

CHAPTER FIVE

ANALYSIS AND INTERPRETATION

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This Chapter deals with the analysis and interpretation made in respect of the management practices adopted by Shree Warana Sahakari Sakhar Karkhana Limited (an organization in the cooperative sector) and the Ugar Sugar Works Limited (an organization in the private sector). The principal objective of the present study is to analyse and compare the management practices adopted by these two factories operating in two different organizational sectors. A single questionnaire was used for collecting the information from the respondents in these two organizations.

Table 5.1
Distribution of respondents according to Age-group

Age-group (in years)	Warana SSK Ltd.		Ugar Sugar Works Ltd.	
	No. of respondents	Percen- tage	No. of respondents	Percen- tage
30-35	1	4.34	4	17.39
35-40	4	17.39	4	17.39
40-45	6	26.08	2	8.68
45-50	2	8.68	2	8.68
50-55	4	17.39	2	8.68
55-60	4	17.39	6	26.08
60 & above	2	8.68	3	13.04

Table 5.1 above shows the age-group wise distribution of the respondents in both the organizations. In Warana sugar

factory, majority of the respondents, are from the age-groups of 35-60 years, whereas in Ugar sugar factory, majority of the respondents are from the age-group of 40-60 years.

Table 5.2
Distribution of respondents according to Sex

Sex	Warana SSK Ltd.		Ugar Sugar Works Ltd.	
	No. of respondents	Percentage	No. of respondents	Percentage
Male	23	100	23	100
Female	-	-	-	--

Table 5.2 is concerned with the sex of the respondents from both the organizations. In both the organizations, the managerial personnel are cent per cent males and there is not a single female managerial person in either of the organizations.

Table 5.3
Distribution of respondents according to Educational Qualifications

Educational Qualifications	Warana SSK Ltd.		Ugar Sugar Works Ltd.	
	No. of respondents	Percentage	No. of respondents	Percentage
SSC	2	8.68	1	4.34
Under-graduate	1	4.34	-	-
Diploma-holder	1	4.34	3	13.04
Graduate	17	73.91	17	73.91
Postgraduate	2	8.68	2	8.68

Table 5.3 is related to the educational qualifications of the

respondents in both the organizations. In Warana sugar factory, 17 respondents were graduates and 2 were postgraduates. For 2 respondents in the same factory, the qualification was SSC. In Ugar sugar factory, 17 respondents were graduates, while 2 respondents were postgraduates. Only 1 respondent in this factory was found to be holding SSC qualification.

Table 5.4
Distribution of respondents according to Experience

Length of service (in years)	Warana SSK Ltd.		Ugar Sugar Works Ltd.	
	No. of respondents	Percentage	No. of respondents	Percentage
0-10	-	-	5	21.73
10-20	9	39.13	4	17.39
20-30	6	26.08	5	21.73
30-40	8	34.78	7	30.43
40 & above	-	-	2	8.68

Table 5.4 shows the length of service of the respondents in both the organizations. In Warana factory, majority of the respondents have the experience of more than 20 years and the same fact is true in respect of the majority of respondents from Ugar sugar factory.

Table 5.5 (on the following page) shows the short-term planning adopted by both the organizations in the areas of finance, personnel, production, marketing, profit and others. The 'other' type of planning includes material, irrigation, purchase, civil works, audit programmes and planning.

Table 5.5
Short-term planning in both the organizations

Planning Area	Warana SSK Ltd.		Ugar Sugar Works Ltd.	
	No. of respondents	Percentage	No. of respondents	Percentage
Financial	13	59	6	27
Personnel	12	55	6	27
Production	17	77	15	68
Marketing	4	18	2	9
Profit	8	36	2	9
Other areas	4	18	5	23

It is seen from the above Table that Warana sugar factory gives the highest priority to production planning, followed by financial planning. The same is also true about Ugar sugar factory. Although both factories give their highest priority to production planning, yet, as observed from the above Table, Warana sugar factory gives relatively more weightage to it, i.e. 77% to production planning than Ugar sugar factory, which gives it 68% weightage.

The market planning in both the organizations has received less importance (i.e. 18% in Warana sugar factory and 9% in Ugar sugar factory). This is probably because marketing of sugar is controlled by the Government through the imposition of levy sugar and free-quota sugar for the sugar industry. Hence, the factory has less role to play in the marketing of its product.

Apart from the section heads in both the factories, the views of the Managing Directors were also gathered and it was observed that these two persons have given more weightage to production, financial and personnel planning.

Table 5.6
Long-term planning in both the organizations

Planning Areas	Warana SSK Ltd.		Ugar Sugar Works Ltd.	
	No. of respondents	Percentage	No. of respondents	Percentage
Financial	11	50	9	41
Personnel	6	27	5	23
Production	18	82	15	68
Market	2	9	3	14
Profit	7	32	2	9
Others	4	18	1	5

Table 5.6 is concerned with the long-term planning areas in both the organizations. Warana Sugar Factory shows the highest frequency for the production planning and the same is true with Ugar sugar factory. Second priority is related to the financial planning in both the organizations. As it has been observed in Table 5.5, market planning has received less importance in short-term planning, the same fact is true with the long term planning also.

In the opinion of the Managing Directors of both the organizations, production and financial planning are given more importance. It is because, the Managing Director is interested in increasing the production and for this purpose,

sufficient supply of capital is necessary. So, they are interested in the financial planning.

Table 5.7
Response relating to the existence of
a Planning Department in the factory

Response	Warana SSK Ltd.		Ugar Sugar Works Ltd.	
	No. of respondents	Percentage	No. of respondents	Percentage
Yes	nil	-	nil	-
No	22	100	22	100

Table 5.7 is related to the existence of a planning department in the factory. From the above Table, it has been observed that there is no planning department for making various plans in both the organizations. Various plans are prepared by the departmental heads in consultation with the managing director and heads of the other concerned departments.

The Managing Directors from both the organizations are of the view that there is no necessity of a separate planning department, because the production is of seasonal nature.

Table 5.8 (on the following page) shows the difficulties faced in planning while preparing the plans. These difficulties are: non-qualified executives, inadequate and inaccurate past data and lack of planning experience and knowledge.

Table 5.8
Difficulties faced in planning

Difficulties faced	Warana SSK Ltd.		Ugar Sugar Works Ltd.	
	No. of respondents	Percentage	No. of respondents	Percentage
Non-qualified executives	5	23	1	5
Inaccurate past data	4	18	3	14
Lack of experience & knowledge	9	41	3	14

In Warana sugar factory, 9 respondents, which constitutes 41% of the respondents, have stated the lack of experience and knowledge as the main difficulty, whereas only 3 respondents, i.e. 14%, in Ugar sugar factory face this difficulty. It is also interesting to know that 23% of the respondents in Warana Sugar Factory have the problem of non-qualified executives whereas only 5% in Ugar ssugar factory have this problem. In both the organizations, the problem of inaccurate past data is seen (18% in Warana sugar factory and 14% in Ugar sugar factory). The difficulty of non-qualified executives and lack of experience and knowledge in planning was particularly seen in Warana sugar factory. This is because of the fact that the selection of the executives is based on other factors rather than on merit.

