

## **CHAPTER - IV**

**PROBLEMS OF EMPLOYEES IN  
AGRICULTURAL PRODUCE  
MARKET COMMITTEES IN  
SATARA DISTRICT.**

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PROBLEMS OF EMPLOYEES OF AGRICULTURAL PRODUCE MARKET COMMITTEE  
IN SATARA DISTRICT

In chapter III formation procedure of Market committee, it's powers and duties, recruitment of employees, is explained. Also the background of Market Committees in Satara District is discussed. In this chapter, an attempt is made to analyse and interpret the data relating to various aspects of employees' problems in Agricultural Produce Market Committees in Satara District. The necessary data relating to various aspects of employees problems was collected from the 9 market committees in the District. The chapter is divided in three sections. Section 'A' deals with the problems related to gradation of market committees. Section 'B' deals with analysis and interpretation of data related to employees problems. Section 'C' deals with employee management relations and unanimism and working of employees Union.

SECTION 'A'

PROBLEMS RELATED TO GRADATION OF AGRICULTURAL PRODUCE  
MARKET COMMITTEE

Government has laid down the rules regarding the classification of the Market Committees. It is called as "The Grading of Market Committee". This grading depends upon

the income of Agricultural Produce Market Committee. There are totally seven grades in existence. Following table explains the gradation system of the market committees.

TABLE NO.6

Table showing the gradation of the Market Committees according to their income.

<u>Sr. No.</u>	<u>Limit of Annual income of Market Committee</u>	<u>Grade</u>
1.	Above Rs. 10 lakhs	A I
2.	Rs. 3,00,001/- to Rs. 10,000,00/-	A
3.	Rs. 1,75,001/- to Rs. 3,00,000/-	B
4.	Rs. 1,00,001/- to Rs.1,75,000/-	C
5.	Rs. 70,001/- to 1,00,000/-	D
6.	Rs. 40,001/- to Rs. 70,000/-	E
7.	Rs. 25,001/- to 40,000/-	F

(Source - Outward No. CMR-R, Staff pay scale 5. Marketing-5-1 Director of Marketing and ruler finance, Maharashtra State Pune. Dated 8-11-1969).

In the initial stage of the market committees, there was no any type of gradation. But in 1967 Government passed 'The Rules and Regulations of the Market Committee' and again in 1969 Government amended the rules. According to the amendments now there are 7 Grades i.e. A-I, A, B, C, D, E, F. Market Committee having annual income Rs. 10 lakhs or more than it is graded as 'AI'. From Rs.3,00,001

upto Rs. 10,00,000/- is 'A' grade market committee. Market Committee having annual income from Rs. 1,75,000/- to Rs. 3,00,000/- comes under 'B' grade. Market committee having income less than Rs. 1,75,000/- but more than Rs. 1,00,000/- is graded as 'C' grade, for 'D' grade Market Committees income limit is less than Rs. 1 lakh but more than Rupees 70,000/-. Market Committee having income less than Rupees 70,000/- but more than Rs. 40,000/- is graded as 'E' grade. Lastly market committee having income up to Rs. 40,000/- but not less than Rs. 25,000/- is included in the 'F' grade.

At present the existing grades at the all market committees in Satara District are as follows:-

TABLE NO.7

Table showing existing grades of Market Committees  
in Satara District

Sr.No.	Name of the Market Committee	Existing grade.
1.	Market Committee Satara	B Grade.
2.	Market Committee Karad	A Grade.
3.	Market Committee Wai	Grade not sanctioned
4.	Market Committee Phaltan	A grade.
5.	Market Committee Patan	D grade.
6.	Market Committee Lonand	A grade.
7.	Market Committee Khatav	C grade.
8.	Market Committee Koregaon	B Grade.
9.	Market Committee Man	C Grade.

(Source-Records of the concerning market committees)

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The Director of agricultural marketing and Rural Finance, Maharashtra State, Pune has a power to sanction the grades to the Market Committees. To day there are three 'A' grade market committees, Two 'B' grade market committees and one 'D' grade market committee in Satara District. One market committee which is separated in 1982 has not yet applied for the gradation.

