

CHAPTER III

PROFILE OF THE SANJIVANI SAHAKARI SAKHAR KARKAHANA LIMITED

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3.1

IMPORTANCE OF HUMANRESOURCE MANAGEMENT IN SUGAR CO-OPERATIVES

The peculiar feature of management of Co-operative organization is that it has to combine judiciously the principles of general management with the principle of cooperation. At time an expert manager in the general lines fails to manage a cooperative organization effectively. Hence the cooperative institutions need develop managerial personnel of their own. Personnel management is the most virtual aspect of cooperative management.

In India one of the continuing problems faced by the cooperatives is the lack of qualified and competent personnel. It has been pointed out by various committees' cooperation and cooperatives administration that lack of suitable personnel and personnel policies are the perennial problem for the cooperatives. This is the main reason which led to many of the cooperative dormant and defunct.

HRM has gained importance in the working of various types of organizations. Optimum use of present and future manpower is a crucial question, requiring considerable thinking and planning. Manpower development is essential not only for an individual's growth but also for improvement of various institutions.

HRM refers to qualitative development of human beings so that the manpower in the country is more meaningfully used for economic development. Human Resource Development (HRD) is concerned with enriching the knowledge based, imbibing and development of skills and

development of competencies among the people. It is true to say that when a person is born he comes with one mouth, two hands and a brain. However, the importance of hands and brain would depend upon the development of human resource through proper education, training and development. HRM is the process of human capital formation.

The transformation process consists of acquiring, developing, allocation, conserving, utilizing, evaluating and rewarding people. This way the importance of Human Resource Management in sugar cooperatives has been focused.

3.2

HISTORY OF SANJIVANI SAHAKARI SAKHAR KARKANANA LIMITED

There was no Industrial development in Goa, till it was liberated on December 19th 1961. The government initiated agricultural and industrial development of the region considering immense potential for an agro based industry like sugar factory for general development of the region and economic improvement of the farming community in particular. The government sponsored the establishment of a cooperative sugar factory with effective participation of cultivators in the year 1972-1973 and named it "Sanjiavni Sahakari Sakhar Karkhana Limited" the Sanjivani sugar factory is located at Ponda Taluka around 2 Km from Tiska. The Factory was registered in 1971.

The Sanjivani Sahakari Sakhar Karkhana is the sole sugar factory in Goa having the Registration Number L/25/N/256/72/LC dated 24th May 1972 having the capacity of 1250 TCP (Total cursing Capacity) per day. It is the agro based industry. The sugar factory is located just upstream of the Handlebar river. The main objective of starting the factory was to promote cooperative movement in the state and to bring about green revolution in the rural part of the state and to build up rural economy.

Shri. Jaysingrao Abasaheb Rane Ex-MLA was the Chief promoter of this factory. Initially the government of Goa in April 1971, appointed a committee comprising of member in the committee. There were about 1280 members registered. After raising the funds from other financial institution the total capital investment in the project at the beginning was about 3 to 47 crores.

Presently the factory is having the total share capital of Rs 1362 lakhs from 2862 members, out of which the government of Goa has shared capital the amount of Rs 1259 lakhs. Besides this government is helping by providing the loans.

The factory is having three sugar godowns having the storage capacity of 50000 thousands bags each. The factory has undertaken various schemes for the development of sugarcane in operation areas under sugarcane development scheme.

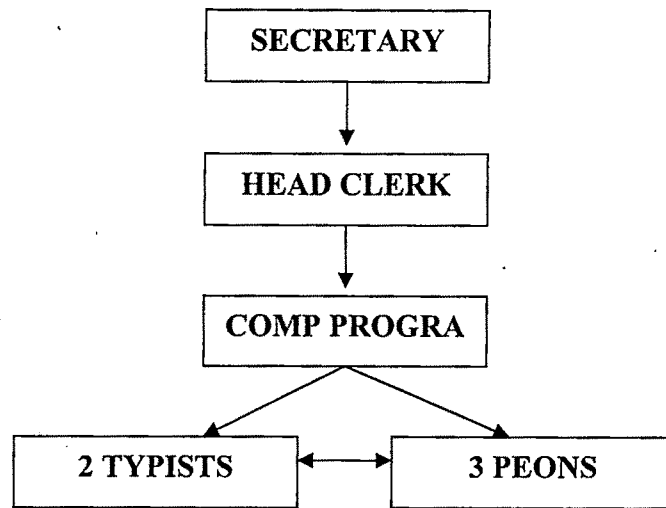
State government has provided irrigation facilities to the farmers at subsidized rate by providing sugarcane seeds, pesticides and tools for ploughing filed etc. on account of which the farmers are encouraged to cultivate more sugarcane.

3.3

DEPARTMENTAL INFORMATION OF SANJIVANI SHAKARI SAKHAR KARKHANA LIMITED

- 3.3.1 GENERAL OFFICE**
- 3.3.2 LABOUR OFFICE**
- 3.3.3 TIME OFFICE**
- 3.3.4 PURCHASE OFFICE**
- 3.3.5 DISPENSARY/MEDICAL CENTER**
- 3.3.6 STORE SECTION**
- 3.3.7 ACCOUNTS OFFICE**
- 3.3.8 FINANCE SECTION**
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- 3.3.10 CIVIL SECTION**
- 3.3.11 TRANSPORT SECTION**
- 3.3.12 AGRICULTURE DEPARTMENT**
- 3.3.13 MANUFACTURING DEPARTMENT**
- 3.3.14 SUGAR GODOWN**
- 3.3.15 ENGINEERING DEPARTMENT**

