEISM

Percentage reporting changes (Whites N=9) (Blacks/Indians N=59) (TOTAL N=68)

GROUP	Total % - change	-3	-2	-1	0	+1	+2	+3	Total % + change	No Comment
Whites	11			11	22	11	11	22	44	22
Blacks/ Indians	5		3	2	12	5	22	56	83	
TOTAL	6		3	3	13	6	21	52	78	2

Reasons for reported positive change

6M training

6M training + fear of retrenchment

+ disciplinary procedures

+ better remuneration

Not 6M training: "Could be 6M"

No reason given

No reason given

	Whites	Blacks/ Indians	Total
6M training	11	78	69
6M training + fear of retrenchment		3	3
+ disciplinary procedures		2	2
+ better remuneration		2	2
Not 6M training: "Could be 6M"	11		2
No reason given		5	4
No reason given	22		3

Reasons for "no change"

Never a problem

Always a problem

No reason given

Never a problem	11	5	6
Always a problem	11	7	7
No reason given			

Reasons for negative change

No reason given

People stay away to look for other jobs because of fear of retrenchment

No reason given	11		2
People stay away to look for other jobs because of fear of retrenchment		3	4

COMMENTS1. Problems

- "Because they no longer use company doctor, some non-motivated workers use outside doctors for "sick leave".
- "People still absent themselves without reporting before-hand."

2. Reasons for attributing positive change to 6M

- "Operators let supervisors know if they are going to be absent. When someone is absent others get machine running without having to be told."
- "One person indicated that absenteeism in his section had only been approximately 3% during the last nine months."
- "People are no longer absent."
- "Noticeable improvement."
- "Improvement only among 6M students."
- "People are willing to phone if they are to be absent."
- "Those who are sick produce medical certificates."
- "Try to be present always."
- "People now understand why it is wrong to be absent without a genuine reason(s)."
- "Used to have 12 absent in a section, now hardly any."
- "Has been the most powerful single influence."
- "They always report if going to be absent."



### 3. Reasons for no change

- "They know if they are absent for no apparent reason they may be fired."
- "Here cannot say because at times people are genuinely sick or have to attend to domestic troubles."

### 4. Reasons for negative change

- "It seems this area needs to be emphasised very well to future 6M attendants."
- "During retrenchment people tend to be absent looking for employment elsewhere."
- "This is still a problem. They get outside doctors to lay them off sick."

ITEM ON BEHAVIOURAL EVALUATION QUESTIONNAIRE: 10. LATECOMING

Percentage reporting changes (Whites N=9) (Blacks/Indians N=59) (TOTAL N=68)

GROUP	Total % - change	-3	-2	-1	0	+1	+2	+3	Total % + change	No Comment
Whites					44		22	11	33	22
Blacks/ Indians					5	10	24	61	95	
TOTAL					10	9	24	54	87	2

Reasons for reported positive change

6M training

6M training + management practices

+ fear of retrenchment

+ company rules

Not 6M training:

No reason given

	Whites	Blacks/ Indians	Total
6M training	11	81	72
6M training + management practices	11		2
+ fear of retrenchment		3	3
+ company rules		7	6
Not 6M training:			
No reason given	11	2	3

Reasons for "no change"

Never a problem

Always a problem

No reason given

Never a problem	11	2	3
Always a problem	11	5	6
No reason given	22		3

Reasons for negative change


## COMMENTS

### 1. Problems

- "Still problems due to unreliable transport."
- "Monday's still a problem."
- "Immediately after 6M used to be very positive now seems to need reinforcement."
- "People complain it does not benefit them to come to work on time because they are underpaid."

### 2. Reasons for attributing positive change to 6M

- "More production conscious than before 6M."
- "Have no problems whatsoever after 6M."
- "Very rare."
- "Much improved."
- "Keep to time."
- "Now have good reasons for being late but it hardly ever occurs."
- "More aware of effect of latecoming on production rate."
- "6M has highlighted need for rules."
- "Punctuality has improved - very good."
- "Used to have a lot of trouble here, but 6M has really helped."
- "People are told why they shouldn't come late to work."
- "Latecoming has now improved, rarely come late."
- "Rate of latecoming decreased a lot."

ITEM ON BEHAVIOURAL EVALUATION QUESTIONNAIRE: 11. LEAVING EARLY

Percentage reporting changes (Whites N=9) (Blacks/Indians N=59) (TOTAL N=68)

GROUP	Total % - change	-3	-2	-1	0	+1	+2	+3	Total % + change	No Comment
Whites					67			22	22	22
Blacks/ Indians					12	3	12	71	86	
TOTAL					19	3	10	63	78	2

Reasons for reported positive change

6M training

6M training+ discipline procedure

+ fear of retrenchment

+ company rules

Not 6M training: "Labour control  
measures"

No reason given

	Whites	Blacks/ Indians	Total
6M training	11	70	62
6M training+ discipline procedure		7	6
+ fear of retrenchment		3	3
+ company rules		3	3
Not 6M training: "Labour control measures"		2	2
No reason given	11	2	3

Reasons for "no change"

Never a problem

Always a problem

No reason given

Never a problem	10	9
Always a problem	11	2
No reason given	55	9

Reasons for negative change


COMMENTS1. Problems

"Watches in my department do not show the same time as others in the factory. This is why it is difficult to answer this question.

2. Reasons for attributing positive change to 6M

- "Before 6M was troublesome."
- "Much improved."
- "They keep to time."
- "6M has highlighted need for rules."
- "Very much improved as a result of 6M, now almost nil."
- " Before 6M this was problem - would stop work before the bell goes.  
Now 6M has really improved this."

ITEM ON BEHAVIOURAL EVALUATION QUESTIONNAIRE: 12. IDLING ON THE JOB

Percentage reporting changes (Whites N=9) (Blacks/Indians N=59) (TOTAL N=68)

GROUP	Total % - change	-3	-2	-1	0	+1	+2	+3	Total % + change	No Comment
Whites					56	22			22	22
Blacks/ Indians					5		25	68	93	2
TOTAL					12	3	22	59	84	4

Reasons for reported positive change

6M training

6M training

+ bonus scheme

+ induction

+ "score" (production  
targets)

Not 6M training: "Non- smokers improved"

No reason given

	Whites	Blacks/ Indians	Total
6M training	11	79	71
6M training			
+ bonus scheme		5	4
+ induction		2	2
+ "score" (production targets)		2	2
Not 6M training: "Non- smokers improved"		2	2
No reason given	11	5	6

Reasons for "no change"

Never a problem

Always a problem

No reason given

	2	2
	3	3
55		7

Reasons for negative change


## COMMENTS

### 1. Problems

#### (a) Whites

- "Workers tend to slack off pace."
- "If they can hide they do."