Opinion of the Managing Director - The chief difficulty with regard to Warana sugar factory is concerned with the planning, which crops up because of the fluctuations in the

government policy, whereas in Ugar sugar factory, the difficulty encountered is the inadequate credit supply account of the Reserve Bank of India restrictions.

As will be seen from Table 5.9, the major practical difficulty faced by Warana sugar factory and Ugar sugar factory in formulating the plans is the rules and restrictions of the government. Next to the rules and restrictions, Warana sugar factory has a difficulty with regard to other difficulties followed by budget, while in the case of Ugar sugar factory, the difficulty is that of other, followed by lack of communication and ignorance of the subordinates.

Table 5.9
Practical difficulties in planning

Practical Difficulties	Warana SSK Ltd.		Ugar Sugar Works Ltd.	
	No. of respondents	Percentage	No. of respondents	Percentage
Non-cooperation from subordinates	1	5	nil	-
Lack of communication	2	9	2	9
Ignorance of subordinates	2	9	2	9
Budget				
restrictions	5	23	1	5
Rules & Regulations	9	41	5	23
Other difficulties	7	32	4	18

Another notable feature, as is being seen from the Table is with regard to the non-cooperation from the subordinates, although Warana sugar factory faces this difficulty

in a minor way. Interestingly, Ugar sugar factory has no such difficulty.

Regarding the Managing Directors' opinions, in Warana sugar factory, practical difficulties are: lack of communication, ignorance of subordinates and rules and restrictions. In Ugar sugar factory, there are no such practical difficulties.

Table 5.10
Problems in the implementation of plan

Problems in implementation	Warana SSK Ltd.		Ugar Sugar Works Ltd.	
	No. of respondents	Percen- tage	No. of respondents	Percen- tage
Yes	10	45	5	23
No	12	55	16	73

Table 5.10 reveals the presence of problems with regard to the implementation of the plans formulated. Twelve respondents from Warana sugar factory feel that there are no problems in the implementation of the plans, while in the case of Ugar sugar factory, 16 respondents are of similar view. In other words, in Ugar sugar factory, relatively there are less difficulties in the implementation of the plans, viz. 23%, than in Warana sugar factory, i.e. 45%. In the opinion of the Managing Directors of both the factories, there indeed are problems in the implementation of the plans.

Table 5.11 (on the following page) reveals the problems of different nature in the implementation of plans in both the organizations. In Warana sugar factory, 8 respondents stated that

Table 5.11
Different problems in the implementation of plans

Problems	Warana SSK Ltd.		Ugar Sugar Works Ltd.	
	No. of respondents	Percentage	No. of respondents	Percentage
Inadequate staff	3	14	3	14
Shortage of funds	3	14	2	9
Adverse Government policies	8	36	3	14
Lack of communication	1	5	nil	-
Non-cooperation from subordinates	nil	-	nil	-
Political pressure	3	14	1	5
Inefficient staff	3	14	1	5

the adverse Government policy was the major problem, whereas only 3 respondents in Ugar sugar factory face the same difficulty. The second dominant problem in the implementation of plans is that of inadequate staff, shortage of funds, political pressure and inefficient staff in Warana sugar factory, while in Ugar sugar factory, the second dominant problem is shortage of funds in the implementation of plans due to the Reserve Bank of India rules.

In the Managing Directors' opinion, shortage of funds, political pressure, adverse government policies are the major problems in the implementation of plans in Warana sugar factory. The Ugar sugar factory has the problem of adverse government policy in the implementation of plans.

Table 5.12
Improvement in sugarcane production

Improvement	Warana SSK Ltd.		Ugar Sugar Works Ltd.	
	No. of respondents	Percentage	No. of respondents	Percentage
Yes	21	95	22	100
No	1	5	nil	-

Table 5.12 is concerned with the improvement plans in sugarcane production in both the organizations. From the above Table, it has been observed that 21 respondents (95%), plans for the improvements of sugarcane production

in Warana sugar factory, whereas all the 22 respondents (100%) show plans for improvement of sugarcane production in Ugar sugar factory. According to the respective Managing Directors' opinions, in both the organizations, they are interested in preparing plans for the improvement of sugarcane production

Table 5.13
Ways of improvement in sugarcane production

Ways of improvement	Warana SSK Ltd.		Ugar Sugar Works Ltd.	
	No. of respondents	Percentage	No. of respondents	Percentage
Soil-testing	18	82	15	68
Lift-irrigation	20	91	19	86
Quality seeds and fertilizers	19	86	21	95
Loan facilities for land reforms	3	14	4	18
Subsidy for digging wells and borewells	14	64	5	5

Table 5.13 projects the various ways of improvements in the sugarcane production, adopted by both the organizations. In Warana sugar factory, lift irrigation programmes show the highest priority for improvement of the sugarcane production. Second preference is given to the improved seeds and chemical fertilizers, followed by soil-testing facility for improvement of soil.

In Ugar sugar factory, the highest priority is given to the supply of quality seeds and fertilizers (95%). Second preference is given to lift irrigation programmes, and thirdly, to the soil-testing facilities.

The lowest priority is given by both the organizations to credit facilities for land reform to the cultivators.

According to the opinion of the Managing Director of Warana sugar factory, soil-testing, lift-irrigation, supply of quality seeds and fertilizers, loan facilities for land reforms and subsidies for digging bore wells are important for improving the sugarcane production, whereas in the opinion of the Managing Director of Ugar sugar factory, preference should be given to soil-testing, lift-irrigation programme and the supply of quality seeds and fertilizers.

The respondents were asked the steps taken by them for the timely, adequate and regular supply of the sugarcane to the factory. Respondents from both the factories had a positive

response to this question and 20 respondents from the Warana sugar factory planned for extending the area under sugarcane cultivation, while 18 respondents from Ugar sugar factory held similar views. It was also observed that both the factories opted for gate-cane supply when there was shortage of sugarcane.

The Managing Directors of both the organizations gave more importance to extending the area under sugarcane cultivation within the jurisdiction of their factories.