The Director sanctions grade to market committee by taking in to consideration the annual income of last three years. But it is necessary for market committee to apply to the Director. Existing grades are sanctioned by the Director in 1970 or after taking into consideration the income of three years from the date of establishment whichever is earlier. After wards Market Committees can apply for further grades when their income increase. At present there is no specific time limit for the Director to sanction the grade to market committee after the receipt of their application for higher gradation.

As the employees promotion, designation, post, pay-scale depend upon the grade of the market committee, chain of their problems starts from this point. Table No.5 in Chapter III shows financial condition i,e. annual income of market committees in Satara District. After studing that table at present it is necessary to grant the following grades to the market committees. Following table shows the comparative study of existing grades and required grades of market committee.

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TABLE NO.8

Table showing the comparative study of the existing grades  
and required grades of Market Committees

Sr. No.	Name of the Market Committee	Existing Grade.	Required grade on the basis on actual income of last 3 years.
1.	Market Committee, Satara	B Grade	A Grade.
2.	Market Committee, Karad	A Grade	A Grade.
3.	Market Committee, Wai	No grade (Not App- -lied)	A Grade
4.	Market Committee, Phaltan	A Grade	A Grade.
5.	Market Committee, Patan	D Grade	C or B Grade
6.	Market Committee, Lonand	A Grade	A grade.
7.	Market Committee, Koregaon	B Grade	A Grade.
8.	Market Committee, Khatav	C Grade	A Grade.
9.	Market Committee, Man	C Grade	B or A Grade.

(Source - Office records of each Market Committee)

Out of 9 Market Committees two market committees having 'B' grade, have crossed the minimum income limit of 'A' grade market committee. Their income shows that they had crossed the required income level for 'A' grade market committee before three years. Their office record shows that they have already applied for the higher grade.

The same thing is happened in case of other 'C' grade market committees. Out of these two market committees



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one has crossed already income limit of 'A' grade market committee but still it has not obtained 'B' grade. Another 'C' grade market committee has reached up to 'A' grade in respect of annual income. But still it has not obtained success in getting even 'B' grade.

One more market committee having 'D' grade has also increased its income and after studying it, it comes to know that it is also reached upto the income of 'B' grade.

The income of the last market committee of last three years is more than Rs.3,00,000/-. It has not applied yet for any grade. It is separated in 1982.

Above five market committees have increased their income. They are entitled for higher grade. Some of them have crossed 2nd slab of grade even so they have not obtained next higher grade. Thus it is clear that there is tremendous delay in sanctioning the grade.

Creation of various posts and designations depend upon the gradation of the market committee.

The table No.9 ( on page No.61) shows various posts permitted according to the grades of the market committee.

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**TABLE NO. 2**

Table comparing the various designation permitted according to grades of the Market Committees.

Sr. No.	GRADES OF MARKET COMMITTEES.									
	A	B	C	D	E	F				
1. Secretary	Secretary	Secretary	Secretary	Secretary	Secretary	Secretary				Secretary
2. Ass. Secretary	Ass. Secre.	Ass. Secre.	Accountant	Inspector	Inspector	Jr. Clerk				Jr. Clerk
3. Accountant	Accountant	Accountant	Inspector	Junior Clerk	Jr. Clerk.	peon.				
4. Statistician	Sr. Clerk	Sp. Clerk.	Jr. Clerk	Watchman	Peon	---				---
5. Inspector	Cashier	Grader	Watchman	Peon	---	---				---
6. Cashier	Grader	Cashier	Peon	---	---	---				---
7. Head-Clerk	Inspector	Inspector	---	---	---	---				---
8. Auction-Clerk	Superintendent	Jr. Clerk	---	---	---	---				---
9. Sr. Clerk	Statistician	Head-Peon	---	---	---	---				---
10. Security Off.	Jr. Clerk	Watchman	---	---	---	---				---
11. Ass. Secu. Off.	Head Peon	Peon	---	---	---	---				---
12. Driver	Watchman	---	---	---	---	---				---
13. Jr. Clerk	Peon	---	---	---	---	---				---
14. Mechanical	---	---	---	---	---	---				---



Table No. 9 Contd...