#### (b) Blacks/Indians

- "Those who have not been to 6M still a problem, particularly chargehands still move around idling on the job."
- "Immediately after 6M, used to be very positive, now gone back and is almost very bad."
- "Only those who have recently come from 6M. Older 6M trainees have drifted back to old ways because of lack of practical reinforcement."
- "People are still idling on the job because they are unhappy about their wages."

### 2. Reasons for attributing positive change to 6M

- "Since 6M none at all."
- "Has improved a lot. We can now get between 99% and 100% production, from 65%."
- "No longer overstay breaks or go to toilet frequently."
- "Improved a lot, much better before 6M."
- "A hundred percent no idling in my group."
- "Before training people used to go and sit in the toilet but after the course this practice stopped. People are now responsible in their duties."
- "More aware of importance of time to reach production targets."
- "Come back early or on time from breaks."
- "Used to waste a lot of time idling, now improved a lot."
- "Much improved after 6M."

### 3. Other reasons for positive change

"Stopped group bonus, now have individual bonus and everybody tries to do his best."

ITEM ON BEHAVIOURAL EVALUATION QUESTIONNAIRE: 13. ACCIDENTS

Percentage reporting changes (Whites N=9) (Blacks/Indians N=59) (TOTAL N=68)

GROUP	Total % - change	-3	-2	-1	0	+1	+2	+3	Total % + change	No Comment
Whites					33		11	22	33	33
Blacks/ Indians					12		17	71	88	
TOTAL					15		16	65	81	4

Reasons for reported positive change

6M training

6M training + better layout in factory

+ first-aid training

+ safety rules

+ better machines

Not 6M training: "Could be 6M"

No reason given

	Whites	Blacks/ Indians	Total
6M training	11	78	69
6M training + better layout in factory	11		2
+ first-aid training	11		2
+ safety rules		2	2
+ better machines		2	2
Not 6M training: "Could be 6M"		3	3
No reason given			

Reasons for "no change"

Never a problem

Always a problem

No reason given

Never a problem	22	15	16
Always a problem	11	2	3
No reason given			

Reasons for negative change




## COMMENTS

### 1. General

"The whole company is becoming more safety conscious."

### 2. Reasons for attributing positive change to 6M

- "No accidents. Used to have accidents before 6M."
- "Rate of accidents now nil."
- "Before 6M there were many accidents, now have gone down."
- "Can't remember when last accident occurred."
- "No more, unlike earlier when accidents were frequent."
- "Aware of effects on (a) company, and (b) on individual employee."
- "No more careless accidents."
- "More careful because know consequences to company and employee."
- "Since 6M accidents seldom happen."
- "Dropped drastically."
- "Before 6M they never really cared to observe safety rules, now they really care."
- "People now understand the consequences of various types of accidents."

ITEM ON BEHAVIOURAL EVALUATION QUESTIONNAIRE: 14. MOTIVATION AT WORK

Percentage reporting changes (Whites N=9) (Blacks/Indians N=59) (TOTAL N=68)

GROUP	Total % - change	-3	-2	-1	0	+1	+2	+3	Total % + change	No Comment
Whites					11	22	33	11	66	22
Blacks/ Indians					2	5	15	78	98	
TOTAL					3	7	18	69	94	2

Reasons for reported positive change

6M training

6M training + supervisory training

Not 6M training: "Could be 6M"  
"Management"

No reason given

	Whites	Blacks/ Indians	Total
6M training	11	93	82
6M training + supervisory training	22		3
Not 6M training: "Could be 6M" "Management"	11		2
		2	2
No reason given	22	2	4

Reasons for "no change"

Never a problem

Always a problem

No reason given

	Whites	Blacks/ Indians	Total
Never a problem	11	2	3
Always a problem			
No reason given			

Reasons for negative change

	Whites	Blacks/ Indians	Total

COMMENTS1. Problems

"Operators must be pushed all the time. Supervision important otherwise they slack."

2. Reasons for attributing positive change to 6M(a) Whites

"Improvement of especially chargehand motivation."

(b) Blacks/Indians

- "Workers now aware that success of company depends on their performance."
- "More motivated than before."
- "Better understanding of importance of own work."
- "People do not fear chargehands any longer because of the training."
- "After 6M have good working spirit."
- "Well motivated."
- "People now like their jobs."
- "Since 6M they have increased number of machines and not operators, but coping well."
- "They tend to identify with company's requirements and do their best."
- "There are a few operators who used to be bad workers. I recommended 6M. They have since improved."
- "People now like their jobs."
- "6M has increased their motivation to work."

ITEM ON BEHAVIOURAL EVALUATION QUESTIONNAIRE: 15. ACCEPTANCE OF INSTRUCTIONS

Percentage reporting changes (Whites N=9) (Blacks/Indians N=59) (TOTAL N=68)

GROUP	Total % - change	-3	-2	-1	0	+1	+2	+3	Total % + change	No Comment
Whites					33	22		22	44	22
Blacks/ Indians					10	2	14	71	86	3
TOTAL					13	4	12	65	81	6

Reasons for reported positive change

6M training

6M training + supervisory training

Not 6M training: "Management practices"

No reason given

	Whites	Blacks/ Indians	Total
6M training	22	85	77
6M training + supervisory training	22		3
Not 6M training: "Management practices"		2	2
No reason given			

Reasons for "no change"

Never a problem

Always a problem

No reason given

Never a problem	11	8	9
Always a problem			
No reason given	22	2	4

Reasons for negative change


## COMMENTS

### 1. Problems

"People complain to chargehands that the company does not accept and do something about their grievances."

### 2. Reasons for attributing positive change to 6M

- "But we still have chargehands who have not been to 6M."
- "Those who did not accept instructions before 6M have improved."
- "They used to answer back rudely and disobeyed clear instructions but there has been an improvement."
- "Now accept what they are told."
- "Not all, but better compared to the non-6M."
- "Because they are production target orientated, they always accept and carry out instruction."
- "People now like their jobs."

ITEM ON BEHAVIOURAL EVALUATION QUESTIONNAIRE: 16. CARRYING OUT OF INSTRUCTIONS

Percentage reporting changes (Whites N=9) (Blacks/Indians N=59) (TOTAL N=68)

GROUP	Total % - change	-3	-2	-1	0	+1	+2	+3	Total % + change	No Comment
Whites					33	22	11	11	44	22
Blacks/ Indians					7	3	19	70	92	2
TOTAL					10	6	18	62	85	4

Reasons for reported positive change

6M training

6M training + supervisory training

+ management support

+ experience

Not 6M training:

No reason given

	Whites	Blacks/ Indians	Total
6M training	11	88	78
6M training + supervisory training	22		3
+ management support	11		2
+ experience		3	3
Not 6M training:			
No reason given			

Reasons for "no change"

Never a problem

Always a problem

No reason given

Never a problem	11	7	7
Always a problem			
No reason given	22	2	3

Reasons for negative change


## COMMENTS

### 1. Problems

"They (the chargehands) are not good at giving instructions clearly."