Table 5.14
Ways of supply of sugarcane to factory

Way of supply	Warana SSK Ltd.		Ugar Sugar Works Ltd.	
	No. of respondents	Percentage	No. of respondents	Percentage
Extending the cultivation area of sugarcane	20	91	18	82
Demand gate-cane	13	59	8	36
Other	nil	-	1	5

ORGANIZING:

Table 5.15 (on the following page) relates to the importance given to the characteristics used in the organizing by both the organizations. These characteristics are: division of labour, combination of labour and coordination. From this Table, it has been observed that 21 respondents (95%) give the highest priority to coordination characteristics in Warana sugar factory. The same fact is true with regard to Ugar

Table 5.15
Characteristics in the organization

Characteristics	Warana SSK Ltd.		Ugar Sugar Works Ltd.	
	No. of respondents	Percentage	No. of respondents	Percentage
Division of labour	11	50	9	41
Combination of labour	3	14	2	9
Coordination	21	95	22	100

sugar factory (100%). This is followed by the division of labour in both the organizations. The least priority is given to combination of labour characteristic in both the organizations.

According to the Managing Directors' opinion, in Warana sugar factory, coordination characteristic is used in organizing, whereas in Ugar sugar factory, the same was used. Also, division of labour characteristic is given importance while organizing.

Table 5.16 (on the following page) projects the various steps involved in the process of organizing by both the factories. From this Table, it is observed that in Warana sugar factory, more weightage is given to the identification of activities, assigning of activities and delegation of authority than the grouping of activities. The same fact is true in Ugar sugar factory.

Table 5.16
Steps in organizing

Steps in organizing	Warana SSK Ltd.		Ugar Sugar Works Ltd.	
	No. of respondents	Percentage	No. of respondents	Percentage
Identification of activity	15	68	18	82
Grouping of activity	12	55	4	18
Assigning of activity	16	73	20	91
Delegation of Authority	17	77	20	91

Managing Directors' opinion - Identification of activities, grouping of activities, assigning of activities, delegation of authority, all these steps involved in the process are given importance in both the organizations.

Table 5.17
Various committees

Names of committees	Warana SSK Ltd.		Ugar Sugar Works Ltd.	
	No. of respondents	Percentage	No. of respondents	Percentage
Advisory	11	50	6	27
Problem-solving	4	18	11	50
Fact-finding	4	18	7	32
Action Committee	7	32	6	27
Others	7	32	10	45

Table 5.17 shows the various committees that are formed in both the organizations. The Table also reflects that in Warana sugar factory, 11 respondents (50%) show the highest

rating to advisory committee, followed by action committees. These other committees are Purchase, Area Development, Papermill and Distillery, Construction, Safety, etc.

The least rating is given to the Problem-solving and Fact-finding Committees in Warana sugar factory, whereas least rating is given to the Advisory and Action committee in Ugar sugar factory.

In the Managing Directors' opinion, in Warana sugar factory, it was observed that although the committees given in the Table exist at the middle-level management, they do not exist at the top level management. So, other committees are formed. In Ugar sugar works, Fact-finding and Action Committees are formed.

The respondents were also asked as to whether the various committees mentioned above are useful in the day-to-day working and all the respondents, including the Managing Directors, have responded affirmatively to this question.

Table 5.18
Organizational structure

Whether satisfactory	Warana SSK Ltd.		Ugar Sugar Works Ltd.	
	No. of respondents	Percen- tage	No. of respondents	Percen- tage
Yes	21	95	19	86
No	1	5	3	14

Table 5.18 projects the opinion of the respondents to the

question whether the present organizational structure is satisfactory or not in both the organizations. From the above Table, it is felt that the present organizational structure is satisfactory in both the organizations, since 21 respondents (95%) from Warana sugar factory and 19 respondents (86%) from Ugar sugar factory have responded in the affirmative.

Those who are not satisfied with the present organizational structure in both the sugar factories held different reasons, such as non-qualified and inefficient staff due to favouritism, lack of proper accountability in Warana sugar factory; and lack of proper feedback and non-qualified staff in Ugar sugar factory. These were the major reasons for the respondents' dissatisfaction. For overcoming these difficulties, they suggested recruiting of qualified and trained staff, ensuring proper feedback, proper accountability.

In the opinion of the Managing Directors, the present organizational structure is satisfactory in their respective sugar factories.

Table 5.19 (on the following page) refers to the delegation of authority and responsibility. Cent per cent respondents from Ugar sugar factory felt that there was a proper delegation of authority and responsibility in their factory. This, however, was not so in Warana sugar factory, where 3 respondents (14%) opined that there is a lack of proper delegation of authority and responsibility in the factory.

Table 5.19
Delegation of authority and responsibility

Response	Warana SSK Ltd.		Ugar Sugar Works Ltd.	
	No.of respondents	Perce- tage	No.of respondents	Perce- tage
Yes	19	86	22	100
No	3	14	nil	-

Table 5.20 below shows the delegation of authority to subordinates in both the organizations. The Table reflects that in Warana sugar factory, 20 respondents (91%) opined that authority is delegated to subordinates. In Ugar sugar factory, all the 22 respondents (100%) felt that the authority is delegated to subordinates. It means that in Ugar sugar factory, there is a proper delegation of authority to subordinates than in Warana sugar factory.

Table 5.20
Delegation of authority to subordinates

Response	Warana SSK Ltd.		Ugar Sugar Works Ltd.	
	No.of respondents	Perce- tage	No.of respondents	Perce- tage
Yes	20	91	22	100
No	2	9	nil	-

In the opinion of the Managing Directors of both the sugar factories, there is a proper delegation of authority and responsibility to subordinates in their respective organizations.

Table 5.21 (on the following page) shows whether there is a centralization of authority or not in both the organizations.

Table 5.21
Centralization of authority

Response	Warana SSK Ltd.		Ugar Sugar Works Ltd.	
	No.of respondents	Percentage	No.of respondents	Percentage
Yes	16	73	20	91
No	6	27	2	9

The above Table also shows that in Warana sugar factory, 16 respondents (73%) have given the highest rating to the centralization of authority. In Ugar sugar factory, 20 respondents (91%) have given the highest priority to the centralization of authority; 6 respondents (27%) show that there is no centralization of authority in Warana sugar factory.

In the opinion of the Managing Directors of both the sugar factories, there is no centralization of authority in their respective organizations.

STAFFING:

Table 5.22
Procedure of recruitment

Procedure followed	Warana SSK Ltd.		Ugar Sugar Works Ltd.	
	No.of respondents	Percentage	No.of respondents	Percentage
Direct recruitment	9	41	16	73
Employment exchange	6	27	7	32
Advertisement	22	100	20	91
Recommendations of reputed persons	9	41	5	23
Other	nil	-	nil	-

Table 5.22 is related to the procedure of recruitment adopted in both the organizations. This Table reflects that in Warana sugar factory, 22 respondents (100%) have given the highest rating to advertisement, followed by the recommendations of reputed persons and direct recruitment. In Ugar sugar factory, 20 respondents (91%) have given highest preference to advertisement, followed by direct recruitment. The least preference is given to the recruitment through the employment exchange by 6 respondents (27%) in Warana sugar factory. In Ugar sugar factory, 5 respondents (23%) have given least preference to recruitment through recommendations of reputed persons.