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Sr. No.	GRADES OF MARKET COMMITTEES										
	Al	A	B	C	D	E	F				
15. Head Peon	---	---	---	---	---	---	---				
16. Peon	---	---	---	---	---	---	---				
17. Apprentice	---	---	---	---	---	---	---				
18. Jamadar	---	---	---	---	---	---	---				
19. Watchman	---	---	---	---	---	---	---				
20. Getman	---	---	---	---	---	---	---				
21. Gardener	---	---	---	---	---	---	---				

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Above table gives detail information about the designation sanctioned to various grades of market committees. Total designations are created on the basis of grade. For the gradation, income is basis. It means income is the basis for the creation of various designations. If it is assumed that the designations and workload is correlated with income, employees have to face heavy workload due to increase in income and at the same time delay in sanctioning higher grade. Also only income is not enough to ascertain the designations and posts. Jurisdiction is also one important factor, playing role in the work load of the employees. In Satara District there are nine market committees. Total jurisdiction under all market committees is eleven Tehsils.

following table shows jurisdiction (Market area) of each market committee in Satara District.

TABLE NO. 10.

Table showing jurisdiction (Market Area) of Market Committees in Satara District.

Sr.No.	Name of Market Committee	Jurisdiction (Market Area)	Number of employees
1.	Satara Market Committee	Satara & Jawali Tehsil	9
2.	Karad Market Committee	Karad Tehsil	26
3.	Wai Market Committee	Wai & Mahabaleshwar T.	8
4.	Phaltan Market Committee	Phaltan Tehsil	23
5.	Patan Market Committee	Patan Tehsil	7
6.	Lonand Market Committee	Khandala Tehsil	16

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Table No.10 Cont. ...64...

<u>Sr.No.</u>	<u>Name of Market Committee</u>	<u>Jurisdiction (Market-area)</u>	<u>Number of employees.</u>
7.	Koregaon Market Committee	Koregaon Tehsil	12
8.	Khatav Market Committee	Khatav Tehsil	7
9.	Man Market Committee	Man Tehsil	10

(Source - Records of the Market Committees)

Out of nine market committees, the jurisdiction of seven market committees is limited to one Tehsil for each market committee. These market committees are graded from 'A' to 'D'. As the jurisdiction is equal, no doubt up to some extent field work is also equal. But there are twenty-six employees in 'A' grade market committee, on the other hand in 'D' grade Market Committee there are only seven employees. It is not equitable.

Also in case of remaining two market committees (Satara and Wai ) area is doubled than that of other seven market committees. But taking in to consideration the fieldwork, number of employees is less.

PROBLEMS OF EMPLOYEES IN MARKET COMMITTEES  
IN SATARA DISTRICT.

In this section an attempt is made to analyse and interpret the data relating to various aspects of employees problems in market committees in Satara District. The data related to the nine Agricultural Produce Market Committees under study.

Employees are the backbone of an organisation. They are an essential independent ingredient of office organisation. Where there are employees, always there are some problems. These problems have various aspects. They can be classified as economic, psychological, social, political and legal. Thus all problems of employees arise from individual and group conflicts, friction and competition, in the process of adaptation to the working and living environments. All above aspects are discussed here.

### SALARY AND ALLOWANCES

In 1969 Maharashtra Government decided to apply gradation system to the Market Committees. This system laid down seven grades of the market committees. Under this system annual income of market committee is taken as the base. Designations and pay-scales are ascertained according to the grades. Also expenditure on salary and allowances is permitted according to grades. Following table give information about it.

TABLE No.11

Table showing the limit of expenditure on salary & allowances.

Sr. No.	Grade of Market Committee	Permitted percentage of income for expenditure on salary & -allowances.
1.	A1	25%
2.	A	45%
3.	B	50%
4.	C	55%
5.	D	60%
6.	E	65%
7.	F	70%

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From the above table it is clear that expenditure on salary and allowances is restricted. As income increases percentage of expenditure on salary decreases. For 'A1' Market Committee it is 25% of its income. On otherhand for 'F' grade market committee, it is 70%. To meet the expenditure in proper manner upto some extent it is equitable. Even if so one problem remains that is, in case of market committees having grade 'D' to 'F'. Their percentage is not enough. Market Committees in Satara District are graded from A to D grade. From the interviews with employees and management of D grade market committee it came to know that so many times it becomes unable for the market committee to pay salary regularly. It is due to lack of funds because market committee does not get any grant for salary and allowances from Government. Once the 'D' grade market committee could not pay the salary to its employees continuously for four months.