3.3.1 GENERAL OFFICE:-



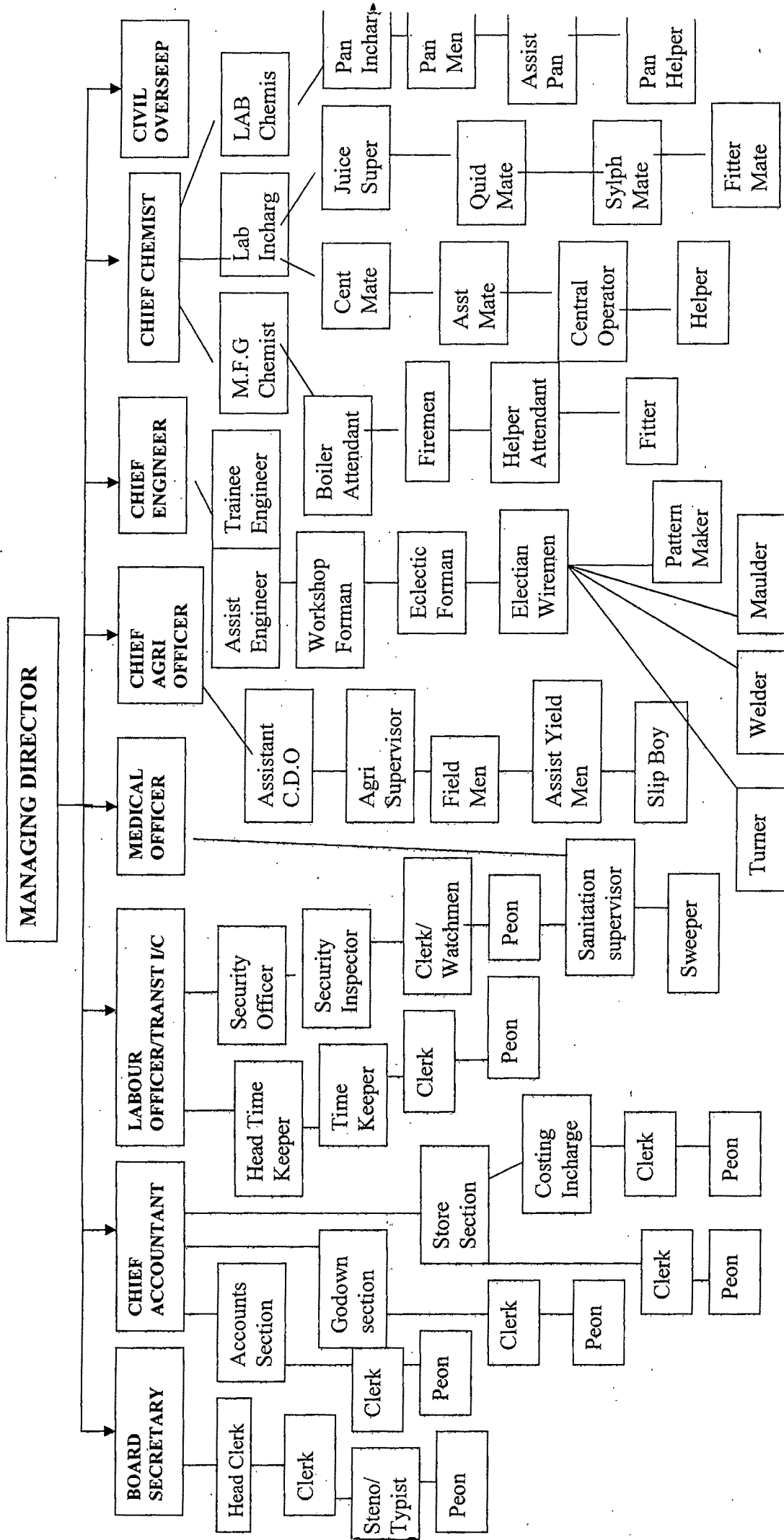
The General office of the factory consists of Secretary, Head Clerk, Computer Programmer, 2Typists, 3Peons and Computer operator.

In the general office all the important documents and records are maintained properly. The activities in general office carried by the employees are as follows:

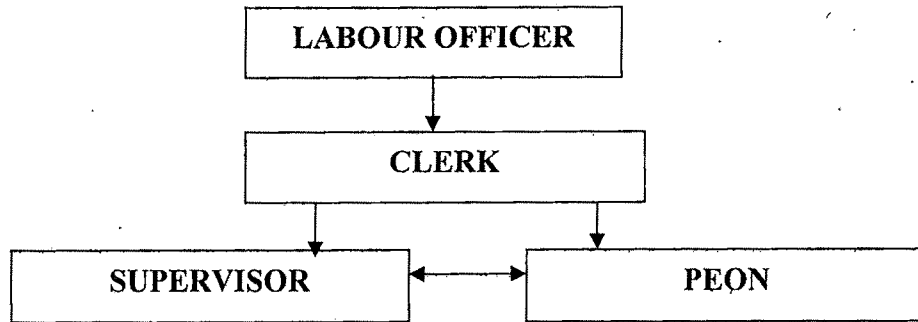
1. Keeping the records of the meetings held in the factory.
2. Implementing the different policies and programmes planned by the factory
3. Maintaining the important documents and records of the factory.
4. Conducting the inspection of all other departments of the factory
5. Maintaining database records of the employee's departmental wise.
6. Maintaining the record of outside contractors and intermediaries.
7. Preparing the annual report progress repot of the factory.
8. Conducting the required letter work for members/shareholders of the factory.

This way general office acts as core & central part of the factory for different transactions within the factory and outside the factory smoothly.