According to the Managing Director's opinion, employment exchange, advertisements and recommendations of reputed persons, are the procedures of recruitment used in Warana sugar factory; whereas in Ugar sugar factory, advertisement and employment exchange are the procedures of recruitment in use.

Table 5.23
Selection tests

Name of the Test	Warana SSK Ltd.		Ugar Sugar Works Ltd.	
	No.of respondents	Percentage	No.of respondents	Percentage
Physical	4	18	3	14
Intelligence	18	82	17	77
Aptitude	13	59	12	55
Medical	3	14	3	14
Other	1	5	3	14

Table 5.23 is concerned with different selection tests taken in both the organizations. From the above Table, it is observed that in Warana sugar factory, 18 respondents (82%) have given the highest rating to intelligence test, followed by aptitude test. In Ugar sugar factory, 17 respondents (77%) have given the highest priority to the intelligence test followed by aptitude test. Least priority is given to other tests and medical test in both the organizations.

According to the Managing Director of Warana sugar factory, more importance is given to intelligence and aptitude tests in his organization, while the Managing Director of Ugar sugar works reported that in his organization, more importance is given to intelligence test.

Table 5.24
Methods of recruitment and selection

Methods	Warana SSK Ltd.		Ugar Sugar Works Ltd.	
	No.of respondents	Percentage	No.of respondents	Percentage
Interviews	16	73	19	86
Prescribed application forms	1	5	nil	-
Tests & Interview	16	73	16	73
Reference checks	5	23	8	36
Physical examination	1	5	3	14
Selection decisions	6	27	nil	-
Other methods	nil	-	nil	-

Table 5.24 projects the methods of recruitment and selection used in both the organizations. The above Table shows that in Warana sugar factory, 16 respondents (73%) have given the highest priority to tests and interviews. In Ugar sugar factory, 19 respondents (86%) have given highest preference to interviews, followed by tests and interviews. The least preference is given to physical tests, prescribed application forms, selection decision and other methods is not used at all.

In the opinion of the Managing Directors, in Warana sugar factory, interviews, prescribed application forms, tests and interviews, reference checks and selection decision methods are used. In Ugar sugar factory, interviews, tests and interview and physical examination methods are used.

Table 5.25
External sources of recruitment

External Sources	Warana SSK Ltd.		Ugar Sugar Works Ltd.	
	No.of respondents	Percentage	No.of respondents	Percentage
Newspaper advertisement	22	100	21	95
Executive Placement agencies	nil	-	nil	-
University research and teaching staff	1	5	1	5
Financial Institutions	2	9	nil	-
Professional Associations	nil	-	1	5
Business friends	1	5	2	9
Other companies	nil	-	nil	-

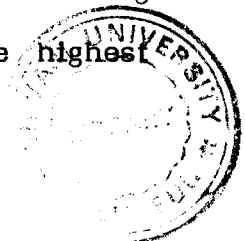
Table 5.25 is related to the external sources of recruitment used in both the organizations. In Warana sugar factory, 22 respondents (100%) have given the highest rating to advertisement in the newspapers used as an external source of recruitment. This shows that this is the most important source of recruitment as compared to other sources. In Ugar sugar factory too, the same fact holds true, but the number of respondents is 21 (95%). In addition to this, business friends is another source, which is used, but its weightage is very low. From the above Table, it is evident that several other sources are not used by either of these two organizations.

In the opinion of the Managing Directors of both the organizations, advertisement in the newspapers is given more importance as an external source of recruitment.

Table 5.26
Employee training

Response	Warana SSK Ltd.		Ugar Sugar Works Ltd.	
	No.of respondents	Percentage	No.of respondents	Percentage
Yes	16	73	21	95
No	6	27	1	5

Table 5.26 is concerned with the training given to the employees in both the organizations. It has been observed from the above Table that in Warana sugar factory, 16 respondents (73%) have given the highest rating to the training facility; whereas 21 respondents (95%) have given the highest



rating to the training facility in Ugar Sugar factory. Six respondents (27%) from Warana sugar factory and 1 respondent from Ugar sugar factory stated that there are no training facilities provided to the employees.

The Managing Directors of both the organizations have reported that training facility is indeed provided to the employees in their respective organizations.

Table 5.27
Type of Training

Type of Training	Warana SSK Ltd.		Ugar Sugar Works Ltd.	
	No.of respondents	Percentage	No.of respondents	Percentage
On-the-job	10	45	12	55
Off-the-job	4	18	3	14
Job-orientation	10	45	11	50

Table 5.27 shows the types of training given to the employees in both the organizations. The Table also shows that the highest priority is given to on-the-job and job-orientation types of training in Warana sugar factory. In Ugar sugar factory, 12 respondents (55%) have given the highest rating to on-the-job type of training, followed by job-orientation. The least priority, in both the organizations, is given to off-the-job type of training.

The Managing Director of Warana sugar factory reports that off-the-job type of training is given to section-heads and

on-the-job type of training is given to the lower level staff. The Managing Director of Ugar sugar factory reports that job-orientation type of training is used for all the employees.

Table 5.28
Duration of training

Training Duration	Warana SSK Ltd.		Ugar Sugar Works Ltd.	
	No.of respondents	Percentage	No.of respondents	Percentage
One week	7	32	12	55
One month	4	18	4	18
Three months	-	--	3	14
Six months	3	14	2	9
One year	5	23	6	27
Two years	3	14	7	32

Table 5.28 is related to the employees' training period in both the organizations. The Table shows that 7 respondents (32%) from Warana sugar factory have given the highest priority to a week long training period, followed by one-year training period. The same is true about Ugar sugar factory, where the highest priority is given to a week long period, followed by two-year training period. In both the factories, training period of six months is seldom used.

According to the Managing Directors of these two factories, one-week and one-month training periods are mostly used in Warana sugar factory, while one year training period is used in the Ugar sugar works.

Table 5.29
Training given to various personnel

Personnel Category	Warana SSK Ltd.		Ugar Sugar Works Ltd.	
	No.of respondents	Percen- tage	No.of respondents	Percen- tage
Managers	6	27	4	18
Supervisors	10	45	5	23
Foremans	7	32	1	5
Workers	12	55	11	50
All of them	nil	-	8	36

Table 5.29 reveals the categories of various personnel to whom the training is given in both the organizations. The Table shows that 12 respondents (55%) from Warana sugar factory have given the highest preference to the workers' category, followed by the supervisors. The same is true in the case of Ugar sugar factory as regards the highest priority, but it is followed by all the categories pooled together. The least frequency shows the managers are not given the same weightage for training in Warana sugar factory; while in Ugar sugar factory, the least frequency shows that the foremen are given a lower weightage.