### 2. Reasons for attributing positive change to 6M

- "6M trainees do not delay in carrying out instructions."
- "They used to answer back rudely and disobeyed clear instructions but there has been an improvement."
- "There is a definite improvement."
- "Even people who have not been exposed to 6M hear from others why it is important to carry out instructions."

ITEM ON BEHAVIOURAL EVALUATION QUESTIONNAIRE: 17. THEFT

Percentage reporting changes (Whites N=9) (Blacks/Indians N=59) (TOTAL N=68)

GROUP	Total % - change	-3	-2	-1	0	+1	+2	+3	Total % + change	No Comment
Whites					22	22		22	44	33
Blacks/ Indians	2		2		36	2	2	37	41	22
TOTAL	2		2		34	4	2	35	41	24

Reasons for reported positive change

6M training

6M training + management support

+ security

+ disciplinary procedure

Not 6M training: "Management practices  
and new rules"

No reason given

	Whites	Blacks/ Indians	Total
6M training	11	34	29
6M training + management support	11		2
+ security		3	3
+ disciplinary procedure		2	2
Not 6M training: "Management practices and new rules"		2	2
No reason given	22		3

Reasons for "no change"

Never a problem

Always a problem

No reason given

	Whites	Blacks/ Indians	Total
Never a problem		36	31
Always a problem	11		2
No reason given	11		2

Reasons for negative change

"People will always steal if there's  
a chance"

	Whites	Blacks/ Indians	Total
"People will always steal if there's a chance"		2	2



COMMENTS1. Reasons for attributing positive change to 6M

- "Workers used to have tools stolen, no more after 6M."
- "Used to steal, no longer."
- "No more thefts."
- "This year only one employee was caught stealing."
- "No thefts, even security gate says there are no thefts."
- "They used to steal - now you can leave tools unlocked - no problem."
- "Was a problem. Has now dropped completely."
- "Theft of things in changerooms before 6M. After 6M this has improved."

2. Other comments received were the following:

- "Products are stolen after leaving our department, e.g. at dispatch."
- "Security has since become strict and well organised."
- "No theft. People are afraid to be arrested and go to jail."
- "People steal other employees' overalls."
- "People still lose personal articles."
- "In this department there is nothing worth stealing."

ITEM ON BEHAVIOURAL EVALUATION QUESTIONNAIRE: 13. ACCIDENTS

Percentage reporting changes (Whites N=9) (Blacks/Indians N=59) (TOTAL N=68)

GROUP	Total % - change	-3	-2	-1	0	+1	+2	+3	Total % + change	No Comment
Whites					33		11	22	33	33
Blacks/ Indians					12		17	71	88	
TOTAL					15		16	65	81	4

Reasons for reported positive change

	Whites	Blacks/ Indians	Total
6M training	11	78	69
6M training + better layout in factory	11		2
+ first-aid training	11		2
+ safety rules		2	2
+ better machines		2	2
Not 6M training: "Could be 6M"		3	3

No reason given

Reasons for "no change"

Never a problem

Always a problem

No reason given

22	15	16
11	2	3

Reasons for negative change


## COMMENTS

### 1. General

#### (a) Whites

- "If there is no follow-up by supervisor, workers seem to forget some instructions."
- "Chargehands have trouble accepting responsibility."

#### (b) Blacks/Indians

- "People who have been with the company for a long time know the job."
- "Still require a bit of supervision."
- "After retrenchment those remaining do not need much supervision."
- "Although there has been an improvement, some still require supervision - human factors."
- "Feel need for supervisory course to be able to handle our people."

### 2. Reasons for attributing positive change to 6M

- "They supervise themselves."
- "They do not require supervision."
- "Operators and chargehands now more responsible."
- "Employees always report when they have finished a certain job so that they can begin another job."
- "They definitely need less supervision after 6M."
- "Everybody is doing their work well."
- "I used to worry if not around but after 6M I need not worry."
- "A little bit better now."
- "Now keep different types of materials separate."
- "Require very little supervision."
- "They can and do look after themselves."
- "They need very little or none at all."
- "People do their jobs properly, even when I'm not around."

- "Very positive change can be expected after everybody has been trained."
- "People can now work even if the white man is not around."
- "They know better about the reasons for doing properly what they should do even without supervision."
- "I am only required if there is a problem."
- "6M has made our work a lot easier."
- "6M has made our work far lighter. They attain Production Target without constant supervision."
- "They only need supervision when very necessary."
- "After 6M one could trust them to do their work without supervision - they know what is expected of them."
- "Only need supervisors if there is a problem they cannot solve."
- "More responsible now."
- "6M has lightened my task of supervision." ---
- "The way they do their jobs it is apparent that they do not require any supervision any more."

ITEM ON BEHAVIOURAL EVALUATION QUESTIONNAIRE: 19. ATTITUDE TOWARDS PRODUCTION TARGETS

Percentage reporting changes (Whites N=9) (Blacks/Indians N=59) (TOTAL N=68)

GROUP	Total % - change	-3	-2	-1	0	+1	+2	+3	Total % + change	No Comment
Whites					22	22	11	22	56	22
Blacks/ Indians	2			2	3	7	9	76	92	3
TOTAL	2			2	6	9	9	69	87	6

Reasons for reported positive change

6M training

6M training + management practices  
+ individual bonus

Not 6M training: "Bonus"  
"Training in general"

No reason given

	Whites	Blacks/ Indians	Total
6M training	11	80	71
6M training + management practices + individual bonus	22	2	4
		3	3
Not 6M training: "Bonus"		5	4
"Training in general"		2	2
No reason given	22		2

Reasons for "no change"

Never a problem

Always a problem

No reason given

Never a problem	11	3	3
Always a problem			
No reason given	11		2

Reasons for negative change

Retrenchment

Retrenchment		3	2

## COMMENTS

### 1. General

#### (a) Whites

- "Still have to grasp that targets benefit all concerned and not just management."
- "Won't look for work - it has to be brought to them. Won't do anything without direct instruction."

#### (b) Blacks/Indians

- "Difficult to attain production targets since introduction of computer."
- "There are problems sometimes when there is no raw material available, e.g. today four machines are not functioning because of this."

### 2. Reasons for attributing positive change to 6M

- "Perform jobs without grumbling."
- "This is the first thing a new worker is told about."
- "Hundred percent production every day."
- "They know production targets are determined by customers and consequences of not attaining production targets - bad for them."
- "Greatly improved by 6M."
- "Before 6M had negative attitude towards production targets; after 6M much improved, more motivated."