SANJIVANI SAHAKARI SAKHAR KARKHANA LIMITED DAYANANDNAGAR, TISKA. GOA
ORGANISATIONAL CHART



3.3.2 LABOUR OFFICE:-



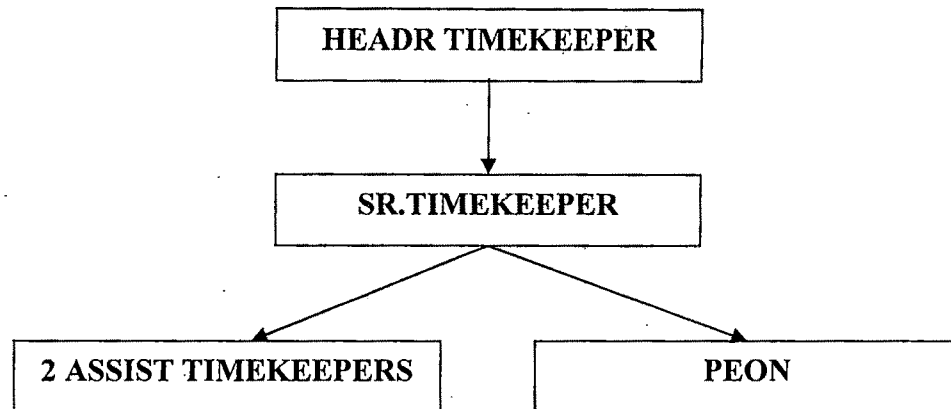
Labour office consists of Labour officer, Clerk, Supervisor and Peon this department deals with the employees. From the selection of the employees till the employee lives the factory all the records of employees are maintained by this department.

In the factory the selection of employees is done on recruitment basis. The factory gives advertisement on newspaper or they approach employment exchange mentioning the vacant post for suitable candidate. The suitable candidate is the called for interview, which is taken by MD and other experts technician. The factory has six categories of workers.

The office has the record of 527 employees the staff position during the year 2007-08 office recorded as follows:

CATEGORY	STRENGTH
Permanent	199
Seasonal	06
Probation	03
Contract	07
Temporary	135
Daily Wages	177
TOTAL	527

3.3.3 TIME OFFICE:-



Time office consist of Head Timekeeper, Senior Timekeeper, 2 Assistant Timekeeper and Peon. Main function of this office is to maintain attendance and registration papers. This office is also in charged of preparation of pay bill i.e. monthly salary bill. Time office maintains a signature book where all the employees of factory have to sign it at time of arrival and at departure from factory. This section also maintains department wise register called Mater Roll and also Leave Register.

Daily arrival time of employees is 9:00am. The lunch time is at 1.00pm and the departure time is at 5.00pm

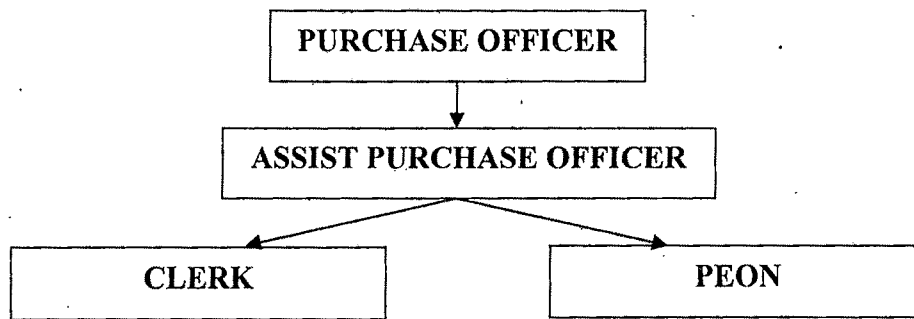
The wages are paid to the seasonal employees even if they are not working during off season. To the permanent employees wages are paid as per the basic.

The employees are paid salary as per the following categories.

- Class I ----- Manager
- Class II ----- Supervisors
- Class III ----- Clerical Staffs
- Class IV ----- Operative Staffs
- Class V ----- Temporary Workers
- Class VI ----- Casual Workers

This way time office maintains the time records of the employees.

3.3.4 PURCHASE OFFICE:-



The head of this office is the Purchase Officer followed with the Assistant Purchase Officer, Clerk and Peon. Purchase office makes various purchases for administrative as well as for factory division. Purchase Officer looks after of all department and sections of the factory. The Purchase Officer floats enquiry with their registered supplier after receiving quotation from supplier dealers. Purchase Officer prepare comparative statement chart to compare the rates. Dealers with lowest price are given order. Most of the purchases are made by factory are on credit basis. Nearly 90% of machinery is purchased on credit and 20% of values of assets purchased is paid in advance along with ordered and balance is paid after receipt and approval of machinery.

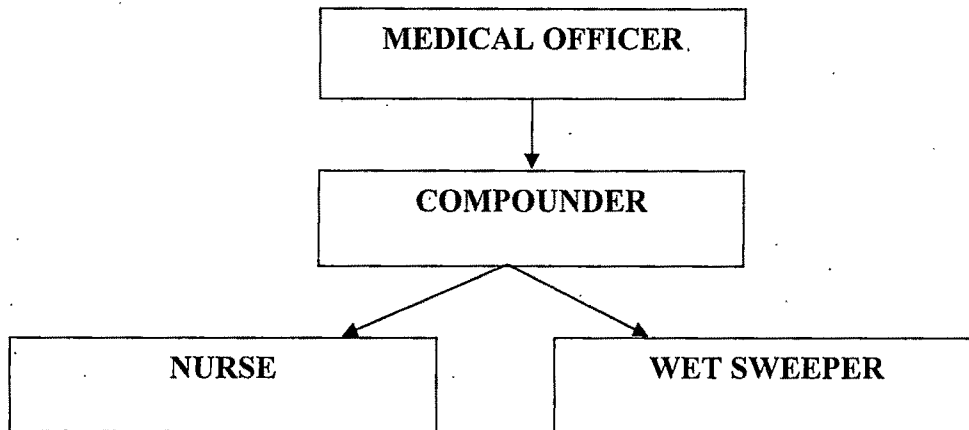
Raw material purchase done from Goa, Maharashtra and Karnataka. No preservatives are used to preserve sugarcane. After harvesting cane must be crushed within 18 hrs.