The Managing Directors of the organizations report that in Warana sugar factory, all categories are given training, while in Ugar Sugar factory, workers are given more weightage for the training.

Table 5.30 (on the following page) reflects on the chances

of promotion in both the organizations.

Table 5.30
Chances for employees' promotion

Chances for Promotion	Warana SSK Ltd.		Ugar Sugar Works Ltd.	
	No.of respondents	Percentage	No.of respondents	Percentage
Yes	22	100	22	100
No	nil	-	nil	-

The above Table shows that all the 22 respondents (100%) in both the factories opined that there is an ample scope for promotion of an employee in the organization. The Managing Directors of both the organizations also report that there is a scope for employees' promotion to higher posts in their respective organizations.

Table 5.31
Basis of promotion

Basis of Promotion	Warana SSK Ltd.		Ugar Sugar Works Ltd.	
	No.of respondents	Percentage	No.of respondents	Percentage
Seniority	21	95	17	77
Merit	20	91	22	100
Nepotism	1	5	nil	-

Table 5.31 shows the basis for promotion in both the organizations. In Warana sugar factory, seniority is the chief basis and shows that the highest frequency (21), followed by merit basis. But in Ugar sugar factory, merit basis shows the highest frequency of 22 (100%), followed by the seniority

basis. However, it should be noted that 1 respondent from Warana sugar factory feels that nepotism is the basis for promotion in his organization.

According to the opinions of the respective Managing Directors, in Warana sugar factory, the bases for promotion are: seniority and merit; whereas in Ugar sugar factory, merit is the only basis for promotion.

Table 5.32
Acceptance of employee suggestions

Response	Warana SSK Ltd.		Ugar Sugar Works Ltd.	
	No.of respondents	Percentage	No.of respondents	Percentage
Yes	19	86	22	100
No	nil	-	nil	-

Table 5.32 shows as to whether the suggestions made by the employees for improving the overall efficiency of the factory are considered by the management or not. It is evident from the Table that 19 respondents (86%) from Warana sugar factory have opined that their suggestions were considered by the management, whereas in Ugar sugar factory, all the 22 respondents (100%) stated that their suggestions for improvement in job performance were considered by the management.

The Managing Directors of both the organizations reported that the management indeed considered the suggestions received

from the employees for overall improvement in the efficiency.

Table 5.33
Opportunities made available to employees for
learning new techniques and skills

Availability of Opportunities	Warana SSK Ltd.		Ugar Sugar Works Ltd.	
	No.of respondents	Percen- tage	No.of respondents	Percen- tage
Good	11	50	13	59
Fairly good	8	36	6	27
Very good	2	9	2	9
No scope	1	5	1	5
Any other view	nil	-	nil	-

Table 5.33 shows the opportunities given to the employees for learning new techniques and skills in order to raise the efficiency of the organization. As is evident from the Table, 50 per cent of the respondents from Warana sugar factory and 59 per cent from the Ugar sugar factory felt that there were good opportunities for the employees to learn new techniques. Another 36 per cent respondents from Warana sugar factory and 27 per cent respondents from Ugar sugar factory opined that there were fairly good opportunities, in this behalf. However, 5 per cent respondents from both the organizations felt that there was no scope for learning new techniques and skills in their organizations.

In both the organizations, the Managing Directors opined that there were fairly good opportunities given to the employees for learning new techniques and skills.

DIRECTING:

An attempt was made to know as to whether directions are given to the employees and if so, what was the technique of direction adopted. Table 5.34 below reveals the techniques.

Table 5.34
Techniques of direction

Techniques used	Warana SSK Ltd.		Ugar Sugar Works Ltd.	
	No.of respondents	Percentage	No.of respondents	Percentage
Consultative	21	95	20	91
Free rein	4	18	7	32
Autocratic	2	9	1	5

Table 5.34 is concerned with the techniques of direction used in both the organizations. From the above Table, it is observed that in Warana sugar factory, 21 respondents (95%) have given the highest priority to the consultative technique, followed by free-rein. The same is true in Ugar sugar factory. The least priority is given to the autocratic technique of direction in both the factories.

In both the organizations, the Managing Directors use the consultative technique to give directions to their employees.

COMMUNICATION:

Table 5.35 (on the following page) shows the methods of communication used in both the organizations. It has been

Tablo 5.35
Methods of communication

Methods	Warana SSK Ltd.		Ugar Sugar Works Ltd.	
	No.of respondents	Percentage	No.of respondents	Percentage
Oral orders	21	95	22	100
Written instructions	16	73	5	23
Holding question and answer sessions	1	5	2	9
Circular letters	10	45	9	41
Personal visits	18	82	18	82
Holding talks with workers	9	41	3	14
Other methods	nil	-	nil	-

observed from the above Table that 21 respondents (95%) have given the highest priority to the oral orders, followed by personal visits, in Warana sugar factory. The same fact was true in Ugar sugar factory. The lowest priority is given to the question-and-answer session for communication in both the organizations.

According to the Managing Director of Warana sugar factory, oral orders, circulars, personal visits and holding talks with the workers are the methods used for communication in his organization; while the Managing Director of the Ugar sugar factory states that in his organization, the communication is effected through oral orders, written instructions and personal visits.

Table 5.36
Types of communication

Types	Warana SSK Ltd.		Ugar Sugar Works Ltd.	
	No.of respondents	Percentage	No.of respondents	Percentage
Downward	21	95	18	82
Upward	17	77	17	77
Horizontal	11	50	16	73
Diagonal	1	5	nil	-

Table 5.36 is related to the types of communications used in both the organizations. The above Table shows that 21 respondents (95%) have given the highest preference to the downward type of communication, followed by upward communication in Warana sugar factory. The same fact is true in Ugar sugar factory also. In both the organizations,, diagonal type of communication is seldom used.

According to the Managing Directors of the organizations, in Warana sugar factory, all the types of communications are used, whereas in Ugar sugar factory, a private organization, only the downward type of communication method is used.

Table 5.37 (on the following page) is concerned with the barriers in communication in both the organizations. The Table projects that most of the respondents in Warana sugar factory find lack of communication policy, poor response and language barrier as the main obstacles to proper communication; whereas in Ugar sugar factory, 3 respondents

Table 5.37
Barriers to communication

Barriers	Warana SSK Ltd.		Ugar Sugar Works Ltd.	
	No.of respondents	Percentage	No.of respondents	Percentage
Lack of communication policy	2	9	1	5
Poor response	2	9	2	9
Language barriers	2	9	1	5
Overconfidence	1	5	1	5
Many items in one message	1	5	3	14
Lack of motivation	1	5	3	14

(14%) feel that giving too many items in one message is the chief barrier, followed by poor response.