ITEM ON BEHAVIOURAL EVALUATION QUESTIONNAIRE: 20. ATTAINMENT OF PRODUCTION TARGETS

Percentage reporting changes (Whites N=9) (Blacks/Indians N=59) (TOTAL N=68)

GROUP	Total % - change	-3	-2	-1	0	+1	+2	+3	Total % + change	No Comment
Whites					22	11	22	22	56	22
Blacks/ Indians	2			2	5	2	15	73	90	3
TOTAL	2			2	7	3	16	66	85	6

Reasons for reported positive change

6M training

6M training+ management practices

+ bonus

+ training in general

Not 6M training: "Experience"

"Bonus"

No reason given

	Whites	Blacks/ Indians	Total
6M training	22	76	68
6M training+ management practices	11		2
+ bonus		9	7
+ training in general		2	2
Not 6M training: "Experience"		2	2
"Bonus"		2	2
No reason given	22		2

Reasons for "no change"

Never a problem

Always a problem

No reason given

	Whites	Blacks/ Indians	Total
Never a problem	11	5	6
Always a problem			
No reason given	11		2

Reasons for negative change

"Retrenchment"

	Whites	Blacks/ Indians	Total
"Retrenchment"		2	2

## COMMENTS

### 1. General

#### (a) Whites

- "6M definitely has helped in putting over what is needed."
- "Still have to grasp that targets benefit all concerned and not just management."
- "Still have to fight to reach it."

#### (b) Blacks/Indians

- "Mechanics are not efficient in terms of time - hence minimal production."
- "Shortage of materials or breakdowns lower production targets."
- "Difficult to attain production targets since introduction of computer."

### 2. Reasons for attributing positive change to 6M

- "They know they have to produce to give company income."
- "Records show that production has gone up, overtime no longer necessary."
- "If no breakdowns, they always achieve."
- "Only disruption beyond their control causes non-reaching of production."
- "Those who come back from 6M are able to explain to others."
- "Only hazard is when machines break."
- "Hundred percent production every day."
- "Sometimes they do more than is required of them."
- "They are more motivated than before."
- "Fewer people are now (after 6M) producing more than more could have done."



ITEM ON BEHAVIOURAL EVALUATION QUESTIONNAIRE: 21. ATTITUDE TOWARDS OVERTIME

Percentage reporting changes (Whites N=9) (Blacks/Indians N=59) (TOTAL N=68)

GROUP	Total % - change	-3	-2	-1	0	+1	+2	+3	Total % + change	No Comment
Whites					55	11		11	22	22
Blacks/ Indians					9	9	19	63	90	2
TOTAL					15	9	16	56	81	4

Reasons for reported positive change

6M training

6M training + management practices

+ bonus

Not 6M training: "Training in general"

"Day off"

"Better salaries"

No reason given

	Whites	Blacks/ Indians	Total
6M training	11	78	69
6M training + management practices + bonus	11		2
		3	3
		2	2
		2	2
		2	2
		2	2

Reasons for "no change"

Never a problem

Always a problem

No reason given

55	9	15

Reasons for negative change


COMMENTS(1) General(a) Whites

- "Love it - work slow to cause overtime."
- "Salaries have to be augmented."
- "Personalities can influence this."
- "Still think overtime is a present and not pressure of orders."

(b) Blacks/Indians

- "People are informed very late when they are to work overtime. Employees are not happy with this, e.g. to be informed on Friday that they will work at weekend."

- "Like overtime but realise effect of slacking on job."
- "Without grumbling."
- "Accept it willingly."
- "Understand reason for overtime better."
- "They now know the reason why they sometimes have to work overtime."
- "They like it very much. Beneficial to them - more pay."
- "If they are asked to work overtime, accept it willingly."
- "They even ask for it."
- "Overtime to them indicates greater demand for company's products."
- "6M has explained importance of necessary overtime."
- "If production was delayed and we have to work overtime they are more prepared to do it."
- "Accept overtime more than ever since 6M was introduced."
- "Before 6M used to grumble and moan when asked to work overtime. After 6M accept to work overtime willingly - realise there are big orders, etc."

ITEM ON BEHAVIOURAL EVALUATION QUESTIONNAIRE: 22. ATTITUDE TOWARDS MANAGEMENT

Percentage reporting changes (Whites N=9) (Blacks/Indians N=59) (TOTAL N=68)

GROUP	Total % - change	-3	-2	-1	0	+1	+2	+3	Total % + change	No Comment
Whites	11			11		22	22	22	67	22
Blacks/ Indians	3	2	2		12	9	19	54	81	3
TOTAL	4	2	2	2	10	10	19	50	79	6

Reasons for reported positive change

6M training

6M training + management practices  
+ departmental rules

Not 6M training: "Threat of being  
fired"

No reason given

	Whites	Blacks/ Indians	Total
6M training	33	77	72
6M training + management practices + departmental rules	11		2
		3	3
Not 6M training: "Threat of being fired"		3	3
No reason given	22		2

Reasons for "no change"

Never a problem

Always a problem

No reason given

	7	6
	3	3

Reasons for negative change

"Fear of being fired"

"No reason given"

	3	3
11		2

## COMMENTS

### 1. General

#### (a) Whites

- "Employees understand problems better."
- "Employees understand management problems better, e.g. 'who owns the factory!'."

#### (b) Blacks

- "The way in which management handles communications does not help better relations."
- "Management do not have a good approach when they talk to people about their wrong deeds."
- "Employees are aware that there are many wrong things that are done by management."
- "Employees think management are not giving them a chance to put 6M principles into practice."
- "People still work being unsure of what is going to happen to their jobs the next day."
- "People think the Mill Manager is the person who refuses to offer them better wages."

### 2. Reasons for attributing positive change to 6M

- "Because what managers have been saying all along has been confirmed."
- "Has made them more aware of external factors influencing management decisions."
- "Because they identify more with management decisions."
- "Here I have definitely seen change as result of 6M."

ITEM ON BEHAVIOURAL EVALUATION QUESTIONNAIRE: 23. ATTITUDE TOWARDS SUPERVISORS

Percentage reporting changes (Whites N=9) (Blacks/Indians N=59) (TOTAL N=68)

GROUP	Total % - change	-3	-2	-1	0	+1	+2	+3	Total % + change	No Comment
Whites					33	11	22	11	44	22
Blacks/ Indians	2	2			7	3	29	58	90	2
TOTAL	2	2			10	4	28	51	84	4

Reasons for reported positive change

6M training

6M training+ management practices

+ supervisory training

+ warnings from management

Not 6M training: "Could be 6M"

No reason given

	Whites	Blacks/ Indians	Total
6M training	11	85	75
6M training+ management practices	11		2
+ supervisory training		3	3
+ warnings from management		2	2
Not 6M training: "Could be 6M"	11		2
No reason given	11		2

Reasons for "no change"

Never a problem

Always a problem

No reason given

Never a problem	11	3	4
Always a problem		2	2
No reason given	22	2	4

Reasons for negative change

Attitude of White Supervisors

Attitude of White Supervisors		2	2

## COMMENTS

### 1. General

#### (a) Whites

- "Depends on supervisor. Good with some; negative with others. Supervisors should be strict but fair."
- "Difficult to say because section had to switch to white supervisors because of complex technical nature of operation."

