

#####

CHAPTER - V I I

#####

#####

PERSONNEL MANAGEMENT IN SELECTED MILLS

#####

C H A P T E R - V I IP E R S O N N E L M A N A G E M E N T I N S E L E C T E D M I L L SI N T R O D U C T I O N :

Labour is very important factor for increasing efficiency and profitability of the Mills. Adequately trained and experienced working staff helps for a better control and effective management of all the functioning units. Therefore, there is need to appoint right types of persons and in right numbers for better results of operating and functioning units of the mills. Better relationship employer and the employees, working staff and labours are required for a better contribution of work from the workers and official staff. Co-operative spinning mills cannot be escaped from the problems and policies regarding recruitment, training, remunerations, labour management relations, labour welfare, etc., as like other industries. In this Chapter an attempt is made to throw light on these problems as were seen in the co-operative spinning mills in Solapur District.

SECTION - I : RECRUITMENT :

Comparatively co-operative spinning mills are organisations of small units in strength. Therefore, there is no need of separate periodical and systematic review of manpower planning. In case of grower's co-operative spinning mills, Chief Executive were appointed from co-operative department nominated by Government. In case of Weaver's Co-operative Spinning Mills, it was seen that Managers or Managing Directors were recruited by the mills themselves. It was found that in case of Sholapur Soot Girani and Yeshawant Soot Girani in weaver's sector, Managing Directors were not appointed but Managers were appointed by the mills. For the post of supervisors and office staff no preference was given to any region. Generally local people were coming for employment and hence they were recruited. In respect of technical personnel i.e. Factory Manager, Supervisors, Spinning Master, Assistant Spinning Master, etc. The mills used to take help of All India Federation of Co-operative Spinning Mills Limited.

The break-up of employment is classified into two groups as-

1. Persons engaged in production, and
2. Persons engaged for administration.

It was seen that, in case of packing and general departments persons were not required to be trained but

for other departments persons were required to be trained.

It was seen that the helpes in the packaging and general documents were agricultural workers in case of mill located in rural area and different industrial workers in case of mills located in urban area.

A study of the recruitment practices in mills showed that most of them get their candidates through advertisements in the local newspapers and through employment exchanges. All the mills were giving preference to the local candidates in the matter of employment. To appoint casual and menial staff authority was given to the Managers or Managing Directors. In case of the appointments of technical persons, drawing salary beyond Rs.500/- p.m., the consent of All India Federation of Co-operative Spinning Mills Ltd. was taken.

SECTION - IITraining of Personnel :-

Many of the production workers were found to be new to the Industry. They may not have experience of industrial work. Therefore, there was need to arrange a systematic programme of training to the new comers either from agriculture or from urban areas. It was found that all the mills had arrangements for internal training in production. It was seen that there was shortage of skilled personnel in case of growers sectors located in rural areas.

SECTION - IIIThe Salary and the Wage Structure in the Selected Units.

The salary and wage structure in the selected units was studied with the help of the information provided by the mills. It is orally told by all the authorities of the 4 units under study that they are following the recommendations of the Wage Board in their wage policy. The pay scales and wage rates recommended by the Wage Board is given in following table.

TABLE NO. 7.1

Sr. No.	Categories	Basic Pay
1.	General Manager/Managing Director	: 2200-125-2700-150-3000
2.	Factory Manager	: 2000-100-2400-150-3000
3.	Deputy Spinning Master/Chief	: 1200-50-1500-75-1800
4.	Engineer	: 1200-50-1500-75-1800
5.	Labour Officer, Labour and Welfare Officer, Store Keeper, Time Keeper	: 800-40-1000-50-1500
6.	Accountant/Officer Superintendent	: 600-30-750-40-950
7.	Senior Clerk	: 385-12-433-17-613
8.	Fitter (Blow Room, drawing, Carding workshop & Boiler attendent)	: 338.00
9.	Junior Clerk	: 326-6-365-7-400-9-606
10.	Electrician, Ring frame jobber, fitter, sider, motor rewinder	: 320.00
11.	Lead Jamadar	: 320.00
12.	Jamadar, Mukadam, Driver, Carpenter, Black smith, Welder, Tinsmith, Asstt.Fitter	: 310.00
13.	Card tenter, striper, grinder, scutcher attendent, roving tenter, lap carnier	: 300.00
14.	Doffer, Sweeper, coolie, helper store coolie, mali, godown, mixing coolie, opener, etc.	: 286.65
15.	Packer, Baler, Pressman, Weigher Knotter, Cleaner, Tapeman, Oiler, helper wrapping boy, spindle attendent.	: 280.00