The Managing Directors of both the organizations, however, reported that there were no barriers to the communication process in their respective organizations.

The respondents were asked as to whether proper instructions are issued to them by their authorities and whether they have adequate knowledge and skill. All the respondents from both the organizations recorded a positive response to these questions. They were also asked as to whether they were satisfied with the present system of communication in their organization. It came out that 19 respondents (86%) from each organization were satisfied with it, while 3 respondents each showed their dissatisfaction with the present system of communication in their organization.

Table 5.38
Satisfaction with communication system

Response	Warana SSK Ltd.		Ugar Sugar Works Ltd.	
	No.of respondents	Percentage	No.of respondents	Percentage
Yes	19	86	19	86
No	3	14	3	14

The Managing Directors of both the sugar factories reported their complete satisfaction with the present communication system followed in their respective organizations.

MOTIVATION:

Table 5.39
Means of Motivation

Means	Warana SSK Ltd.		Ugar Sugar Works Ltd.	
	No.of respondents	Percentage	No.of respondents	Percentage
Good wages	21	95	18	82
Bonus offers	22	100	21	95
Financial incentives	3	14	12	55
Good working conditions	21	95	18	82
Tactful discipline	16	73	15	68
Job security	21	95	19	86
Appreciation of work	14	64	20	91
Understanding of personal problems	11	50	13	59
Promotion and growth	15	68	17	77

Table 5.39 is related to the means of motivation used in both the organizations. From the above Table, it is observed that all the 22 respondents (100%) have given the highest rating to bonus, followed by good wages, good working conditions and job security in Warana sugar factory. In Ugar sugar factory, 21 respondents (95%) have given the highest rating to the bonus, followed by the appreciation of work. The least rating has been given by the respondents in both the organizations to other financial incentives, viz. 14% in Warana sugar factory and 55% in Ugar sugar factory.

In both the organizations, the Managing Director used all the means of motivation mentioned in the Table to motivate the employees.

Table 5.40
Expectation from the employees

Expectation	Warana SSK Ltd.		Ugar Sugar Works Ltd.	
	No.of respondents	Percentage	No.of respondents	Percentage
Good work	20	91	21	95
Good discipline	15	68	10	45
Interest in work	19	86	14	64
Loyalty	19	86	16	73

Table 5.40 shows the expectation of the management from its employees in both the organizations. In Warana sugar factory, 20 respondents (91%) have given the highest priority to good work, followed by interest in work and

and loyalty. In Ugar sugar factory, 21 respondents (95%) have given priority to good work, followed by loyalty.

The Managing Directors in both the organizations expect good work, good discipline, interest in work and loyalty.

CONTROLLING:

Table 5.41
Measures of control

Measures	Warana SSK Ltd.		Ugar Sugar Works Ltd.	
	No.of respondents	Percentage	No.of respondents	Percentage
Price cutting	3	14	nil	-
Personnel cutting	1	5	1	5
Investment cutting	8	36	3	14
Pressure on workers	14	64	13	59
Sale of unused property	10	45	6	27

Table 5.41 is related to the various measures of control adopted, if the activity falls short of standards in both the organizations. From the above Table, it is observed that if the activities fall short of standards, they give the highest rating (14 respondents, 64%) to pressure on the workers, followed by the sale of unused property in Warana sugar factory. The same fact is true in Ugar sugar factory. The lowest rating is given to personnel cutting (1 respondent, 5%, from each organization).

In the opinion of the Managing Directors, investment-

cutting and sale of unused property are the major controlling tools used in Warana sugar factory; whereas, pressure on workers is used in Ugar sugar factory.

Table 5.42
Performance evaluation

Response	Warana SSK Ltd.		Ugar Sugar Works Ltd.	
	No.of respondents	Percentage	No.of respondents	Percentage
Yes	21	95	21	95
No	1	5	-	-

Table 5.42 reflects on the performance evaluation of the subordinates in both the organizations. It is observed from the above Table that 21 respondents (95%) each from both the organizations evaluate the performance of their subordinates. Also, in both the organizations, the Managing Directors evaluate the performance of their subordinates frequently.

Performance evaluation is made on various bases in Warana sugar factory, such as work knowledge, discipline, evaluation of the work done by comparing to standard work, aptitude, constant supervision on work, working skill, qualitative and quantitative measures and break-downs.

In Ugar sugar factory, evaluation of performance is made on various bases. These are: work done, discipline, checking progress of the work, discussion and complaints,

working capacity, work knowledge,, time evaluation and general observation.

In Warana sugar factory, those who do not evaluate the performance because of the cooperative structure. The factory's Managing Director opines that the employee performance is evaluated on the basis of his effectiveness, work done; whereas in Ugar sugar factory, a private organization, the employee performance is evaluated on the basis of performance judgement.

Table 5.43
Reports

Response	Warana SSK Ltd.		Ugar Sugar Works Ltd.	
	No.of respondents	Percentage	No.of respondents	Percentage
Yes	21	95	21	95
No	1	5	1	5

Table 5.43 is concerned with the reports received from the employees in both the organizations. The above Table projects that reports are received from the employees in both the organizations. In both the organizations, the Managing Directors receive reports from all the employees.

Table 5.44 (on the following page) is connected with the form of reports used in these two organizations. The Table shows 21 respondents (95%) have given the highest priority to the written form followed by balance-sheet in both the

Table 5.44
Form of reports

Form	Warana SSK Ltd.		Ugar Sugar Works Ltd.	
	No.of respondents	Percen- tage	No.of respondents	Percen- tage
Written form	21	95	21	95
Balance-sheet	5	23	6	27
Profit & Loss Account	5	23	5	23
Any other (Oral)	4	18	8	36

organizations. Warana sugar factory has given the least priority (18%) to oral reports. In Ugar sugar factory, profit and loss account form of reports shows the lowest frequency of 5 (23%).

The Managing Director of Warana sugar factory reports of using all forms mentioned above; while in Ugar sugar factory, only written and balance-sheet form of report are used.

Table 5.45
Frequency of reports

Frequency	Warana SSK Ltd.		Ugar Sugar Works Ltd.	
	No.of respondents	Percen- tage	No.of respondents	Percen- tage
Daily	18	82	21	95
Weekly	10	45	7	32
Monthly	11	50	10	45
Quarterly	7	32	2	9
Six monthly	4	18	6	27
Yearly	7	32	6	27

Table 5.45 is related to the frequency of reports in both the organizations. The Table shows that 18 respondents (82%) have given the highest preference to daily reports, followed by the monthly reports, in Warana sugar factory. The same fact is true in Ugar sugar factory also. In Warana sugar factory, the lowest performance is given to six monthly reports whereas in Ugar sugar factory, quarterly reports have least preference.