Problems faced by purchase office are

1. Limited capital availability
2. Limited supply of cane
3. Lack of quality of raw material
4. Poor maintenance of machinery
5. Unavailability of skilled workers

The Sanjivani factory is undergoing losses at regular interval because there is no continuity of supply of sugarcane.

3.3.5 DISPENSARY/MEDICAL CENTER:-



Medical center Consist of Medical Officer, Compounder, Nurse and wet Sweeper. Medical Officer has to play an important role in the factory for the good health of the employees. Medical Officer caters the need of the employees when ever an accident occurs in the factory.

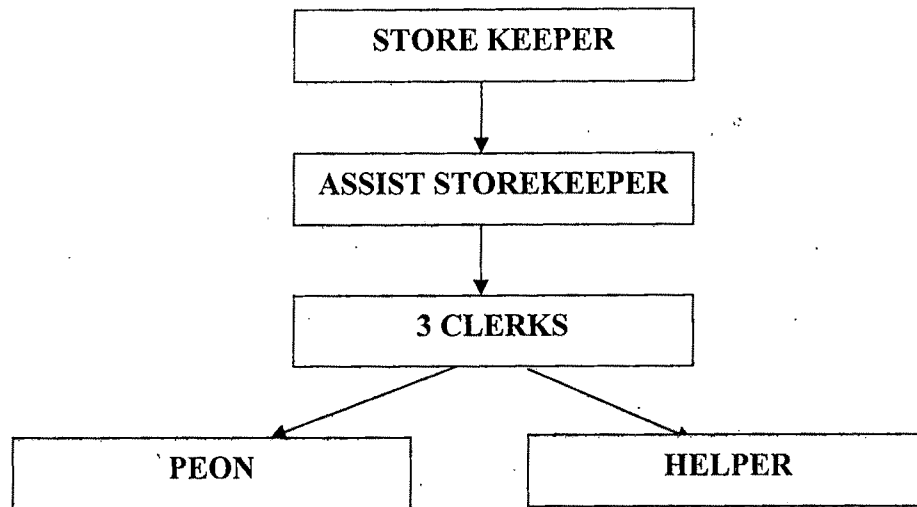
Medical center is responsible for the health and well-being of their workers and for looking after their physical aliment when stricken by diseases or disorder. Their work involves examining the patients discussing their problems and providing them with medical treatment as well as the confidence and support required to overcome their aliment.

Medical centre involves prescribing the right medication or other remedial measures including surgery and therapy for curing the patient. Medicines are provided to workers on non profit basis and the medical bills are deducted from the salaries.

ESI Facilities

This facility is not provided in this factory because only small scale factories are giving these facilities while sanjivani factory has its own Dispensary.

3.3.6 STORE SECTION:-

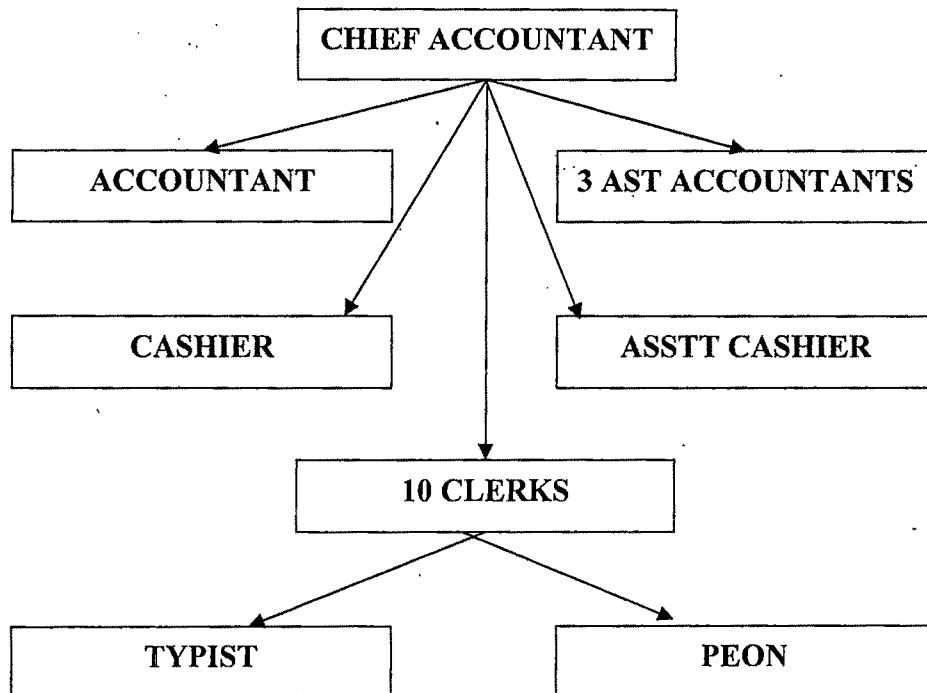


The store section consists of Store Keeper, Assistant Store Keeper three Clerks, Helper and Peon.

The section which is in need places a requisition for goods as per the required quantity. In case if the required quantity is not available or out of stock then the store department prepares "store purchase requisition". This requisition contains the description of store. Purchase of what it is to be ordered, value etc. and send it to the purchase office for purchasing of goods.

This section daily prepares bin card which shows the total goods in out of the store which is closed at the end of the year. The closing balance of last year becomes opening balance of next year. This store section stores all the goods purchased by factory which includes electric goods, engineering goods, pipe and pipe fitting, machinery spare parts, building material iron & steel, oil & lubricants, fuels, materials etc.