We made an effort to have a comparative analysis of the salary and wage structure of 3 units i.e. Sholapur, Yeshawant and Swami Samarth Mills. Unfortunately the authorities of Sangola Mill did not supply us the information regarding their pay scales. They orally informed us that they are following their wage policy according to recommendations of the Wage Board as given in the above table. The pay scales in 3 units of Sholapur, Yeshawant and Swami Samarth is given in the following 3 tables :-

TABLE NO. 7.2

Sholapur Unit

Sr. No.	Grade	Pay Scale
1.	General Manager	: 2200-125-2700-150-3000
2.	Factory Manager	: 2000-100-2400-150-3000
3.	Engineer	: 1200-50-1500-75-1800
4.	Dy. Spinning Master	: 1200-50-1500-75-1800
5.	Chief Accountant	: 1200-50-1500-75-1800
6.	Labour Officer	: 800-40-1000-50-1200-60-1500
7.	Labour & Welfare Officer	: 800-40-1000-50-1200-60-1500
8.	Store Keeper	: 800-40-1000-50-1200-60-1500
9.	Time Keeper	: 800-40-1000-50-1200-60-1500
10.	Accountant	: 600-30-750-40-950-50-1200-60-1500
11.	Office Suptd.	: 600-30-750-40-950
12.	Spinning Master	: 430-15-550-20-670-30-850

Sr. No.	Grade	Pay Scale
13.	Senior Clerk	: 385-12-433-14.50-491-17.50-613.50
14.	Junior Clerk	: 326-6.50-365-7.50-402.50-9-438.50-22-606.50
15.	Doffer, Weeper, Coolie Helper, Store Coolie, Mali, Godown Mixing Coolie, Opener, Carpenter	: 286.65
16.	Card Tentar	: 297.50
17.	Lap Carrier	: 302.16
18.	Scutcher Attendant, Roving Tentar	: 299.88
19.	Card Striper-cum-Grinder:	300.59
20.	Roving Tentar (Double)	: 316.61
21.	Drawing Tentar (4 deliver)	: 317.43
22.	Drawing & Ring Frame Jobber (Two sider jobber)	: 324.45
23.	Electrician-cum-motor Rewinder	: 324.45
24.	Ring Frame Asstt.Fitter	: 306.96
25.	Doubling & Ring Frame Jobber (Three sider)	: 334.67
26.	Ring Frame Sider (2sider)	307.78
27.	Ring Frame Sider (Three sider)	: 327.09
28.	Ring Frame Sider (Four Sider)	: 343.32
29.	Doubling Sider (2 Sider):	304.27
30.	Mason	: 295.50

Sr. No.	Grade	Basic Pay
31.	Reeler, Winder, Mochi	: 291.10
32.	Cone Packer, Baler, Pressman, Weigher, Knotter, Cleaner, Tapeman Oiler, Fitter, Helper, Wrapping boy, Idle spindle attendant, Fitter Coolie, Spindle Cracing	: 289.35
33.	Bobbin Carrier, Doff Carrier	: 287.95
34.	Wireman, Board attendant, Pumpman	: 294.69
35.	Humidification Attendant	: 304.00
36.	Fitter (Blow Room, Drawing, Ring Frame, Carding, Workshop) and Boiler attendant	: 338.49
37.	Head Jamadar	: 320.94
38.	Jamadar (Asstt.Fitter for Workshop Asstt.Fitter-cum-Asstt.Jobber in Drawing, Roving, Blacksmith-cum- welder, Tinsmith, Godown, Mukadam, Driver, Carpenter)	: 310.41
39.	Watchman & Officer Peon	: 293.74

