

CHAPTER - II

METHODOLOGY OF STUDY

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1 INTRODUCTION :

After sketching the historical background and the role played by Shirgaokar family in the establishment and development of Ugar Sugar Works, the attempt has been made in the present chapter to describe the methodology adopted for the present study and the review of literature.

As the constantly progressing, growing and one of the oldest factories of its kind in Karnataka, the present study on "A Study of Organization and Development of Ugar Sugar Works" has been undertaken as such sociological study was not carried out earlier.

2 OBJECTIVES OF THE STUDY :

The objectives of this study were :

- 1) To analyse the historical background and contribution of Shirgaokar family in the establishment of the Ugar Sugar Works Ltd., Ugar-Khurd.
- 2) To describe the organization of Ugar Sugar Works.
- 3) To analyse the development and expansion of the factory.
- 4) To analyse the views of the Management and Employees, about Ugar Sugar Works.
- 5) To see the future plans of Ugar Sugar Works.

3 DATA FROM OFFICE OF THE FACTORY

The data regarding organizational chart, the functions of different officials and information regarding

persons and positions were collected from administrative office section, civil engineering section, medical engineering section, store section, labour welfare section of the Ugar Sugar Works.

Apart from this the information regarding the developmental activities of the factory were obtained from Annual Reports, Cane Registration Section, Cost and Accounts Section, Research and Development Section of the Ugar Sugar Works. The information on the 'Future Plans' of the factory was obtained from the Research and Development Section of the factory.

4 MANAGEMENT AND THE EMPLOYEES :

The operations of the Ugar Sugar Works Ltd. are carried out by the management which consists of Chairman, Managing Director and Board of Directors. There were 13 members in the Board of Directors in 1987. They were :

- 1) Shri V.S. Shirgaokar, Chairman
- 2) Shri S.H. Koujalagi, Government Nominee
- 3) Shri A.B. Kage, Government Nominee
- 4) Shri B.S. Kore
- 5) Shri K.A. Choaugule
- 6) Shri B.N. Kalyani
- 7) Shri R.B. Bhide
- 8) Shri V.D. Diwan
- 9) Shri M.H. Godbole
- 10) Shri D.C. Shah
- 11) Shri B.P. Shaha

- 12) Shri S.S.Shirgaokar, Managing Director
- 13) Shri R.V.Shiragaokar, Managing Director (Tech.)

To know the views of management about their factory the data were collected with the help of interview schedule which is enclosed in the Appendix. The Chairman, Managing Director and one Director from the Board were interviewed and their views have been analysed in chapter No.5.

Apart from the management the data were also collected from the employees. The total number of permanent employees, during the period under study, were 771 consisting of administrative, technical, executive, clerical and manual services. Of this total universe, five percent sample was selected on random interval sample basis. Thus in all 40 respondents from different categories of services were selected for the interview taking the list of employees from "Time Office". All the 40 respondents were actually responded with no exception of refusal. Thus there was cent percent interviewees turned out.

5 PERIOD OF DATA COLLECTION

The data from the management was collected in the month of December 1987 in three days i.e.on 26th, 27th and 28th December 1987. Similarly the data from the employees were also collected. The period required for collection of the data in this respect was 20 days from June 1st to 20th June, 1988. The interview concentrated mainly to understand the views of the employees about the factory. The copy of

the interview schedule is enclosed in the Appendix. The employees were interviewed on the factory site. The supervisory staff at various departments co-operated in conducting the interview and respondents responding with frank and free mind.

6 EMPLOYEES ATTITUDES TOWARDS THE RESEARCHER

- 1) Employees extended every co-operation in the smooth and proper conduct of the interview.
- 2) There was no hesitation by the employees in answering questions put to them.
- 3) Employees took the interviewer as some government designated official to study their problems.
- 4) Two of the employees feared to reveal their information, as the factory management may take action against them.

7 ANALYSIS OF THE DATA

The data collected were analysed by preparing various tables on different aspects of management-employees and their problems in Chapter No.5. The number of employees was converted into percentages to the total number of employees interviewed on different aspects concerning the factory.

8 REVIEW OF LITERATURE

The present section reviews the literature with reference to sociological study of a factory.