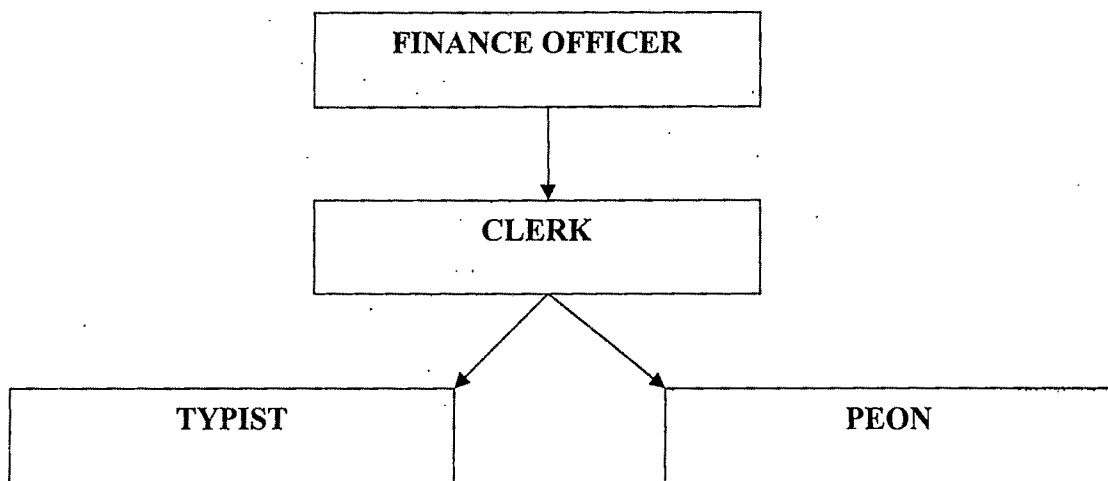
3.3.7 ACCOUNT OFFICE:-



Account office consists of Chief Accountant, Accountant, Three Assistant Accountants Cashier, Assistant Cashier, Three Senior Clerks, Seven Clerks, Typist and peon.

In account office all financial statement are maintained properly. The financial statement such as trading account profit and losses account and balance sheet of the factory. The account office considered as the main office of the factory where all the purchases and sales, income and expenditures, Assets and liabilities of the factory are recorded and analyzed at the end of financial year. The comparisons of different year are made to find out the profitability of the factory. Account office plays an important role to see the position of the factory of different years.

3.3.8 FINANCE SECTION:-

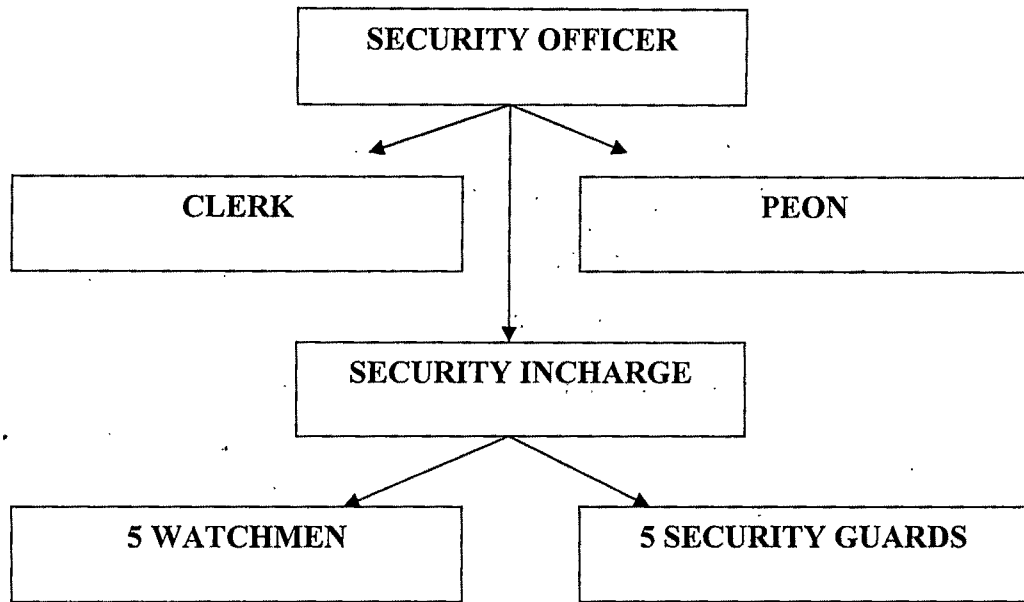


Finance section is the part of account office. This section consists of Finance Officer, Clerk, Typist and one peon. Finance is that managerial activity which is concerned with the planning and controlling of the factories financial resources.

The major functions performed by this section are as follows:

1. Supervision of cash receipts and payments and safeguard of cash balance.
2. Custody and safeguarding of securities, insurance policies and other valuable papers.
3. Taking care of the Mechanical details of new outside financing
4. Record keeping and reporting and consulting in financial matters.
5. Keeping the records of bills which are paid to the suppliers of raw material to the factory.
6. The major function of finance section is to maintain crushing information of particular years.

3.3.9 SECURITY OFFICE:-

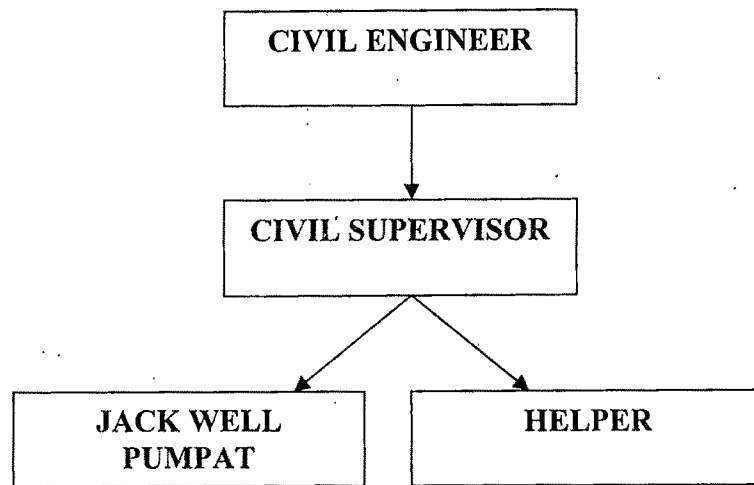


Security office is an important section for a factory. The objective of security office is to provide security to the factory property and the personnel and to keep watch on the movement of workers and visitors. Security section has its office at the main gate of the factory. The factory has two gates one at the main gate and other gate is open only during the crushing seasons.