Next problem relating to salary and allowances is inequality in pay-scales. In 1979 Maharashtra Government ascertained pay scales according to grades of market committees. The main intention was to give pay-scale according to grades, and to give justice to employees regarding pay-scale, but instead of justice, so many problems arose, because to ascertain pay-scales only the base of income is not enough. Workload and responsibilities are

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also very important factors. But after studying the reality it is clear that neither income nor workload and responsibility is considered as base for the fixing of pay scales. Following tables gives details about the various designations and scales of the employees of various grades of market committees.

TABLE NO.12 A.

Table showing the staff schedule and Pay-scale of the  
Employees of 'A1' grade Market Committees

Sr.No.	Designation	Pay-scales.
1.	Secretary	680-40-1000-EB-50-1500.
2.	Ass.Secretary	600-30-750-EB-40-1140.
3.	Accountant	500-20-700-25-900.
4.	Statistician	500-20-700-25-900.
5.	Inspector	395-15-500-20-700-EB-800.
6.	Cashier	335-15-500-20-580-EB-20-680.
7.	Head Clerk	395-15-500-20-700-EB-20-800.
8.	Auction Clerk	335-15-500-20-700-20-680.
9.	Senior Clerk	335-15-500-20-580-20-680.
10.	Security Officer	335-15-500-20-580-20-680.
11.	Junior Clerk	260-10-390-15-420-15-570.
12.	Driver	250-7-285-10-385-10-435.
13.	Mechanic	250-7-285-10-385-10-435.
14.	Head Peon	205-5-250-7-285-10-305-10-335.
15.	Peon	205-3-235-5-295.

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Sr.No.	Designation	Pay-scales.
16.	Apprentice	200-3-230-5-255-5-280.
17.	Jamadar	205-5-250-7-285-10-305-10-355.
18.	Watchman	205-3-235-5-295.
19.	Gateman	205-3-235-5-295.
20.	Gardner	205-3-235-6-295.

TABLE No. 12 B

Table showing the staff schedule and pay scale of various  
Grades employees of 'A' Grade Market Committee.

Sr.No.	Designation	Pay-scales
1.	Secretary	560-20-660-25-785-EB-30-1085
2.	Ass.Secretary	410-10-460-15-490-EB-20-710
3.	Accountant	355-10-405-15-480-EB-20-700
4.	Senior Clerk	320-10-370-EB-15-520-20-600
5.	Cashier	320-10-370-EB-15-520-20-600
6.	Grader	320-10-370-EB-15-520-20-600
7.	Inspector	275-10-375-EB-15-570.
8.	Suprintendent	275-10-375-EB-15-570.
9.	Statistician	275-10-375-EB-15-570.
10.	Junior Clerk	260-5-285-10-355-EB-15-505.
11.	Head Peon	205-5-250-7-285-10-305-EB-10-355.
12.	Watchman	205-3-235-5-295.

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TABLE NO.12 C

Table showing the staff schedule and pay scales of various  
Grades employees of 'B' Grade Market Committee.

Sr.No.	Designation	Pay Scales.
1.	Secretary	510-20-630-25-755-EB-25-930.
2.	Ass.Secretary	410-10-460-15-490-EB-20-710.
3.	Accountant	355-10-405-15-480-EB-20-700.
4.	Senior Clerk	320-10-370-EB-15-520-20-600.
5.	Grader	320-10-370-EB-15-520-20-600.
6.	Cashier	320-10-370-EB-15-520-20-600.
7.	Inspector	275-10-375-EB-15-570.
8.	Junior Clerk	260-5-285-10-355-EB-15-505.
9.	Head Peon	205-5-250-7-285-10-305-10-355.
10.	Watchman	205-3-235-5-295.
11.	Peon	205-3-235-5-295.

TABLE NO.12 D

Table showing the staff schedule and pay scales of various  
Grades employees of 'C' Grade Market  
Committee

Sr.No.	Designation	Pay Scales.
1.	Secretary	400-10-510-15-585-EB-20-805.
2.	Accountant	275-10-375-EB-15-570.
3.	Inspector	275-10-375-EB-15-570.
4.	Junior Clerk	260-5-285-10-355-EB-15-505.
5.	Watchman	205-3-235-5-295.
6.	Peon	205-3-235-5-295.



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TABLE NO.12 E

Table showing the staff schedule and pay scales of various grades employees of 'D' grade market committee.