TABLE NO. 7.3

YESHAWANT UNIT

Pay Scale - Official Staff

Sr. No.	Grade	Scale
1.	General Manager	: 2200-125-2700-150-3000
2.	Factory Manager	: 2000-100-2400-150-3000
3.	Dy. Spinning Master	: 1200-50-1500-75-1800
4.	Chief Accountant	: 1200-50-1500-75-1800
5.	Labour Officer	: 800-40-1000-50-1200-60-1500
6.	Labour & Welfare Officer	: 850-40-1000-50-1200-60-1500
7.	Store Keeper	: 800-40-1000-50-1200-60-1500
8.	Time Keeper	: 800-40-1000-50-1200-60-1500
9.	Accountant	: 600-30-750-40-950-50-1200-60-1500
10.	Office Superintendent	: 600-30-750-40-950
11.	Spinning Assistant	: 430-15-550-20-670-30-850
12.	Engineer	: 1200-50-1500-75-1800
13.	Senior Clerk	: 385-12-433-14.50-491-17.50-613.50
14.	Junior Clerk	: 326-6.50-365-7.50-402.50-9-438.50-12-606.50

Sr. No.	Occupation	Basic Pay
1.	Doffer, Sweeper, Coolie, Helper, Store Coolie, Mali, Godown Mixing Coolie, Opener, Carpenter	: 286.65
2.	Card Tentar	: 297.50
3.	Lap Carrier	: 302.16
4.	Scutcher Attendent, Roving Tentar	: 299.88
5.	Card-striper-cum-grinder	: 300.59
6.	Roving tenter (Double)	: 316.61
7.	Drawing Tentar (4 deliever)	: 317.43
8.	Doubling & Ring Frame Jobber (2 Sider)	: 324.45
9.	Electrician-cum-Motor Rewinder	: 324.45
10.	Ring Frame Asstt. Fitter	: 306.90
11.	Doubling & Ring Frame Jobber (3 sider)	: 334.67
12.	Ring Frame Sider (two sider)	: 307.78
13.	- " - (three sider)	: 327.09
14.	- " - (Four sider)	: 343.32
15.	Doubling Sider (Two sider)	: 304.27
16.	Mason	: 295.50
17.	Reeler, winder, mochi	: 291.10
18.	Cone packer, Baler, Pressman, Weigher, Knotter, Cleaner, Tapeman, Oiler, Fitter, Helper, Wrapping boy, Idle, spindle attendant, fitter, coolie, spindle cracing	: 289.35
18.	Wireman, Board attendant, pumpman	: 294.69
19.	Humidification Attendant	: 304.00
20.	Fitter (Blow room, Drawing, Ring Frame, Carding, Workshop) and Boiler attendant	: 338.49

Sr. No.	Occupation	Basic Pay
21.	Head Jamadar	: 320.94
22.	Jamadar (Asstt.Fitter for Workshop, Asstt: Fitter-cum-Asstt.Jobber in Drawing, Roving, Blacksmith-cum-welder, Tinsmith, Godown Mukadam, Driver, Carpenter	310.41
23.	Watchman and Office Peon	: 293.74

SWAMI SAMARTH UNITTABLE NO. 7.4

Sr. No.	Designation	Consolidated Pay per month
1.	Managing Director	4400-00
2.	Chief Accountant	1850-00
3.	Cost Accountant	1650-00
4.	Office Superintendent	900-00
5.	Cashier	900-00
6.	Accounts Clerk	850-00
7.	General Clerk	800-00
8.	Typist	600-00
9.	Sales Officer	1050-00
10.	Sales Clerk	750-00
11.	Security Officer	1150-00
12.	Labour Officer	1600-00
13.	Time Keeper	550-00
14.	General Clerk	850-00
15.	Shift Clerk	850-00
16.	Store Keeper	1400-00
17.	Store Clerk	950-00
18.	Spinning Master/F.M.	2800-00
19.	Maintenance Incharge	2050-00
20.	Deputy Spinning Master	2200-00
21.	Asstt. Spining Master	2350-00