The day is divided into 3 shifts the 1st shift start from 12.00 am to 8.00am, 2nd shift start from 8.00 am to 4.00 pm, and 3rd shift start from 4.00pm to 12.00 night. This way the factory follows the rotation system. There are 7 watchmen during of seasons and 10 watchmen for crushing season 12 watchmen are taken on contract basis during off-season and 18 during crushing season.

The security office employees are differs according to the need and seasons

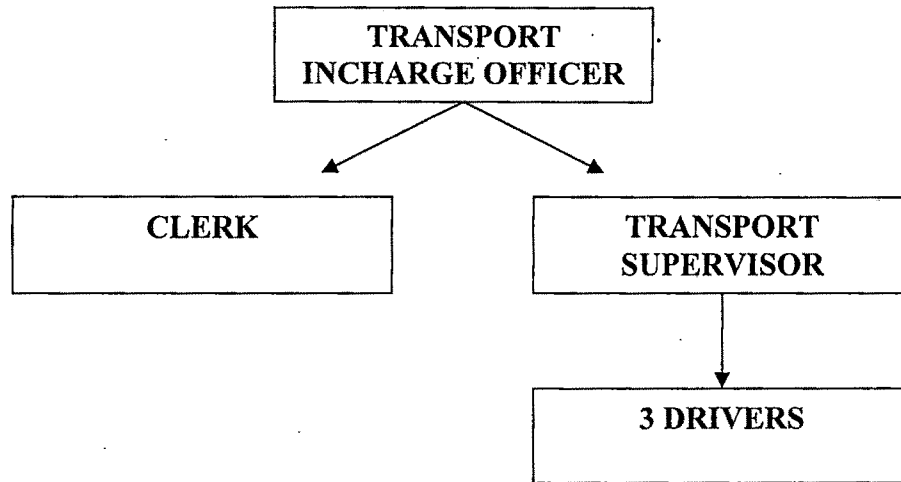
3.3.10 CIVIL SECTION:-



Civil Section of the factory Consists of Civil Engineer, Civil Supervisor, Jack well Pumpat, and Helper. This section plays an important role in maintaining the factory premises properly. The care of factor is taken by this section. The following are the major functions performed by the civil section of the factory.

1. Look after the proper planning and building system for water supply to the factory and workers, sanitation and irrigation for controlling pollution of water and air surrounding factory area and residential area where workers are dealt.
2. Providing water supply to the factory as well as to the workers by bores and not by PWD.
3. Construction of park and school for workers children's is handled by civil section of the factory.
4. Repairing and dismantling works also seen by him.
5. Taken care of factory land and providing land for irrigation purpose to farmers is dealt by civil section
6. Civil section also looks after the construction of roads or if any of the quarters required renovations in the factory site.

3.3.11 TRANSPORT SECTION:-

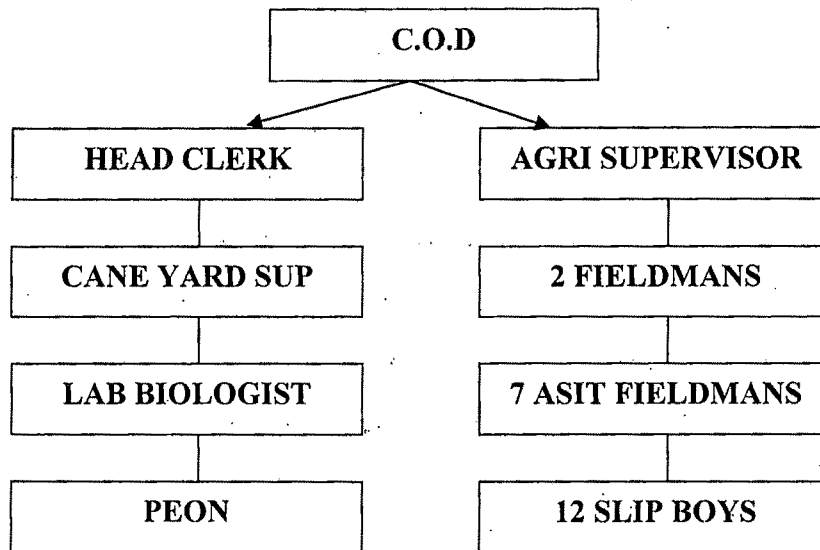


Transport sections of the factory permanent staffs are one Transport Incharge Officer, Transport Supervisor, Clerk and three Drivers.

Transportation of sugarcane and sugar is done with the help of trucks. Transportation is done on contract basis. Factory required about 100 to 200 trucks during the season time for per day transportation of sugarcane for factory. While payment is paid in terms of distance transported that is per tones per km bases.

Factory also uses 4 Jeeps and 2 tempos for their official work for purchase of spare parts.

3.3.12 AGRICULTURE DEPARTMENT:-



The factory is agro based industry. Agricultural department plays an important role in smooth functioning of factory. The main function of this department is to look after smooth availability of ready sugarcane during crushing season.