Sr.No.	Designation	Pay Scale
1.	Secretary	350-10-400-15-475-EB-20-715.
2.	Inspector	260-5-285-10-355-EB-15-505.
3.	Junior Clerk	260-5-285-10-355-EB-10-505.
4.	Peon	205-3-235-5-295.
5.	Watchman	205-3-235-5-295.

TABLE NO.12 F

Table showing the staff schedule and pay scales of various grades employees of 'E' Grade Market Committee.

Sr.No.	Designation	Pay scale
1.	Secretary	320-10-370-EB-15-580.
2.	Inspector	260-5-285-10-355-EB-15-505.
3.	Junior Clerk	260-5-285-10-355-EB-15-505.
4.	Peon	205-3-235-5-295.

TABLE NO.12 G

Table showing the staff schedule and pay scales of various grades employees of 'F' grade Market Committee.

Sr.No.	Designation	Pay scale
1.	Secretary	270-10-320-EB-15-560.

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Table No.12 G contd... ...71...

Sr.No.	Designation	Pay Scale
2.	Junior Clerk	260-5-285-10-355-EB-15-505.
3.	Peon	205-3-235-5-295.

From above tables it comes to know that there are some designations which are common in all grades of market committees. These posts are Secretary, Junior Clerk and Peon. As the market committee obtains higher grade, the number of designations also increase. One problem remains that which base is accepted to ascertain the pay-scales.

Problems arising from pay-scales<sup>are</sup> as follows:-

Secretary's post is common in all grades of market committees. As a secretary the responsibilities attached to the post are equal in all grades of market committees, but there is vast inequality in the scale of secretary of 'A-1' and 'F' grade market committee. The scale of 'F' grade secretary is less than that of 9th and 10th grade designation of 'A-1' grade market committee. In other words the scale of secretary of 'F' grade market committee is less than the scale of senior clerk of 'A-1' market committee. In Satara district the market committees are from 'A' grade to 'D' grade. The scale of Secretary of 'D' grade market committee is less than the scale of accountant of 'A' grade market committee. Does it mean that the responsibility of secretary of 'D' grade market committee is lesser than the responsibility of accountant

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of 'A' grade Market Committee? There is an equal scale for the same post every where in state government, for example all Tehisildars are getting equal pay scale everywhere in Maharashtra State, even though the revenue is unequal. On the contrary, there is equal pay scale for the clerks and peons in every grade of Market Committee.

In case of Assistant Secretary, Accountant and Senior clerk, pay-scales are equal in A and B grade but for same posts in 'A-1' grade the scale is higher. In A-1 grade for the same post scale is 50% higher than that of in A and B grade.

Post of statistician is only in A-1 and A grade market committees. The scale of Statistician in 'A-1' grade is 73% higher than that of in 'A' grade.

In Satara District there are market committees having A to D grade. After taking in to consideration the workload of employees in various grades of market committees in Satara District and though there is little difference in their responsibilities, a great difference is found in their pay scales of various employees of various grades of market committees.

From above table it is also clear that while fixing the pay-scales income of market committee responsibility and workload attached to the designations have not been taken into consideration simultaneously. While taking interview of employees of market committee following opinions came to be known regarding existing pay scales of employees.

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TABLE NO. 13

Table showing opinion of employees regarding existing  
Pay-Scales.

Sr.No.	Name of Market Committee	Satisfied	Un-Sati -sified	Total
1.	Satara Market Committee	4	5	9
2.	Karad Market Committee	7	19	26
3.	Wai Market Committee	8	0	8
4.	Phaltan Market Committee	13	10	23
5.	Londard Market Committee	4	12	16
6.	Patan Market Committee	5	2	7
7.	Man Market Committee	3	7	10
8.	Koregaon Market Committee	8	4	12
9.	Khatav Market Committee	4	3	7

In satisfied employees majority of employees is of peons and gateman grade i.e. those - unable to give any opinion regarding payscales. Taking in to consideration their education they are satisfied. In remaining satisfied employees the employees who are on higher grade and less educated are individual examples. Senior clerk having only 7th Standard education is satisfied with existing pay scale.

In unsatisfied employees majority of employees is graduates. As compared to their education their pay-scale is not justified. One more cause of unsatisfaction

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is less or no hopes of promotion.

