

CHAPTER V.

CONCLUSIONS, FINDINGS & SUGGESTIONS :

In view of the varied discussions, tabular analysis and conclusions arrived at, it will not be out of place to bring together our findings, conclusions and suggestions. This will definitely lead to put light on present working conditions and improvement needed in Shetkari - Sahakari Sangh Ltd, Kolhapur.

CONCLUSIONS :

1. The comparative study of income of Shetkari Sangh on one hand and expenditure on remuneration on the other during 1986 to 1987 indicates a high trend in the percentage of remuneration expenditure. As compared to income of the Shetkari Sangh, the percentage of remuneration expenditure descends from 1985 to 1986. Our observation indicated that income rise has no definite relationship with the number of employees. It means that the number of employees remain more or less constant inspite of the rate of increase of income.
2. Trading Business, is the main profit oriented activity of the Shetkari Sangh. Both well experienced middle aged and young energetic employees are the profit increasing elements of the Sangh.

The table showing distribution of employees according to ages (table) is a pointer to the fact that 43% of the employees belong to the Age group between 31 to 40 years, where as less than 23% of employees are in the age group between 41 to 50.

3. As reference to the educational qualifications of the Sangh , it has been observed that almost all employees are literate. 42.2% of them are educated upto S.S.C. level. A very few i.e. 10% of employees have received their primary education. Rest all are educated upto and above graduate level (42%). Advanced personnel training and business guidance in the managerial as well as technical field can lead to a fantastic improvement in the output of the Sangh.

4. It is seen from the detailed study and analysis, that almost 90% of the employees are residing in Kolhapur and its nearest area.

5. Our enquiries regarding financial satisfaction of employees revealed that 77% of them were dissatisfied with their wages. They also claimed that with respect to their responsibilities and work involved, wages and other remunerations were very limited. But 23% of the total employees were satisfied with their remuneration.

6) Shetkari Sangh is giving Bonus at 16.66% rate. It is variable to some extent some special prizes are also given to those who have stood first in their work. Occasional prizes, praising certificates are also offered to those who are involved in social work.

But inspite of the regular wages & bonus the employees are not in a state to save money, as their saving capacity is next to nothing due to the rising cost of living of Kolhapur. They have to utilise the bonus for clearing their long pending debts while meeting with the everyday needs of the family. Eventhough most of the employees are backed with land and house, they are totally lightend financially.

7. The deduction from the wages of the employees made of the source by the company bring home the extent of debts is the workers income, as 80% of them have their wages deducted, for recovery of advances & loans. Other deductions at the source include the deductions for the payment of Employees Co-operative Society and deduction for provident fund contribution. Very few of the employees are in a position to take the full amount of Salary to their home. (table No. 11) This, indeed present a bleak picture of the economic conditions of the workers.

8. In view of the short distances they have to cover from their residence 50% of the employees prefer the bicycle as the mode of conveyance, and 34.5% of them travel by the city bus run by Kolhapur Municipal Transport (KMT). A very few 5.5% of them travel by scooter while 10% employees come to working place by foot.
(table No. 9)

OTHER OBSERVATIONS :

1. It is observed that 70% of the employees are permanent and rest 30% are temporary. It means that majority of the employees are having job security. This in turn leads to well doing the regular allotted work on the part of employees.
2. The relations between the supervisor and the workers have been observed cordial and friendly. Same is applicable in respect of officers and their sub-ordination which has resulted in the smooth conduct of the routine. The incidence of insubordination is less, and the team spirit has encouraged productivity and efficiency of the Sangh as a whole.
3. Provident fund, gratuity, casual, sick and earn leaves are granted to the employees according to the relevant acts of central and state Government.

: SUGGESTIONS :

The Shetakari Sahakari Sangh Ltd, Kolhapur is one of the major co-operative Units in India. The Sangh is famous for its various activities right from the trading to manufacturing of various farming equipments, agricultural activities.

The Sangh as the name implies, is run mainly for farmer's help and progress.

The Sangh had its main office in Old palace, (Juna Rajwade) Kolhapur. (Now temporary at Quata No.10 Shahupuri, Kolhapur.)

Various activities of the Sangh are going on impressively but, there are some deficiencies and lack of improvements, which can be corrected, if given a little attention. For this, following suggestions will be a best guide.

When interviewed, most of the employees of the Sangh opined as below :

1. Even though they are permanent and for a long time in service, but there is something lagging behind, because of which they find some sort of inconvenience.

They also claimed that being permanent and very much senior employees, they need to be given domestic appliances, household goods concessional rates or on installment basis.

2. They opined that the working strains is day by day increasing, most of them have to work extra hours. But despite of these workloads, they are given old pays and claimed that they must be given payment rise. Sangh is on the top for its profit level and other activities are continuously improving leading to prosperity and well development. Knowing this, they demanded some new facilities to be incorporated in their routine.

3. Employees are of the opinion that minimum wages of Rs.2000/- per month should be given, which is optimum figure to meet the living needs. They also suggested that on 'Rationing Card' only wheat is available, as they are not getting Jowar, Bajari or other grain.) So, Sangh should do needful so as to make availability of other commodities.

4. Most of them were of the view that residential problem is now a days becoming critical and headache, so an amount of Rs. 55000/- should be given for house

construction. This amount should be given on
"No Interest Basis."

Education upto secondary level should be given
free of cost.

Just months back(3) there was a Golden Jubilee
ceremony of the Sangh, indicating its continuous,
best services for the last 50 years. On the eve of
this Ceremony, most of the employees, suggested that
Sangh will go on getting continuous success in future
also but it should pay little attention to the employ-
ees by giving them facilities.