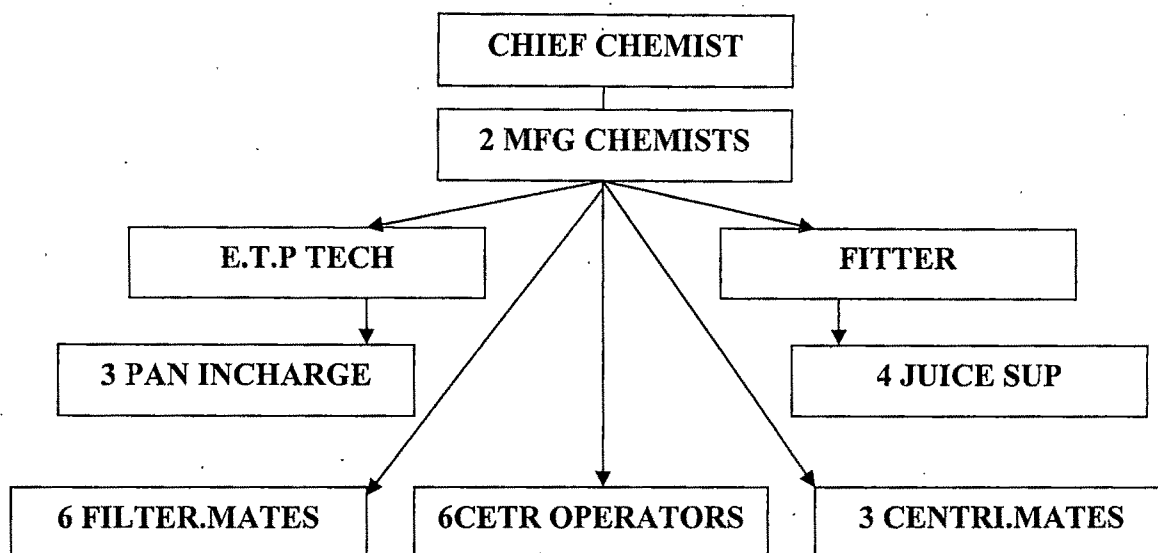
In Goa total cane cultivation area is 1200 hectares, which is divided into 5 round circles where major sugarcane is cultivated in Ponda, Quepem, Saguem, Becholim, Kulem, Sakoola, Sattari, Pernem where Sanguem and Quepem are major producers of cane. Each cane is controlled by agriculture supervisor.

Factory has its own cultivation area of 50 acres of which 22 acres is under cane cultivation and rest is having cashew, coconut and bananas plantation and of this small portion of land is occupied by bio-organic fertilizer units.

An agriculture department does marketing of raw material. As factory gets only 40% of its raw material from its cultivation. So it has to depend on gate cane, the cane which is purchased from neighboring states.

Agriculture department provides various facilities to the farmers such as camps are organized by factory every year in each section for development purpose. Transport cost of supplying seeds to farmers is borne by factory.

3.3.13 MANUFACTURING DEPARTMENT:-

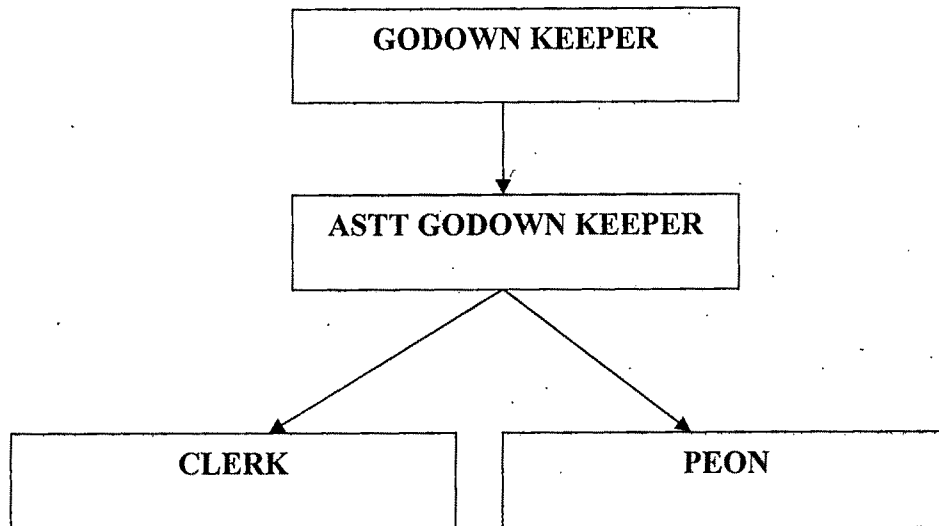


Manufacturing department of the factory is considered has the heart of the factory because the main activity is performed in this department. The sugar is manufactured in this department. From cane is weighted on platform weighbridge till the getting of sugar crystals all the different processing stages are carried by the manufacturing department. Since manufacturing department is largest department of the factory the manpower required by this department by this department is also in large size. This department consists of laboratory where different experiments are carried and quality of sugar is maintained.

The manpower required by this department is one Chief Chemist, one Deputy Chief Chemist, Lab In charge, Two Manufacturing Chemist, E.T.P Technician, one Clerk, Lab Boy, Fitter, Three Pan In charge, Four Juice Supervisor, One Quad Mate, Slip Mate, Three Filter Mate, Three Centric Mate, and Six Central Operators.

As per grain size there are three grades of sugar L30, M30 & S30 where L stands for large, M stand for Medium & S stand for Small size. Number 30 indicate the colour specification. The commercial white sugar produced by factory is S30 quality.

