

CHAPTER - VII

CONCLUSION



1 INTRODUCTION

The present dissertation is an analytical study of a renowned and leading sugar factory in North Karnataka which has brought up tremendous progress and guaranteed a better standard of life to many and lifted the common masses of the area above poverty line. "The study of organization and Development of Ugar Sugar Works", Ugar-Khurd, has been made with particular stress on sociological implications and impact of the organization and role of the personalities moulding the consistent progress and growth of the factory.

The Dissertation has been classified into seven(7) chapters dealing with the historical background of the factory, mode of its organization and development, views of the management and employees and future plans.

2 HISTORICAL BACKGROUND AND CONTRIBUTION OF SHIRGAOKAR FAMILY IN UGAR SUGAR WORKS :

In this chapter an attempt has been made to trace out the early factors leading to the selection of Ugar-Khurd as the factory location and founding of the factory. The factory inception owes much to the incentive and initiative taken by the then ruler of Sangli State His late Highness Sir, Chintamanrao Appasaheb Patwardhan. His patronage in the form of assistance, in cash and kind, were deciding

factors in the establishment of the factory. The rich and abundant fertile land area in and around Ugar-Khurd suitable for sugarcane cultivation coupled with certainty of perennial water supply of River Krishna and hard rocky area suitable for factory location were all responsible for founding of the factory at Ugar-Khurd in 1939.

The great zeal, with which the factory was established, appeared lost with lack of capital in the budding stage. Added to this was the lack of charisma of the then Managing Agents to attract public funds. This had set in a stage of almost liquidation of the factory. However, fortunes of the factory brightened with the appointment of Dr S.R. Shirgaokar as the new and promising Managing Agents of the factory in 1941. The immense foresight of Dr. Shirgaokar helped exploitation of the available soil and water resources of this area which beyond any doubt, placed the otherwise vanquishing budding sugar factory on its track of growth. Among his great achievements in the early smooth working of the factory was the perfection of the method of extensive sugarcane growing by lift irrigation. Since then this system of irrigation has been bedrock of the progressive working of the factory.

Shri V.S. Shirgaokar, an able and efficient lieutenant of Dr.S.R. Shirgaokar, took over the management of the factory in 1950. A young science graduate as he was, Shri Vinayakrao Shirgaokar shouldered the responsibility of the

of the Ugar Sugar Works. Administration in general, has two sides - organization and management. The effective realization of the goals of any concern rests on the systematic organization of the concern and its sound management. The Ugar Sugar Works exhibits a perfect blend of the both. While proper planning of men and material is the first step, their organization helps to put them into working order. Planning and organization of men and material should be so as to reap maximum benefit with minimum wastage.

Organization has become an integral part of all human activities - public or private, large scale or small scale. Men are, today, members of one or the other organization. Success of an organization is ensured by a planned system of co-operative effort in which the abilities of the personnel engaged are put to maximum use.

Industrial organizations, in particular, have certain pre-requisites. The objective of such organizations being profit through production of goods and commodities, there should be a process of production design to turn raw materials into finished products. There should be a permanent flow of raw materials while proper coordination of work is one thing, procuring specialized skills is another requirement. There should be calculated recruitment of personnel and avoidance of unwanted duplication of work. The authority be properly defined and responsibilities well fixed.

challenging elephantine task and his tremendous will power and sense of duty and dedication has brought the factory to its present prestigious status.

The factory progress and efficient management owes much to the consistent and hard work of Shri S.S.Shirgaokar, the present Managing Director of the factory. He has implemented a number of welfare schemes for factory workers and adoption of latest technology both in sugar production and utilization of its bye-products.

No less is the contribution of the two brothers-Shri R.V.Shirgaokar (Managing Director for Technical) and Shri P.V.Shirgaokar (Senior Executive for Administration) worthy sons of Shri V.S.Shirgaokar. Their resourceful enterpreneurship has been equally responsible to raise the factory to the height of its present position. The factory, thus, in all its stages of growth and prosperity owes immensely to the sustained and devoted efforts of the Shirgaokar family, who not only placed the factory on a sound footing but elevated it to its present glorious status. It is no exaggerating to register here the fact that but for the timely intervention and take over of the management of the factory by the Shirgaokars, the fortunes of the factory were doomed.

3 ORGANIZATION OF THE UGAR SUGAR WORKS :

This chapter elucidates the organizational aspect .

Judged from the above standards, the Ugar Sugar Works has its own organization. It has been always meticulous in organising this ever growing factory. The efficiency of the factory management is notable both in the organizational structure of the factory and placing the right personnel in the right place. The factory organization consists of the required units-managing office, administration, labour, production, engineering, accounting and those catering to growth and supply of sugarcane etc. The factory also provides for field agencies and regional offices to manage marketing.

The factory management consists of a chairman at the top with a Managing Director immediately below, assisted by a Managing Director (Technical) and Senior Executive (Administration). The top hierarchy is assisted by a group of officials ranging from administrative and technical to supervisory and ministerial staff. The management appoints both permanent and seasonal employees keeping in view the personnel needs of the factory. The factory, thus, consists of adequate number of employees who are qualified for these posts.