Sr. No.	Designation		Consolidated Pay per month
22.	Spinning Supervisor	:	1200-00
23.	Spinning Clerk	:	850-00
24.	Electrical Engineer	:	3200-00
25.	Electrical Supervisor	:	600-00
26.	Deputy Control Assistant	:	1525-00
27.	Wrapping Clerk	:	650-00
28.	Site Supervisor	:	1100-00
29.			

WORKERS

Sr. No.	Production Labour	Pay per day
1.	Mixing Coolie	: 23.40
2.	Tenter	: 23.40
3.	Fitter	: 37.00
4.	Jobber	: 26.40
5.	Cleaner	: 23.40
6.	Doffer	: 23.40
7.	Jobber/Fitter	: 27 27.40
8.	Helpers	: 26.65
9.	Two Siders	: 23.40
10.	Three Sider	: 24.40
11.	Four Sider	: 26.40
12.	Five Sider	: 26.65
13.	Doffer	: 23.40
14.	Sweeper	: 23.40
15.	Shift Fitter	: 23.40
16.	Head Fitter	: 29.40
17.	Jobber	: 27.40
18.	Cleaner	: 23.40
19.	Packer	: 23.40
20.	Knotter	: 23.40
21.	Weighter	: 23.40
22.	Wireman	: 27.40
23.	Electrician	: 27.40

Sr. No.	Production Labour	Pay per day
24.	Fitter/Helper	: 23.40
25.	Turner	: 24.40
26.	Welder	: 23.90
27.	Painter	: 24.00
28.	Pump Attendent	: 23.40
29.	Grinder	: 23.40
30.	Watchman	: 23.40
31.	Peons	: 23.40

We observed that the Sholapur and Yeshawant Units following the same pay scales for all types of the staff i.e. General Manager, Factory Manager, Deputy Spinning Master, Chief Accountant, Labour Officer, Social Welfare Officer, Engineer, Senior Clerk, Junior Clerk, etc. Regarding Swami Samarth Mill, it is observed that the Management is not observing the recommendations of the Wage Board and salaries are given on consolidated basis. Perhaps this might be due to the Swami Samarth Mill is comparatively a new unit.

It was seen that all the mills were providing benefits as Provident Fund, Gratuity, Employees State Insurance, Bonus to the permanent workers. It was also seen that all the mills were providing welfare facilities to the labourers as Canteen, Shed, Medical Services, provision of cold water, etc.

Considering small size of mills as measured by the number of employees, there were no problems of communicating and industrial disputes. Trade Unions were formed by the employees in all the mills. The Unions were affiliated to INTUC and or AITOC. There were no formal Trade Unions in the mills. There was a body of elected workers to represent their point of view to the management. Labour officers, Managers or Managing Directors had shown sympathetic understanding towards labour problems. Grievances of the labours were heard sympathetically and judged in rational manner by labour officers and Managing Directors or Managers.

Employees Credit Co-operative societies were formed in all the mills. Cycles were given on hire-purchase basis to the workers. All the mills were paying bonus equal to 8% of the gross wages. A seat was also provided to the worker's representatives on the Board of Directors in case of Sholapur Soot Girani and Yeshawant Soot Girani.

SECTION - IVConcluding Remarks :

- 1) There were no major problems of industrial relations.
- 2) There seemed to be a **little** understanding of the need for training as well as performance appraisal as an instrument for organisational planning and development.
- 3) Comparatively co-operative spinning mills are organisations of small size in strength and therefore there is no need of separate periodical and systematic review of manpower planning.