ALLOWANCES

Subject to the sanction of Director of Marketing and rural finance Maharashtra State Pune, employees of Market Committee are entitled to receive following types of allowances:-

- 1) Dearness Allowance.
- 2) House Rent Allowance.
- 3) City Compensatory Allowance.
- 4) Vehicle allowance.
- 5) Permanent Travelling Allowance.
- 6) Daily allowance.
- 7) Typing allowance.
- 8) Cash allowance.
- 9) Washing allowance.
- 10) Bad weather allowance.
- 11) Water Scarcity allowance.

Out of these allowances, due to efforts of employees Union, employees of Market Committee are getting following allowances equal to those of state government employees.

- i) Dearness Allowance.
- ii) House Rent Allowance.
- iii) City Compensatory Allowance. (Not applicable to Satara District.)
- iv) Travelling allowance.

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The situation of Employees in Satara District about remaining allowances, other than above mentioned four allowances is as follows:-

TABLE NO.14

Table showing the Market Committee paying other allowances

Sr.No.	Types of allowances	Number of M.C.payable
1.	Cash Allowance	1
2.	Typing allowance	0
3.	Washing Allowance	1
4.	Bad Whether Allowance	0
5.	Water Scarcity Allowance	1
6.	Cattle allowance	1
	(With special permission of Director)	
7.	Vehicle Allowance	0
8.	Daily Allowance	9

Cash Allowances:-

From A1 to B grade market committees cash allowance is not paid but the Post of cashier is allowed and from C to F grade market committees cash allowance is allowed to a person handling the cash table in Satara District. Out of 9 market committees five market committees can appoint cashier independently but infact only one market committee has appointed cashier while one market committee having 'B'

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grade is giving cash allowance of Rs.10/- to the employee handling cash transactions. In case of other seven Market Committees neither cashier is appointed nor cash allowance is given. The cash allowances of Rs.10/- is also not enough.

Typing Allowance:-

There is not provision of typist in any grade of market committee but provision of typing allowance is made. Out of these nine market committees none is giving this allowance to its employees.

Washing Allowance:-

The Provision of the washing allowance is only for the employees like peons and drivers. Out of nine market committees only one market committee is paying washing allowance of Rs.10/- to its peons.

Water scarcity allowance:-

Eastern part of Satara District is drought affected area. Man and Khatav Tehsils came under this area waterscarcity allowance is applicable to these two Tehsils. Out of related two market committees only one market committee is giving water scarcity allowance of Rs.10/- to its employees.

Vehicle and Bad climate allowance:-

Though there is provision of Vehicle Allowance none market committee is paying this allowance to its employees. It is necessary that at least for the post of secretary the vehicle allowance should be given because he is chief executive officer of the market committee.

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Bad Climate allowance:-

There is no problem of bad climate. So there is no need of related allowance in Satara District. No one market committee is paying this allowance.

Daily Allowance:-

The daily allowance is paid in all market committees in Satara district as per government rate.

Cattle allowance:-

With special permission of the Director, one 'B' grade market committee is giving cattle allowance to its employees. Because the day of cattle bazaar is on weekly holiday, therefore even after having a holiday employees have to attend the duties. Therefore as compensation market committee is giving cattle allowance of Rs.10/- to Rs.20/- p.m. ( according to designation).

This provision is made in 1967. Until now also the amount of allowance is the same. At present the amount of cattle allowance is not enough.

Recruitment:-

The recruitment is one of the most significant step in the employment infact it is the 1st step in the employment depends on the method of recruitment. Recruitment is source for the increase of efficiency. But the data collected from nine market committees in Satara District revils that the method of recruitment followed by all market committees is diffective. Even though it is suggested



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to recruit employees from employment exchange or by advertisement and interview. All market committees have preferred the direct recruitment method. Following table gives details about it.