5. There should be co-operative attitude between
the staff, and the management. Sincerely and
honestly working staff should be praised and encouraged.

6. It is suggested that Sangh should provide more
cash allowance to meet occasional deficits in amount.
Senior personalities should be promoted. We suggest
that the recruitment policy of the Sangh is not satis-
factory. It should be improved. At least one member
from the family of an employee after his death should
be given service. Bonus like, training facilities, were
few other demands.

7. To capture the market, we suggest that Sangh should start manufacturing some monopolistic product. This will not only improve profit level but also lead to better livelihood on the part of its employees.

OTHER SUGGESTIONS :

With view to make the Remuneration plan in the Sangh more effective and more meaningful, the following some other suggestions have been also made :

1. **PROVISION OF CANTEEN FACILITY :**

At present the Sangh is not having its own canteen. It is therefore, suggested that the possibility of constructing a well equipped canteen on the Sangh's head office site should be studied thoroughly and the employee should be provided tea, snacks and lunch at subsidised rates.

2. **BONUS RATE SHOULD BE MAINTAINED :**

It is observed that the employees are satisfied with the existing Remuneration Plan in general in the last 3 or 4 years, the Sangh has paid a bonus of 16.66% . But, now it is suggested that after taking a due account of Profits of the Sangh, attempts should be made to

maintain the bonus percentage to the extent possible.

3. Good service rewards should be adopted in order to give incentive to the employee. For example, if a worker reports on duty without missing a day in a month, he may given a reward of Rs.15/- as an extra benefit. It is hoped that this practice will bring in dynamism and sense of belonging amongst the labour.

4. Though the percentage of illiterate workers in the sangh is low, even those that have received some instructions at primary or secondary level are not always in a position to make intelligent and economic planning. Their general knowledge and the level of understanding leaves much to be desired. Therefore, the Sangh would do well to start adult education centres of their own to making them socially aware and politically conscious. Knowledge of provision of wages, apart from imparting them reading and writing skills.

5. The table showing the length of service of the employees of the sangh clearly indicate that the majority of employees are working in the experience group of to years, which means only quite a small number of employees will be retiring from the post in the near future. So, the

Singh is in no position to offer chances of promotion to the young and ambitious employees, at least in the near future. Hence, it is time the right thinking employees in the field come together to thrash out the problem to devise ways and means by which the talent can be attracted in this field. Specialised and intensive training in the various fields, additional increments to the efficient and dynamic employees and a large scale recruitments of skilled hands ect. would be some of the ways that can be suggested to attract talent in the field.

CHAPTER VIAPPENDIX B1. SHETKARI SAMAKARI SAMSH LTD, SHIMU PURI, KOLHAPUR.Balance Sheet as on 30th June, 1987.

| (Rs. in lakhs) | | | |
|------------------------------------|----------------|-------------------------------|----------------|
| Liabilities | Rs. | Assets | Rs. |
| Share Capital | 51.28 | Cash in hands ent at Bank. | 229.40 |
| Reserve & other funds. | 245.97 | Investments. | 12.65 |
| Provident funds. | 16.36 | Provident and Staff funds. | 193.44 |
| Staff funds. | 193.44 | Loans. | 3.23 |
| Govt. Loan. | 29.23 | Sundry debtors | 174.82 |
| Deposits. | 136.07 | Current Assets | 414.33 |
| Sundry Creditors, & Provisions. | 425.32 | Fixed Assets. | 117.30 |
| Unpaid Dues. | 51.54 | Prepaid. | 5.62 |
| Interest dues. | 11.55 | Other Adv. | 14.74 |
| Net Profit | 12.09 | Interest Recd. & Deposits. | 9.41 |
| Total : | 1174.97 | Total : | 1174.97 |

2.

SHETKARI SAMAKARI SANGH LTD, CHANU PURI, KOLHAPUR.PROFIT AND LOSS ACCOUNTFor the year ending 30th June, 1937.

| (Rs. in Lakhs) | | | |
|--|--------|----------------------------|--------|
| Expenditure | Rs. | Income | Rs. |
| 1. Interest & Comm. | 17.20 | 1. Interest Rec. | 0.54 |
| 2. Bank loan. | 37.71 | 2. Dividend on Shares. | 0.47 |
| 3. Employees salary, D.A., H.R.A. Daily Wages. | 127.11 | 3. Comm. on Adat sales. | 21.61 |
| 4. Employees P.F. contribution, Gratuity, Premium. | 14.72 | 4. Other Income. | 3.86 |
| 5. Employees T.A. | 4.55 | 5. Lend. | 00.02 |
| 6. Managing Director Meeting Allowance and T. Allowance. | 1.23 | 6. Misc. Income. | 11.61 |
| 7. Board of Director Attendance fee and T.A. | 000.54 | 7. Printing Press. | 3.45 |
| 8. Rent, Rates, Taxes. | 15.42 | 8. Vehicles Dept's Income. | 24.05 |
| 9. Postage, Phone & Gram. | 4.64 | 9. Trading Profit. | |
| 10. Printing & Stationery. | 9.23 | | 286.89 |
| 11. Audit fee. | 4.09 | | |
| 12. Provisions. | 38.62 | | |
| 13. Depreciation, Current repairs & Misc. Purchases. | 22.81 | | |
| 14. Sun. Expenses | 26.68 | | |

Countd. on..

Countl. from..

| Expenditure | Rs. | Income | Rs. |
|-------------------------------|----------------|--------|----------------|
| 15. Land. | 0.22 | | |
| 16. Printing Press. | 0.30 | | |
| 17. Vehicles Dept's Expenses. | 17.09 | | |
| 18. Net Profit. | 12.09 | | |
| | <u>3525.03</u> | | <u>3525.03</u> |