4 DEVELOPMENT OF THE UGAR SUGAR WORKS :

The topic under study deals with the developmental aspect of the Ugar Sugar Works. While factory inception lays the foundation, its development builds the super-structure. Development is, of course, an inalienable aspect of an .

organization. Change, expansion, diversification and progress are the features of a dynamic organization. Development involves induction of the new and latest techniques of production.

Development is dynamic and change towards the better its goal. It involves gradual and sequential phases of change. Development is always directed towards upward trend.

On this background, it can be said that the Ugar Sugar Works has developed much internally and externally. The sugarcane crushing capacity has increased from the initial 500 TCD to 5000 TCD by 1987-88 with corresponding increase in crushing period every season. There has been considerable increase in the production of sugar too.

As regards its financial position, the efficient management of the factory has, on the one hand increased the assets, on the other hand some dividend upto 15 % has been paid to its shareholders. Notable thing here is the timely and regularity in the payment of sugarcane bills to the cane suppliers. Equally notable is the regularity and adequacy of the payment of emoluments to its employees. These facts speak about the financial soundness and stability of the factory and its viability.

To ensure the consistent growth of the factory, the management, right from the beginning, has taken steps and

measures to instal irrigation pump sets on the river banks thereby ensuring the growth and continued supply of sugarcane to the factory.

The factory has made arrangements for supply of better quality cane-seeds to its cane-growers. Elaborate arrangements are made for harvesting and transportation of sugarcane to the factory. To ensure adequacy of cane-supply to its increased capacity, the sugarcane area has been allotted by statutory provisions of the government. The allotted sugarcane area of the factory consists of 89 villages.

The factory has not lagged behind in providing for welfare measures to its growing number of employees. Facilities like housing, schooling, medical, recreational and library etc. have been provided for. Recently the factory has started supplying cooking gas to its employees.

To diversify its production, the factory management has installed a distillery to produce liquors and rectified spirit out of molasses otherwise wasted.

5 VIEWS OF THE MANAGEMENT AND EMPLOYEES :

An attempt had been made to ascertain the views of the factory management in regard to establishment, expansion of the factory and the difficulties encountered and financial problems faced.

Three persons from the management were interviewed. The responses from them reveals that except in the infant stage, the factory development has not suffered any major set back. No difficulties experienced in the collection of share capital and procuring the required funds for the factory. Paucity of funds has not been a problem. The viability of the factory has enhanced the trust worthiness of the factory in the public eye. Handsome dividend to the shareholders and supply of sugar at the ration rate have also added to the fame of the factory. On the whole, in the opinion of the interviewees, the factory expansion and working has been a smooth sail all along.

Apart from the side of management, 40 employees of the factory were interviewed. The researcher put various questions to the employees to ascertain their views on matters pertaining to their conditions of service both inside and outside the factory, personnel problems, employees-management relations, working of the workers Union and utility of the existence of the factory. One notable thing revealed from the interview was that the employees have no complaints against the management. The employees have not faced difficulty in getting their jobs nor faced with any pending demands. The employees are paid adequately and regularly and they had opportunities of promotions. The retirement benefits are in tune with modern labour welfare measures ensuring their daily bread even after retirement.

The management - employees relations have been cordial. Labour unrest has not been a problem in the smooth working of the factory. The work conditions have been conducive to efficient work by the workers. The factory has been recently awarded "The 1984 National Safty Award for the Lowest Accident Frequency Rate in Sugar Industry" for the previous three years, which speaks for the safe conditions of work in the factory. The just and humaneservice conditions have certainly made the workers to evince keen interest in the smooth and progressive functioning of the factory. Absence of causes of any major discontent on the part of the employees and availability of facilities inside and outside the factory have very much helped to boost-up the morale of the employees - a condition of any successful organization. Sound and benevolent management, efficiency and high morale of the employees and above all tension free atmosphere in and around the factory have certainly been instrumental in making the factory sound and an ideal organization too.

6 VIEWS OF THE RESEARCHER :

The researcher got the general impression of the factory as below. The Ugar Sugar Works is one of the oldest sugar factories in Karnataka State. The unassuming progress made by the factory owes much and mainly to the efforts of Shirgaokar family, who have, beyond all doubts made it an ever progressive and prosperous sugar factory.

With great missionary zeal and foresight, the factory management has spared no efforts to provide for irrigational facilities and thereby increasing sugarcane production and supply ultimately resulting in ever increasing sugar production. During 1987-88 season, the factory has added a feather in its cap by producing the highest number of sugar bags in the Karnataka State.

The soundness of the working of any factory is judged by the nature of Employer- Employee relations. The functioning of this factory presents a rare combination of cordial relations between the two. No complaints, worth recording, were voiced either by the management or by the employees towards each other. The healthy relations speak about the confidence of the management towards its trust worthy personnel and loyalty of employees towards the Establishment.

The factory is known for regularity in the payment of sugarcane bill due to its cane suppliers who are almost contented . Equally happy are its share-holders who are paid rich dividend.

The smooth and effective working of the factory has been evidenced by recognition of its efficient work by the award of many prizes both by the state and union governments.

Compared to the functioning of the factories of its kind, it may not be exaggerating to record here that 'The Ugar Sugar Works' has been an Ideal and Model of a sugar factory.

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