In both the organizations, the Managing Directors received regular reports of various frequencies, such as daily, weekly, monthly, quarterly, six-monthly and yearly.

Table 5.46
Controlling tools

Tools	Warana SSK Ltd.		Ugar Sugar Works Ltd.	
	No.of respondents	Percentage	No.of respondents	Percentage
Budget	15	68	14	64
Break-even analysis	8	36	6	27
Cost analysis	11	50	17	77
Cumulative Path Method	1	5	1	5
Return-on-Investment	14	64	11	50
Other Tools	-	-	1	5

Table 5.46 is connected with the controlling tools in both the organizations. The above Table reflects that 15 respondents (68%) have given the highest rating to the budget followed by Return-on-Investment in Warana sugar

factory in management practice; whereas 17 respondents (77%) have given the highest rating to cost analysis tool, followed by budget in the Ugar sugar factory in management practice. The lowest rating is given to the cumulative-path method as a controlling tool in both the organizations.

According to the Managing Directors of the respective factories, Budget, Break-even analysis, Cost analysis and Return-on-investment are the controlling tools used in Warana sugar factory; whereas Break-even analysis and Return-on-investment are the controlling tools used in the Ugar sugar factory.

DECISION-MAKING:

Table 5.47
Types of decisions

Types	Warana SSK Ltd.		Ugar Sugar Works Ltd.	
	No.of respondents	Percentage	No.of respondents	Percentage
Organizational or personal	17	77	8	36
Routine or strategic	16	73	16	73
Policy and operative	21	95	17	77
Programmed or non-programmed	6	27	8	36

Table 5.47 is related to the various types of decisions taken in both the organizations. It has been observed from the above Table that 21 respondents (95%) have given the

highest priority to policy and operative-type decisions, followed by organizational decisions in Warana sugar factory; whereas, 17 respondents (77%) have given the highest priority to policy and operative decisions, followed by routine or strategic type of decisions in the Ugar sugar factory. Lowest priority is given to the programmed or non-programmed decisions in Warana sugar factory; whereas programmed or non-programmed and organizational decisions have been given the lowest priority in Ugar sugar factory.

In Warana sugar factory, according to its Managing Director, all types of the decisions mentioned in the Table are taken, but in Ugar sugar factory, according to its Managing Director, only the routine and strategic, policy and operative types of decisions are taken.

Table 5.48
Approach for evaluation

Approaches	Warana SSK Ltd.		Ugar Sugar Works Ltd.	
	No.of respondents	Percentage	No.of respondents	Percentage
Marginal theory	16	73	12	55
Mathematical theory	9	41	6	27
Psychological theory	7	32	6	27

Table 5.48 is connected with the approaches adopted for the alternative methods of evaluation in both the organizations. The Table shows that 16 respondents (73%)

have given the highest rating to the marginal-theory for evaluation followed by the mathematical-theory in Warana sugar factory. The same fact is true in Ugar sugar factory. In the Managing Directors' opinion, the alternatives adopted in the evaluation are: mathematical and psychological theories in Warana sugar factory, but in Ugar sugar factory, only the mathematical theory is used for evaluation.

Table 5.49
Consulting the subordinates

Response	Warana SSK Ltd.		Ugar Sugar Works Ltd.	
	No.of respondents	Percentage	No.of respondents	Percentage
Yes	19	86	17	77
No	3	14	5	23

Table 5.49 reveals as to whether the authorities consult their subordinates before arriving at a decision. From the above Table, it is evident that in both the organizations, the subordinates are consulted before a decision is taken. However, 3 respondents from Warana sugar factory and 5 respondents from Ugar sugar factory had a different opinion.

In both the organizations, the Managing Directors take decisions after consulting their subordinates.

Table 5.50 (on the following page) relates to the evaluation of the performance of the organization. It is observed from the Table that both the organizations evaluate their

Table 5.50
Evaluation of performance

Responses	Warana SSK Ltd.		Ugar Sugar Works Ltd.	
	No.of respondents	Percentage	No.of respondents	Percentage
Yes	22	100	22	100
No	nil	-	nil	-

performance so as to rectify the mistakes done in their future plans. In both the organizations, the Managing Directors compare the actual results with the projected results while taking decisions.

COORDINATION:

Table 5.51
Types of coordination

Types	Warana SSK Ltd.		Ugar Sugar Works Ltd.	
	No.of respondents	Percentage	No.of respondents	Percentage
Direct contact	18	82	22	100
Early beginning	7	32	2	9
Continuity in coordination	16	73	8	36
Reciprocal relation	11	50	4	18

Table 5.51 is related to the types of coordination used in both the organizations. It is observed from the above Table that 18 respondents (82%) have given the highest rating to the direct contact type of coordination, followed by the continuity of coordination in Warana sugar factory; while

in Ugar sugar factory, all the 22 respondents (100%) have given the highest priority to direct contact, and followed by the continuity in coordination. The least preference is given to early beginning type of coordination in both the organizations. In the opinion of the Managing Directors of both the organizations, all the types of coordination are used in Warana sugar factory, as mentioned in the Table; while in Ugar sugar factory, only direct contact and continuity in coordination are used.

Table 5.52
Effective coordination

Causes	Warana SSK Ltd.		Ugar Sugar Works Ltd.	
	No.of respondents	Percentage	No.of respondents	Percentage
Coordination by committee	8	36	3	14
Coordination by general staff	15	68	13	59
Special coordination	5	23	2	9
Self coordination	15	68	10	45

Table 5.52 is connected with the effective coordination and its causes. The above Table shows that 15 respondents (68%) have given the highest preference to general staff and self-coordination, followed by coordination by committee in Warana sugar factory. In Ugar sugar factory, 13 respondents (59%) have given the highest rating to the general staff, followed by self-coordination.

According to the opinions of the Managing Directors, effective coordination takes place due to the coordination by the committee in Warana sugar factory. In Ugar sugar factory, effective coordination takes place due to self-coordination.

Table 5.53
Need for coordination

Need	Warana SSK Ltd.		Ugar Sugar Works Ltd.	
	No.of respondents	Percentage	No.of respondents	Percentage
Number and complexities of activities	17	77	19	86
Conflict between individual and organizational goals	10	45	9	41

Table 5.53 relates to the need for coordination in both the organizations. The above Table shows that coordination is needed because of the complexities of activities in both the organizations, followed by conflicts between individual and organizational goals.