#### (b) Blacks/Indians

- "People complain that supervisors are not representing them because they are just interested in getting more money for themselves."
- "People are not happy with White supervisors."
- "White supervisors are loafing on their jobs and yet they get better pay."

### 2. Reasons for attributing positive change to 6M

- "6M training of supervisors made them change their attitude which caused change in employees attitude."
- "They respect their supervisors. Top management has even increased number of Black supervisory posts."
- "Healthier attitudes."
- "Because what supervisors have been saying all along has been confirmed."
- "Supervisors now seem to be on good terms with their subordinates."
- "Have made them more aware of external factors influencing supervisory decisions."
- "Because both supervisors and operators have been to 6M."
- "Here I have definitely seen change as result of 6M."
- "6M workers now have more respect for supervisors and chargehands."

ITEM ON BEHAVIOURAL EVALUATION QUESTIONNAIRE: 24. ATTITUDE TOWARDS SHIFT WORK

Percentage reporting changes (Whites N=9) (Blacks/Indians N=59) (TOTAL N=68)

GROUP	Total % - change	-3	-2	-1	0	+1	+2	+3	Total % + change	No Comment
Whites					67		22		22	11
Blacks/ Indians					12	3	22	61	86	2
TOTAL					19	3	22	53	78	4

Reasons for reported positive change

6M training

6M training+ management practices

+ training in general

Not 6M training: "All training"

"Shift allowance"

No reason given

	Whites	Blacks/ Indians	Total
6M training	11	80	71
6M training+ management practices + training in general	11		2
		2	2
Not 6M training: "All training"		2	2
"Shift allowance"		2	2
No reason given			

Reasons for "no change"

Never a problem

Always a problem

No reason given

Never a problem	22	12	13
Always a problem			
No reason given	44		6

Reasons for negative change




## COMMENTS

### 1. General

- "People now understand reasons behind working shift work."
- "Accept it."
- "People enjoy doing shiftwork."
- "They like night shift in particular because it has night allowance."

ITEM ON BEHAVIOURAL EVALUATION QUESTIONNAIRE: 25. ATTITUDE TOWARDS WAGE POLICY

Percentage reporting changes (Whites N=9) (Blacks/Indians N=59) (TOTAL N=68)

GROUP	Total % - change	-3	-2	-1	0	+1	+2	+3	Total % + change	No Comment
Whites	11		11		22	11	22	11	44	22
Blacks/ Indians					19	12	27	41	80	2
TOTAL	2		2		19	12	26	37	75	4

Reasons for reported positive change

6M training

6M training +explanation of wage policy  
by works committee

Not 6M training: "Wage increases"

No reason given

	Whites	Blacks/ Indians	Total
6M training	11	68	60
6M training +explanation of wage policy by works committee		3	3
Not 6M training: "Wage increases"		4	4
No reason given	33	3	7

Reasons for "no change"

Never a problem

Always a problem

No reason given

Never a problem		2	2
Always a problem	22	9	10
No reason given		9	9

Reasons for negative change

No reason

No reason	11		2

## COMMENTS

### 1. General

#### (a) White

- "Probably understand it better - still don't accept it."
- "Quiet now, but perturbed that all the hard work by management in a section can be destroyed by e.g. one stupid circular from e.g. the wage office."

#### (b) Blacks/Indians

- "Difficult to understand wage policy - perhaps need more input."
- "There has been tremendous increase in wages since 6M."
- "Always biggest problem."
- "No complaints."
- "Company does not give people better wages or other benefits after it has made a profit."
- "People are not satisfied with their wages."
- "Nobody is ever satisfied with wages, can never say - 'I've had enough'."
- "Have not said anything against it."
- "Accept wage policy."
- "Explanation provided is rather difficult for employees to understand (wage policy)."
- "The company should try to improve its wage policy because of inflation in the outside world."
- "Employees are not happy with their wages."

### 2. Reasons for attributing positive change to 6M

- "6M has explained company problems re wage policy."
- "Better understanding of relationship between wages and good work."
- "They now 'understand'."
- "Aware that wage increases hinge on employee effort."
- "Less complaints about pay."
- "6M has made it possible for company to earn more and improve wages."
- "After 6M have stopped asking for increment just anytime. They now know there are certain times when the company can give increments."

ITEM ON BEHAVIOURAL EVALUATION QUESTIONNAIRE: 26. ATTITUDE TOWARDS COMPANY RULES

Percentage reporting changes (Whites N=9) (Blacks/Indians N=59) (TOTAL N=68)

GROUP	Total % - change	-3	-2	-1	0	+1	+2	+3	Total % + change	No Comment
Whites					33	11	22		33	33
Blacks/ Indians					14	2	24	61	86	
TOTAL					16	3	24	56	79	4

Reasons for reported positive change

6M training

6M training + management practices

+ reinforcement

Not 6M training: "Training in general"

No reason given

	Whites	Blacks/ Indians	Total
6M training	22	83	75
6M training + management practices + reinforcement	11		2
		2	2
Not 6M training: "Training in general"		2	2

Reasons for "no change"

Never a problem

Always a problem

No reason given

Never a problem	22	7	9
Always a problem		2	2
No reason given	11	4	6

Reasons for negative change


COMMENTS1. Reasons for attributing positive change to 6M(a) Whites

- "6M courses have really put the chargehand in touch with management."
- "6M has told them the reasons for rules. Their attitude is influenced by how it affects them but they do respect rules."

(b) Blacks/Indians

- "Less petty complaints among 6M employees."
- "They adhere to company rules."
- "Greater insight into reasons for rules."
- "6M explained clearly importance of rules."
- "Accept and observe rules."
- "Aware of importance of having rules to avoid crippling efficiency of company."
- "To most it has made it easier to understand."

ITEM ON BEHAVIOURAL EVALUATION QUESTIONNAIRE: 27. ATTITUDE TOWARDS DEPARTMENT RULES

Percentage reporting changes (Whites N=9) (Blacks/Indians N=59) (TOTAL N=68)

GROUP	Total % - change	-3	-2	-1	0	+1	+2	+3	Total % + change	No Comment
Whites					22	11	22		33	44
Blacks/ Indians	2		2		12	5	17	59	81	5
TOTAL	2				13	6	18	52	75	9

Reasons for reported positive change

6M training

6M training + other training

Not 6M training: " training in general"

" fear of being fired"

No reason given

	Whites	Blacks/ Indians	Total
6M training	11	76	68
6M training + other training		2	2
Not 6M training: " training in general"		2	2
" fear of being fired"		2	2
No reason given	22		3

Reasons for "no change"

Never a problem

Always a problem

No reason given

Never a problem	7	6
Always a problem	3	3
No reason given	2	2

Reasons for negative change

No reason given

No reason given	2	2
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COMMENTS1. General

- "People do not like departmental rules."
- "Employees are not treated well. If there are changes in the Department they are not informed in time."