TABLE NO.15

Table showing the methods of recruitment of market committee

Sr. No.	Name of the market committee :	Method of Recruitment			
		Employment exchange range.	Advertisement and Interview	Direct recruitment	TOTAL
1.	Sitara Market Committee	-	1	8	9
2.	Karad Market Committee	2	7	17	26
3.	Wai Market Committee	-	-	8	8
4.	Phaltan Market Committee	4	5	14	23
5.	Patan Market Committee	-	-	7	7
6.	Lonand Market Committee	-	4	12	16
7.	Man Market Committee	-	-	10	10
8.	Koregaon Market Committee	2	-	10	12
9.	Khatav Market Committee	-	-	7	7
TOTAL		8	17	93	118

Though the Rules regarding recruitments are laid down the above table shows that about 78% recruitment is made by direct recruitment 15 % recruitment is by advertise

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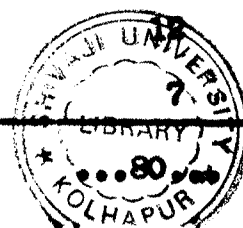
and interview and remaining above 7% recruitment is through employment exchange. The employees recruited through employment exchange are appointed on temporary basis. It shows nothing but the executive interest of management in the recruitment according to their own choice.

Method of recruitment also enlightens one more aspect. In managing body majority members are from agricultural and co-operative field. They are always interested to recruit their relatives and other concerned persons in market committees. Other sources of income 'Table' shows the impact of these members on the recruitment. The employees, who have other sources of income, have only agricultural source. The following table shows it.

TABLE NO.16

Table showing the other sources of income of employees

Sr. No.	Name of the market Committee	Other sources		employees who having another source of income	Total
		Agril.	Other		
1.	Satara	5	0	4	9
2.	Karad	16	0	10	26
3.	Wai	6	0	2	8
4.	Phaltan	9	1 agri + transport	14	23
5.	Patan	2	0	5	7
6.	Lonand	2	0	14	16
7.	Man	5	0	5	10
8.	Koregaon	7	0	5	
9.	Khatav	4	0	3	



(Table No.16:- Source from the market committee record and personal inter view).

Out of 118 employees 50% employees have other source of income. All of them are owners of agricultural land. It means there is only one other source of income i.e. agricultural income. Only one employee has agricultural income and also income from transport service. This information enlightens that only due to direct recruitment by managing body and particularly due to farmers' representatives in Market Committee majority of employees have other source of agricultural income.

#### TRAINING AND EDUCATION : BACK GROUND

Training serves an important means for development of effective work habit and thereby improves performance of employees. It improves qualities of work and eliminates errors. Training gives broader outlook to the employees. They become more loyal to their duty. In Market Committee for the post of Secretary, Accountant, Grader, Inspector and Statistician training is essential. Secretary is responsible for administrative, ministerial and statutory functions. For the grader the knowledge of grading is essential, also inspector is responsible for field work therefore he also requires the proper training. The accountant and statistician must have perfect knowledge in their field so they must be trained.

Taking in to consideration this fact Central Government and State Government have provided training

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facilities. Central Government has opened training centres for Secretarial Course at Ranchi, Hyderabad and Lukhnaw. There was one more centre at Sangli in Maharashtra State, but in 1970 the centre was closed for want of trainees. These centres conduct the Secretarial Course for 6 months. Following table shows the trained and un-trained secretaries in Satara District.

TABLE NO.17

Table showing trained and untrained Secretaries in Market Committees in Satara District.

Sr. No.	Secretary of market committee	Trained	Untrained
1.	Satara	Trained	-
2.	Karad	-	Untrained
3.	Wai	-	Untrained
4.	Phaltan	Trained	-
5.	Patan	Trained	-
6.	Lonand	Trained	-
7.	Man	Trained	-
8.	Koregaon	Trained	-
9.	Khatav	Trained	-

( Source from market committee record )

Out of nine market committees the secretaries of seven market committees are trained. One market committee which is seperated in 1982 has neither trained secretary

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nor it has deputed its secretary for training. In case of remaining one market committee, there is in-charge secretary but the post of secretary is vacant.

For the post of accountant State Government Course in Accountancy i.e. G.D.C. and A.is essential. Only one accountant of 'B' grade market committee has completed the G.D.C. and A.CBurse.

For the post of statistician the State Government diploma in statistics conducted by State Government institution at Nagpur is essential. Out of Three 'A' grade market committees only one market committee has appointed a statistician. He has not completed the course. In case of two other market committees neither the posts are filled nor the management is of opinion to have a statistician.

For the post of grader State Government Diploma in grading is essential but no one has completed this course.

Though for the post of inspector some kind of training is essential infact there is no any type of course for inspectors.

### EDUCATION

As like training, education of the employees plays very important role in the developing the efficiency of the employees. It also gives broader out look towards their performance. Education developes up-to-dateness, accurary, tidiness in administration. It also increases co-op erativeness in the employees. It develops healthy atmosphere and reduces arrogancy, conflits among employees.