The study of industrial establishments from sociological point of view to find out employer - employee

relations, service conditions and problems faced by employees, has assumed unprecedented importance today. Attempts have been made to study the functioning of industrial concerns with particular reference to a particular industry as an unit. In this connection the study entitled "The Social Frame Work of an Indian Factory"¹ by N.R.Sheth, a renowned scholar in the field, is of much significance. The author studied the working of a factory in Rajnagar of Gujarat State manufacturing electrical equipments like pumps, electric motors and switch gears. His work is a sociological study of the factory with 900 employees and high lights the social background of the workers and values that govern the employer - employee relations.

The present study "A Study of Organization and Development of Ugar Sugar Works", has been carried out keeping in mind the pattern of sociological study of a factory made by N.R.Sheth.

A close analysis of the book, under review, reveals a comprehensive study touching all aspects of employer - employee relations in the factory. The author gives an account of the historical background of the town Rajnagar in the Gujarat State. He takes a stock of the circumstances leading to the setting up of the factory in this township and also important stages in the development of the factory under study. While giving the occupational breakup of the people of the town he also points out the physical features



of the factory and its prosperity.

The author deals with the organizational aspect and the manufacturing process. The author illustrates the organization of various departments in the factory, the technical and other personnel in it with duties and responsibilities, service conditions. The tables given point out the status of the employees, wages drawn and also the income disparities.

The author has well penetrated into the social-background of the employees, caste and kin groups and their impact on the working of the employees in the factory.

The languagewise breakup of employees and language as dominating factor affecting formal relations among the employees is shown. As the majority group, the Gujarati employees received more benefits, while the Marathi officials discriminated against them. The linguistic composition of the functional units in the factory is much revealing.

The author points out the exceptional cordial relations between the management and the employees having good opinion of each other. Occasional ceremonial celebrations have strengthened the bonds of happy relations between the two. However, the author has not lost sight of certain complaints of favouritism and discrimination.

The inevitable formation and working of trade union and its account in redressing the grievances of the employees has also been described.

It is true that the sociological study of the factory has certain limitations as it is subjective in evaluation and not fully representative owing to ascertaining the views of limited number of employees. However the study has coherent sociological point to make namely that in many respects the factory management and employees shared common values and norms. The author's study is also a most valuable complement to Dr. Rices' earlier work on the Ahmedabad experiment.

During the year 1983-84 a project study of the Ugar Sugar Works namely "A Study of Staffing Process in the Ugar Sugar Works Ltd., Ugar-Khurd, Dist. Belgaum, Karnataka".² was undertaken by D.P. Billure. The study report was submitted to the Shivaji University, Kolhapur under M.B.A. course.

The above study Report consists of five chapters ranging from historical background of the establishment of the factory with particular stress on staffing process.

The background of the factory, enumerating the factors and persons who caused the establishment of this factory at Ugar-Khurd has been described. Billure deals with various problems of personnel ~~of personnel~~ such as recruitment procedure, training facilities, transfers and promotions etc. The 'Study of Staffing Process' covers the employees -

technical and non-technical as well as those in the mechanical and civil engineering departments. The data for analysing the staffing process was collected by the study of then existing procedures of recruitment and other personnel problems. Billure has studied methods of recruitment, location of job qualifications, tests to trace out the ability of the candidates, selection basis, placement, criteria for promotions and transfers etc.

Billure has made an attempt to interpret the data collected in respect of staffing process in the Ugar Sugar Works. The data collected is presented in the form of tables. From the data, analysis has been made of the matters like -
1) Sources of manpower, 2) Sex factor, 3) Educational Qualification, 4) Amount of experience, 5) Nature of job, 6) Bases of selection etc.

In concluding chapter Suggestions and Recommendations are made. These suggestions are made to suggest improvements in the various aspects of staffing process. The study of the actual procedure recruitment leading to final selection and placement of the recruits reveal certain defects and want of accepted definite methods for selecting right man in the right place. Stress should be given on the need for improvements in ability tests both written and viva-voce, provision for medical tests, pre and post placement training facilities and above all the need for effective communication - down, up, and across.

REFERENCES

- 1 Sheth, N.R. : "The Social Frame Work of an Indian Factory"

- 2 Billure, D.P. : "A Study of Staffing Process in the Ugar Sugar Works Ltd., Ugar-Khurd, Dist. Belgaum, Karnataka". Unpublished M.B.A. Project Report, Shivaji University, Kolhapur, 1983-84.