2. Reasons for attributing positive change to 6M(a) Whites

"6M courses have really put the chargehands in touch with management."

(b) Blacks/Indians

- "Receive rules well."
- "Have improved, e.g. they no longer dodge to knock off before time."
- "Accept rules and observe them."
- "More aware of consequences of disobeying."
- "But depends on manner rule was explained to employees (if in other way than in 6M it causes friction). They also want to be respected by Whites."

ITEM ON BEHAVIOURAL EVALUATION QUESTIONNAIRE: 28. IDENTIFICATION WITH COMPANY

Percentage reporting changes (Whites N=9) (Blacks/Indians N=59) (TOTAL N=68)

GROUP	Total % - change	-3	-2	-1	0	+1	+2	+3	Total % + change	No Comment
Whites					22			44	44	33
Blacks/ Indians	2			2	15	14	12	54	80	3
TOTAL	2			2	16	12	10	53	75	7

Reasons for reported positive change

6M training

6M training + better accommodation

+ fear of retrenchment

+ long service

+ better pay

+ benefits

+ training in general

Not 6M training: "Better wages"

"Government pressure"

No reason given

	Whites	Blacks/ Indians	Total
6M training	22	64	59
6M training + better accommodation	11		2
+ fear of retrenchment		2	2
+ long service		2	2
+ better pay		2	2
+ benefits		2	2
+ training in general		2	2
Not 6M training: "Better wages"		3	3
"Government pressure"		2	2
No reason given	11		2

Reasons for "no change"

Never a problem

Always a problem

No reason given

	Whites	Blacks/ Indians	Total
Never a problem		7	6
Always a problem	11	5	6
No reason given	11	3	4

Reasons for negative change

Retrenchment

	Whites	Blacks/ Indians	Total
Retrenchment		2	2



COMMENTS1. Reasons for attributing positive change to 6M

- "Wages have improved since 6M but there is a better understanding of the company. People are proud of their contribution to expansions."
- "They like working for this factory."
- "Some guys use the factory's name to win the love of a lady."
- "Understand company better than they did before 6M."
- "Only feel proud after 6M training."
- "6M helped but always worried about retrenchment."
- "After 6M had been introduced they saw difference between this factory and other companies - accepted this responsibility."
- "6M explained things well, as they understand why they belong to the company"
- "Damage caused by poor management not exposed to 6M."

2. General comments

- "Some people like company, others just interested in money."
- "Some workers keep coming back to the factory even after being retrenched." up to the third time."
- "Africans are not given a fair deal."
- "Grievances are not attended to by company."
- "This company pays better bonus (than other companies) in this area."
- "Other companies are paying better salaries."
- "People are not keen on this as they are underpaid."

ITEM ON BEHAVIOURAL EVALUATION QUESTIONNAIRE: 29. LABOUR TURNOVER

Percentage reporting changes (Whites N=9) (Blacks/Indians N=59) (TOTAL N=68)

GROUP	Total % - change	-3	-2	-1	0	+1	+2	+3	Total % + change	No Comment
Whites					33	22	22	11	56	11
Blacks/ Indians	2	2			10	12	14	59	85	3
TOTAL	2	2			13	13	15	53	79	4

Reasons for reported positive change

6M training

6M training + retrenchment

Not 6M training: "Could be 6M"  
"training in general"  
"better wages"

No reason given

	Whites	Blacks/ Indians	Total
6M training	11	76	68
6M training + retrenchment		2	2
Not 6M training: "Could be 6M"	11	3	3
"training in general"		2	2
"better wages"		2	2
No reason given	33		3

Reasons for "no change"

Never a problem

Always a problem

No reason given

	Whites	Blacks/ Indians	Total
Never a problem		9	9
Always a problem		2	2
No reason given	33		3

Reasons for negative change

Retrenchment

	Whites	Blacks/ Indians	Total
Retrenchment		2	2

## COMMENTS

### 1. General

- "Retrenchment only reason for labour turnover."
- "Could also be the fact that jobs are scarce."
- "People leave this company because of wage disputes."
- "People think they are underpaid."

### 2. Reasons for attributing positive change to 6M

- "Before 6M used to have a lot of turnover."
- "Has gone down a lot."
- "Still O.K. Before 6M (labour turnover) was very bad - runaways every day."
- "The 6M course has helped us a lot because we do not have labour turnover anymore."

ITEM ON BEHAVIOURAL EVALUATION QUESTIONNAIRE: 30. LIAISON/WORKS COMMITTEE DISCUSSIONS

Percentage reporting changes (Whites N=9) (Blacks/Indians N=59) (TOTAL N=68)

GROUP	Total % - change	-3	-2	-1	0	+1	+2	+3	Total % + change	No Comment
Whites					11	11	11		22	67
Blacks/ Indians					14	7	7	39	53	34
TOTAL					13	7	7	34	49	38

Reasons for reported positive change

6M training

6M training + influence of works committee

Not 6M training: "Could be 6M"

Unemployment  
Training in general management

No reason given

	Whites	Blacks/ Indians	Total
		46	40
	11		
	11		2
		2	2
		2	2
		2	2

Reasons for "no change"

Never a problem

Always a problem

No reason given

11		2
	10	9
	3	3

Reasons for negative change


COMMENTS1. General(a) Whites

- "(Workers) run to Works Committee very quickly - even with problems which could be sorted out here."

(b) Blacks/Indians

- "Happy with it (Works Committee)."
- "Committees imposed on people. Employees not happy about activities of committees as committee members were not elected by them."
- "Liaison/Works committees do not give people a fair deal."
- "People do not accept these committees."
- "We are still waiting to see what will help now that we have new committee members."
- "Suggestions and requests are not given a fair deal."

2. Reasons for attributing positive change to 6M(a) Whites

- "Since 6M more sensible problems are being discussed."

(b) Blacks/Indians

- "Before 6M never used to accept willingly what was said by Works Committee. After 6M much improved."

ITEM ON BEHAVIOURAL EVALUATION QUESTIONNAIRE: 31. CO-OPERATION WITHIN DEPARTMENT

Percentage reporting changes (Whites N=9) (Blacks/Indians N=59) (TOTAL N=68)

GROUP	Total % - change	-3	-2	-1	0	+1	+2	+3	Total % + change	No Comment
Whites					11	22	33	11	67	22
Blacks/ Indians					5	7	24	64	95	
TOTAL					6	9	25	57	91	3

Reasons for reported positive change

6M training

6M training + good supervision  
+ management practices

Not 6M training: "Could be 6M"

"Management practices"

"Good supervision"

No reason given

	Whites	Blacks/ Indians	Total
6M training	22	88	79
6M training + good supervision + management practices	22	2	2
Not 6M training: "Could be 6M"	11	2	3
"Management practices"	11		2
"Good supervision"		2	2
No reason given			

Reasons for "no change"

Never a problem

Always a problem

No reason given

Never a problem		2	2
Always a problem		2	2
No reason given	11	2	3

Reasons for negative change


COMMENTS1. Reasons for attributing positive change to 6M

- "More aware of importance to help those with too much work than before."
- "If they see someone in difficulty, try to help on their own initiative."
- "Even when one goes to the toilet, others keep a look out for his machine."
- "They are always willing to help each other."
- "Very good spirit."
- "More aware of importance of working as a team."
- "Improved by 6M."
- "Before 6M there was no team spirit, but after 6M there is a good team spirit."
- "Before 6M used to say this is not my work. After 6M have good team spirit."