According to the opinions of the Managing Directors, in Warana sugar factory, coordination is needed because of the number and complexities of the activities and conflicts between the individual and organizational goals. In Ugar sugar factory, coordination is needed because of the number and complexities of the activities.

Table 5.54
Responsibility of coordination

Responsibility of:	Warana SSK Ltd.		Ugar Sugar Works Ltd.	
	No.of respondents	Percentage	No.of respondents	Percentage
Management	2	9	2	9
Management and staff	21	95	20	91
Staff	nil	-	nil	-

Table 5.54 shows the responsibilities of activities in both the organizations. The above Table shows that the coordination in both the organizations is the joint responsibility of both management and staff. According to the Managing Directors' opinion, the responsibility of coordination is that of both management and staff, in both the organizations.

Table 5.55
Leadership and coordination

Response	Warana SSK Ltd.		Ugar Sugar Works Ltd.	
	No.of respondents	Percentage	No.of respondents	Percentage
Yes	21	95	16	73
No	1	5	6	27

Table 5.55 is concerned with the leadership and coordination. From the above Table, it is noticed that 21 respondents (95%) have opined that no coordination can be achieved without good leadership from top management, in Warana sugar factory; while in Ugar sugar factory, the same

fact is true, but the response is 16 (73%) only, as 6 respondents have disagreed with this view.

In the opinion of the Managing Directors of both the organizations, no coordination can be achieved without the leadership of top management.

Analysis and Interpretation of the Interviews:

As it has been already mentioned in the Chapter on methodology, informal interviews were conducted to elicit exhaustive responses from the respondents. The major findings of these interview are as under:

SHREE WARANA SAHAKARI SAKHAR KARKHANA LIMITED, WARANANAGAR:

Planning:

Factory plans for increasing the sugarcane production within the area of operation of the factory, by undertaking various irrigation schemes for adequate supply of water to the producer-members. They have prepared plans for planting and harvesting of sugar cane.

It was observed that in Warana sugar factory, several deductions were made from the sugarcane bill of the producer members in the form of refundable deposits, non-refundable deposits, area-development fund, etc. All these are internal

sources of finance for the factory. Plans are also formulated for raising the working capital.

In order to increase the operational efficiency of the factory and to minimize the break-downs, the plant and machinery are well maintained. Long-term plans are formulated for meeting the material requirements of the factory.

Organizing:

The organizational structure of the factory shows that the functions are divided amongst the various sections, which are complementary to each other, such as General Administration, Accounts, Agriculture, Civil, Labour, Engineering, Manufacturing, Purchase and Store, Security, Medical Departments.

The area of operation of the factory includes 66 villages, within a radius of 15 kms. from the factory. This area is divided into five circles. These circles enable quick transporting of sugarcane to the factory. Various committees are formed such as Executive, Construction, Paper-Mill and Distillery, Purchase, Store and Audit, Area Development Committees.

Staffing:

For meeting the requirements of qualified staff, the factory gives more weightage to experience. Training facility is not provided to workers. Executives and Officers are

deputed to participate in Seminars and Conferences arranged by Vasantraodada Patil Sugar Institute, Pune. While giving promotion, management gives more weightage to seniority than merit. Sometimes recommendations of reputed persons are also considered for promotion and selection.

Motivation:

It was observed that the Managing Director motivates the workers by giving personal and individual attention to their problems. By taking the subordinates into confidence and developing a good rapport with them the workers spontaneously and whole-heartedly put in all their efforts for efficient working of the factory.

Controlling:

On the basis of the reports received from the different heads, the Managing Director effectively controls the various activities of the factory. These reports, such as production, recovery, crushing, also enable the top level management to make a comparative analysis of the past and present performance.

Coordination:

Departmental heads and the Managing Director discuss on various matters and problems and also for creating effective coordination in related departments. Since the departmental heads have a direct access to the Managing Director, it facilitates to coordinate the various activities of the factory.

Decision-making:

The departmental-heads consult with the Managing Director before taking any decision. Thus, all departmental decisions are taken after consulting the top executives.

THE UGAR SUGAR WORKS LTD., UGAR:

Although Ugar Sugar Works Limited plans for plantation and harvesting of the sugarcane, yet they do not plan for increase in the area under the cultivation of sugarcane. This is so, because of two reasons. Firstly, there is already an excess supply of sugarcane around the factory, and secondly, if the factory undertakes any new plans for increase, the area under cane cultivation, there crops up the problem of water supply. For increasing the recovery of sugarcane, factory has established leaf-analysis laboratory. The Research and Development Department of the factory tries to improve the variety of seeds for getting higher yields of sugarcane in the factory's own estate.

The factory well-maintains its plant and machinery in order to keep its operational and technical efficiency at the highest level and to minimize the break-downs.

The problem of the working capital arises due to the heavy rates of interest charged by the banks. Also, they face long-term finance problem as there is no internal source of finance like a cooperative sugar factory. Being a company

form of organization, it has also to make a provision for the payment of dividend.

Long term plans are formulated for meeting the material requirements of the factory. Because of the uncertain policy of the Government with regard to the sugar industry, the factory has to always make long term plans to face all eventualities.

Organizing:

The organizational structure of the factory shows that the functions are divided amongst the various sections, which are complementary to each other, such as General Administration, Accounts, Agriculture, Research and Development, Estate, Civil, Labour, Engineering, Manufacturing, Purchase and Store, Security, Audit Departments. There is a proper delegation of authority and responsibility.

In the factory, various committees are formed for taking organizational decisions. These are Safety, Works, Technical, Canteen, Welfare, Joint Works Committees.

The area of operation of the factory includes 95 villages within a radius of 25 miles from the factory. The area is divided into 5 zones. These zones enable quick transportation of sugarcane to the factory.

Staffing:

For meeting the requirements of the qualified staff,

factory gives more weightage to merit and experience of the job. While selecting the executives, factory gives more weightage to merit, because of its research-oriented objectives. Training facility is provided to each worker by appointing a separate Training Officer. Executives and officers are deputed to participate in seminars, conferences arranged by various institutions. While giving promotion, the management considers merit of the workers.

Motivation:

It was observed that the Managing Director motivates the workers by giving personal and individual attention to their problems, by taking the subordinates into confidence and also by developing good rapport with them. The workers spontaneously and whole-heartedly put in all their efforts for the efficient working of the factory.

Controlling:

On the basis of the reports received from different heads, the Managing Director effectively controls the various activities of the factory. These reports, such as production, recovery, crushing reports, also enable the top level management to make a comparative analysis of the past and present performance.

Communication:

Departmental-heads meet once in a month for communicating with each other and for planning the desired course of action.

Coordination:

For creating effective coordination in different departments in the organization, meetings of the departmental heads are held frequently to understand the departmental problems.

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