3.3.14 SUAGR GODOWN:-



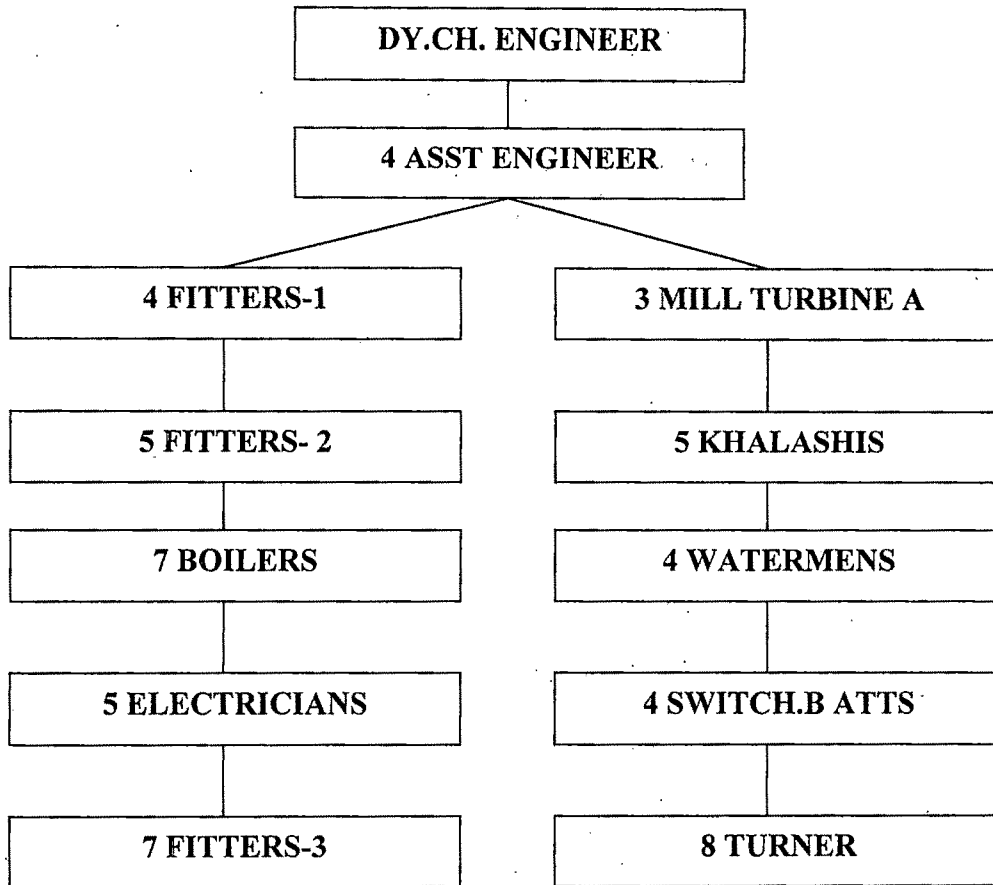
Godown Section of the factory consists of four employees head is Godown Keeper, then Assist Godownkeeper, Clerk and Peon

The factory has own three godowns. Two godowns are used to store the furnished product having capacity of storing 50,000 bags of one quality each in each godown. The third godown is utilized by chemist for the experimentation.

In godown section the chief chemist gives the daily records of goods. On the basis of this records godown keeper prepares "Daily report" invoices are given to the buyer and sugar is taken out of godown for sales. The invoice also contains the truck numbering which it is transported. The copy of invoice is then submitted to excise officer.

For the safety purpose fire extinguishers are placed in each godown. The storing of sugar bags from factory to godown is done with the help of the machine and also some workers are engaged in this work.

3.3.15 ENGINEERING DEPARTMENT:-



Under engineering department maintenance, advertising, replacement and modification of all machineries are handled during the off season that is approximately from April to October. Engineering department does carry all above work and the plant is kept ready processing of sugarcane from November to March. During seasons, plants run fully for 24 hours. There are three shifts 1st shift from 4.00am to 2.00pm, 2nd shift from 12.00pm to 8.00 pm, and 3rd shift from 8.00pm to 4.00am.

Periodical break down is being taken for cleaning machines, tank etc.

Engineering department is the major part of manufacturing department since manufacturing department formed with the huge machineries. Any breakages take place of machineries while manufacturing of sugar engineering department provide the assistance in smooth flow of all the manufacturing activities.

2.4

RECREATIONAL FACILITIES OF SANJIVANI SAHAKARI SAKHAR KARKANANA LIMITED

A recreational facility is one of the most important aspects of human resource management. It is helpful to increase the productivity of workers. Generally, in manufacturing unit like sugar factory the work in production unit is on shop floor, in high sound, high temperature etc. the work is very laborious. Therefore, there is a necessity of good premises to refresh the workers.

Following are the recreational facilities implemented by the Sanjivani Sahakari Sakhar Karkanana Limited.

1. Delightful Premises:

The premise of factory is very pleasant. It is one of the beautiful place in Ponda Goa. It recreates energy in all types of workers of the karkhana. The structure of buildings (Administrative, Guesthouse, Departmental stores, Residential Flats, warehouse, Sugar Factory and Distillery unit) roads, lights etc. are very 'attractive' and the atmosphere in the surrounding area is very healthy. The plantation is spread over 20 hectores of land. It is an eye-soothing and pleasant experience to see the lush green trees and plants of different types. It reduces the tiredness of the employees.

2. Gymkhana:

Gymkhana is one of the important elements of human resource development. It is helpful to improve the physical fitness of the workers. Various sports are helpful to increase the sportsmanship among the workers and it positively affects inn increase the industrial relationship.

The karkhana is having well equipped gymkhana in the premises, along with the four-hundred meter running track. The management of karkhana also promotes sports by sponsoring the sportsmen.

3. Temple:

Existence of temple in the premises of organization creates a healthy, fresh and peaceful atmosphere. It is one of the important through not a statutory, element of human resource development. In Sanjivani Karkhana, the temple of Datta is very attractive and having delightful surroundings, which provides peace of mind to the employees.

4. Canteen & Rest Room:

Canteen and rest room are also important aspects of recreational activity. During the lunch-break, workers can take their food in the canteen. In every organization, there is a need of canteen with required number of tables, chairs drinking water etc. There should be a rest room and garden where workers feel relaxed and after the break, they again start their work with full efficiency.

In sugar factory, the work is in a shift and there is a need of tea for workers. Due to physical nature of job, workers may get hungry during their work therefore; there should be subsidized food availability in the canteen.

5. Library & Reading Room:

Library and reading room plays a vital role in human resource development. Reading of various books is supportive to increase a thinking line of persons. In any organization, it is helpful to increase the better industrial relationship and ultimately it is helpful to increase the production. In karkhana premises, a small library is run by the employees through Kamgar Kalyan.