ITEM ON BEHAVIOURAL EVALUATION QUESTIONNAIRE: 32. CO-OPERATION BETWEEN DEPARTMENTS

Percentage reporting changes (Whites N=9) (Blacks/Indians N=59) (TOTAL N=68)

GROUP	Total % - change	-3	-2	-1	0	+1	+2	+3	Total % + change	No Comment
Whites					22	22	11		33	44
Blacks/ Indians					12	10	20	56	86	2
TOTAL					13	12	19	49	79	7

Reasons for reported positive change

6M training

6M training+ better wages

Not 6M training: "Could be 6M"

"Training in general"

"Better machines and  
raw materials"

No reason given

	Whites	Blacks/ Indians	Total
6M training	33	78	72
6M training+ better wages		2	2
Not 6M training: "Could be 6M"		2	2
"Training in general"		2	2
"Better machines and raw materials"		2	2
No reason given			

Reasons for "no change"

Never a problem

Always a problem

No reason given

Never a problem	22	5	6
Always a problem		2	2
No reason given	22	5	6

Reasons for negative change




## COMMENTS

### 1. General

- "There is no co-operation between departments."
- "There are some misunderstandings and clashes between various departments at times."
- "Other departments' employees have not been to 6M which sometimes causes problems."
- "There are still problems between various departments. Whites should be trained as well. They do not co-operate in some departments."

### 2. Reasons for attributing positive change to 6M

- "Accept it now."
- "Good relations between chargehands of different sections."
- "There has been an improvement in getting material from other departments e.g. quantity, quality, time."
- "Good working relationships between sections."
- "Has also improved communications between departments."
- "Better understanding of departments' needs and problems."
- "Even this has been improved by 6M."
- "Before 6M there was no team spirit, but after 6M there is a good team spirit."

ITEM ON BEHAVIOURAL EVALUATION QUESTIONNAIRE: 33. GOOD HOUSEKEEPING

Percentage reporting changes (Whites N=9) (Blacks/Indians N=59) (TOTAL N=68)

GROUP	Total % - change	-3	-2	-1	0	+1	+2	+3	Total % + change	No Comment
Whites					22	22	11	11	44	33
Blacks/ Indians					7	8	25	58	92	2
TOTAL					9	10	24	52	85	6

Reasons for reported positive change

6M training

6M training + management practices

Not 6M training: "Could be 6M"

"Training in general"

No reason given

	Whites	Blacks/ Indians	Total
6M training	22	90	81
6M training + management practices	11		2
Not 6M training: "Could be 6M"	11		2
"Training in general"		2	2
No reason given			

Reasons for "no change"

Never a problem

Always a problem

No reason given

Never a problem		2	2
Always a problem	11	3	4
No reason given	11	2	3

Reasons for negative change


## COMMENTS

### 1. General

#### (a) Whites

- "Improvement because operators were involved in decisions."
- "Gets slack at times - don't keep it up."
- "Headache."

#### (b) Blacks/Indians

- "Management do not accept suggestions to improve on housekeeping, e.g. suggestions to have a floating trophy for a clean department was turned down by management."
- "Many people can still improve a lot on housekeeping."
- "Suggestions from Black supervisors and chargehands are rejected."

### 2. Reasons for attributing positive change to 6M

- "A lot of improvement."
- "They try their level best to keep place clean."
- "Better carrying out of instructions re good housekeeping after 6M."
- "This was clearly explained by the 6M instructor."
- "Very good."
- "We now have the cleanest department."
- "Aware of causes of accidents and want to avoid."
- "Always cleaner than it was before."
- "This has really "improved" - result of 6M."
- "The workers now try to keep everything clean even without chargehands pointing it out to them."
- "All reasons pertaining to housekeeping were fully explained by the 6M course."

ITEM ON BEHAVIOURAL EVALUATION QUESTIONNAIRE: 34. EFFICIENCY

Percentage reporting changes (Whites N=9) (Blacks/Indians N=59) (TOTAL N=68)

GROUP	Total % - change	-3	-2	-1	0	+1	+2	+3	Total % + change	No Comment
Whites					22	22	11	22	56	22
Blacks/ Indians						3	24	71	98	2
TOTAL					3	6	22	65	93	4

Reasons for reported positive change

6M training

6M training + better working  
conditions  
+ good supervision

+ bonus

+ computer

Not 6M training: "Bonus"

"Training in general"

No reason given

	Whites	Blacks/ Indians	Total
6M training	11	92	80
6M training + better working conditions + good supervision	22		3
+ bonus	22		3
+ computer		2	2
Not 6M training: "Bonus"		2	2
"Training in general"		2	2
No reason given			

Reasons for "no change"

Never a problem

Always a problem

No reason given


Reasons for negative change

No reason given

22		3

## COMMENTS

### 1. General

- "Could improve if mechanics and management played their part."
- "Only if mechanics did their job well."
- "Refresher course of at least one day is needed so that they can keep abreast."

### 2. Reasons for attributing positive change to 6M

- "They want to produce a lot."
- "Very good because we have to supply other departments with our material and they will not accept our rejects. So efficiency is very high."
- "Efficiency has improved tremendously."
- "They were told in the training that worker must work as if company is his."
- "Very good work produced."
- "Very well indeed."
- "Mistakes accidental, but very few."
- "6M has really helped here. Keep to production targets and time."
- "We work very well indeed, no mistakes."
- "This is one of the areas where there is a very positive change."
- "They would be inefficient if they had not received 6M."
- "Result of 6M."
- "Much improved after 6M."
- "All people who have been trained are performing extremely well in the fulfilment of their duties."
- "Improvement after efficiency was explained at 6M course."
- "I only observed most changes after 6M training."
- "6M really helped us a lot in that regard."

SUGGESTIONS TO IMPROVE 6M SIMULATION TRAINING

At the end of the list of items which are included in the behaviour evaluation questionnaire, interviewees were asked for suggestions to improve 6M training and to give reasons for these suggestions. The following suggestions were received:

(a) Whites

- "Pension and fringe benefits should be discussed and explained better or in more detail as people don't understand how they work."
- "Supervisors would like to sit in on 6M course to know what level of knowledge are attained by trainees."
- "Whites should be given an introductory course re customs, etc. of Blacks."
- "Have people who have done 6M meet + every three months with supervisors to discuss how the 6M course is taking practical effect and where to overcome bottlenecks. 6M puts supervisors and chargehands on the same 'wavelength' hence better communication and understanding possible."
- "Cannot pinpoint any changes. (White) supervisors should be trained too or watch training."

(b) Blacks and Indians

Number of persons  
giving suggestions

- |  |   |
|--|---|
| ◦ "Should stress careful handling of finished product because of cost to company."   | 1 |
| ◦ "6M should have an item relating to respect towards supervisors, chargehands and co-workers to avoid bad language and fighting."   | 1 |
| ◦ "Additional information should be given about the running of the company as people find it difficult to understand reasons for some things e.g. why they should not come to work drunk or why they may be demoted after injury." | 1 |

- "Should be more geared to making employees identify with company - that they are (in a sense) also shareholders and understand that what they get from the company should be commensurate with what they invested in terms of their labour because this will make them more self-motivated." 1
- "Stress waste of time as result of smokers idling on the job (i.e. going out to smoke)." 1
- "Publish little booklet to remind them of what they learned (-picture story - to serve as refresher/reminder.)" 1
- "White supervisors should also receive 6M training to improve relationships among employees because White supervisors are always at loggerheads with Black supervisors in work situation." 2
- "Absenteeism should be emphasised because this affects production targets. (Also staying long at toilet or smoking too often)." 3  
(Note - "score" refers to production targets)
- "Emphasis on interrelations between supervisors and workers so that workers can fully understand role of supervisor. Must not bear grudge when supervisor corrects them and then assault him when out in township." 1
- "Further training is required so that we can tell people what they should do and how to carry out their jobs." 1
- "Stress importance of efficiency and co-operation between departments. This would improve efficiency in all departments." 1
- "Stress importance of teamwork." 1
- "No improvement possible because this is the best training." 1
- "Every employee (Black, White, Indian, Supervisor, Chargehand) - everybody must be trained so that (1) we do the same things, (2) we reinforce changes in behaviour,(3) we can be efficient employees,(4) they can all have the change that I see." 11

- "Would like to suggest frequent/regular refresher courses to remind or emphasise points that might be weakening, to keep information up to date and to ensure its effect long-term." 7
- "A new member of the company should first attend this course before he does his work to avoid misunderstandings and readjustment after course." 2
- "New employees must be put through 6M as soon as possible because they become a source of inefficiency amongst those who have received 6M." 3
- "Whites must also be trained." 1



GENERAL COMMENTS ON 6M SIMULATION TRAINING

Before terminating the interview, interviewees were asked whether they had anything further to say concerning 6M training.

(a) Whites

Number of persons  
making comment

- |   |   |
|---|---|
| ◦ "Still a problem re exactly how company finances work - too much us/them. Yet a long way to go."  | 1 |
| ◦ "Feel strongly that Whites should have seen how/in what employees were trained."  | 1 |
| ◦ "6M should be backed up by management and managerial procedures."   | 1 |
| ◦ "6M especially valuable for illiterates."   | 1 |
| ◦ "May have some value but uncertain if people really retain knowledge over period of time - should get this information from trainees themselves."                     | 1 |
| ◦ "Grave reservations re implementation of what is taught in 'American' management courses - not applicable to South Africa :- e.g. 'language problems'."               | 1 |
| ◦ "These type of courses can only increase production and profits whereby the country as a whole benefits as well as races concerned."                                  | 1 |
| ◦ "May improve knowledge but not implemented in job."   | 1 |
| ◦ "If White supervisors knew exactly what is taught, could be beneficial."  | 1 |
| ◦ "It usually takes 4-5 months before a guy goes on an induction course. He has then already acquired bad habits etc. Should have induction before going into factory." | 1 |
| ◦ "Improvements last for time but because of lack of follow-up, lose what has been learned."  | 1 |
| ◦ "Contact with operations minimal - chargehands directly responsible. No direct feedback to white supervisors."  | 1 |

- "Training department phones at a quarter to nine to ask for people to attend 6M - Supervisor has to jump to find people (who are then at tea)." 1
- "If somebody is asked for by name (by training department) people may be on night shift." 1
- "Training department don't take problems of sections into account - lack of planning." 1
- "Can only say which changes have occurred if one has knowledge of 6M, but I feel every operator in the company should attend 6M to make them more aware of what has to be achieved." 1

(b) Blacks and Indians

- "Very impressed by 6M, but mechanics and other White supervisors must be exposed to 6M so that we all have a uniform way of doing things here. We must all know the rules of the game and importance of each part of the game." 1
- "We are likely to be discouraged from putting into practice what we have learned from 6M." 1
- "Chargehands should get more information on supervisory skills. (Have not received supervisory training.)" 1
- "6M is a very helpful course." 2
- "6M is very good, because all in all it has brought a lot of good change in this company." 1
- "There are greater changes in the behaviour of employees who have undergone 6M. It is easy to lead people who have been trained on 6M course." 1
- "I have praise for the 6M course. It brought about a lot of change in the company." 1

- "Questionnaire too difficult and involved." 1
- "You should give us further training on things that will help the company to prosper." 1
- "6M has been helpful to us as leaders because people understand things better than they did before attending course." 1
- "Before 6M I did not care much about producing rejects, being absent, but now I am a better worker." 1
- "6M course is very helpful because it makes it easier for an employee to understand and do his job properly." 1
- "For the first time 6M gave me information in regard to the: 1
  - objectives of company and
  - what an employee's role is in achieving company objectives."
- "6M has caused a lot of differences in some areas. Happy with it." 1
- "The 6M has made the workers better, they are more responsible, even without the chargehands' constant supervision. They have become more aware of mistakes and that the mistakes cost the company a lot of money." 1
- "I had one advantage over other chargehands i.e. I went to 6M while an ordinary operator so that when I was promoted to be a chargehand I implemented all that I had learned from my 6M training. And I got the results." 1
- "6M gave us some light on how the company operates. The only problem here is that the company does not give people some benefit (including better salary) after it has made a profit." 1
- "6M helped a lot because people were only able to do their jobs properly after attending the course." 1
- "Management will have to satisfy employees and listen to their grievances because that is the only thing which may make the whole exercise of the 6M course to be a failure." 1

- "There will be greater changes if more people could be exposed to 6M training. It is important that everybody should undergo this training because it makes it easier to work with people. Most mistakes are committed because of lack of knowledge on certain issues. 6M is the ideal way to fill the gap." 1
- "6M very informative." 1
- "I benefited a lot from the 6M course. In actual fact the problem is that I do not have money otherwise I would start my own business. With the knowledge acquired from the 6M course I think I can make the most out of it." 1
- "No improvement possible because this is the best training." 2
- "OK as it is." 6
- "6M should have been introduced long ago." 1
- "Brought about a better understanding of company objectives." 1
- "Brought about a better understanding of company problems." 1
- "Have been able to use 6M for my own private business and it works." 1

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