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It increases the grasping capacity of the employees also it creates quick decision making power in the employees. Due to education employee can maintain good relations with public and outsiders. Education enlightens the ideal image of market committee in public.

In market committees, from secretary upto Junior Clerk designations, certain minimum qualifications are required but if employees are promoted in this case condition of minimum qualification is relaxed. From this point of view the educational background of employees in Satara District is as follows:-

TABLE NO.18 is on page No.84.

Though for the post of secretary graduate in economics, commerce or agricultural faculty is essential. Out of nine secretaries only one has fulfilled this requirement. Two secretaries are undergraduates and remaining six are only S.S.C. Also same is the case regarding Assistant Secretary. Out of four Assistant secretaries only one is commerce graduate and remaining three are S.S.C. In two market committees this posts are vacant out of eight accountants one is commerce graduate two are B.A. one S.S.C. and G.D.C. & A. three are S.S.C. and one post is vacant. In case of senior clerk four has completed the minimum requirements two posts are vacant and one has only passed 7th Std. In three market committees there is provision of statistician . Only one market committee has filled the post by appointing Arts graduate,

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TABLE NO. 18

Table showing the Educational Back Ground of the employees in Satara District.

Designation	Essential Quali- -fication.	Satara Karad	Wai	Phaltan	Patan	Lonand	Man Koregaon	Khatav.
Secretary	B.A.(Econ.)/B.Com. FYBA /B.Sc.Agric. And Secretarial Course.	SSC	FYBA	SSC	SSC	B.Com. B.Com.	SSC	SSC
Assistant Secretary	Graduate of Any Faculty	SSC	B.Com. -	Vacant -	SSC	-	SSC	-
Accountant	SSC & G.D.C & A. G.D.C & A.	SSC & B.A.	SSC	B.Com. -	SSC	B.A.	SSC	SSC
Senior Clerk or Head Clerk	SSC	7th Std. FYBA	-	SSC	-	Vacant	Vacant	SSC
Statistician	SSC & Govt. Dip. in Statistics	-	B.A. -	Vacant -	Vacant -	-	-	-
Inspector	SSC	B.Sc. -	-	B.A. 7th Std.	HSC	-	-	B.A.
Supervisor	SSC	-	B.A. - B.A.	B.Com. - B.A.	SSC	B.A. FYBA.	SSC	-
Cashier	SSC	Vacant	Vacant -	B.Com. -	Vacant -	-	-	-
Grader	SSC & Diploma in grading.	Vacant	B.A. -	B.Sc. -	SSC	-	Vacant -	-
Junior Clerk	SSC	SSC	SSC(6) 7th St.	B.A.(2) HSC	B.A.	B.A.	9th Std.	HSC
		SSC	B.A.(2) SSC	SSC(3) B.A.	SSC	SSB. Com. M.A.	7th Std.	6th Std.
							HSC.	

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remaining two posts are vacant.

From the post of Inspector to Junior Clerk the situation is quite different majority of employees have fulfilled the required minimum qualifications i.e. SSC. Some of them are graduates, one is post-graduate, some are undergraduates. About 50% employees are passed SSC Examination and few are passed from 7th Std. to 9th Std.

From above table and discussion it comes to know that employees on higher designation are less qualified, on the other hand employees on the post like supervisor, Junior Clerk employees are recently recruited. Therefore the majority of employees are well qualified on the other hand employees on higher designation are promoted considering their seniority and not education. The effect of this educational back ground results that the employees who are less educated but on higher designation suppose themselves to be superior to the recently appointed educated employees. On the other hand the educated employees on lower designation feel envey for employees of higher designations.

CONDITIONS OF WORK :-

Man is always affected by his environments. His work, efficiency, psychology and health move and develop according to environmental settings. Hence with reference to Market committees employees the role of conditions on field work is of great importance. It is well recognised fact that healthy and inspiring atmosphere leads the

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employees for more work. While unhealthy atmosphere decreases his working capacity.

Considering this view, market committees in Satara District have provided amenities to the employees as follows:-

Out of 9 market committees 8 market committees have provided shelters, water and sanitation facilities on main market yards. There are 15 sub-market yards in the District. On five submarket yards water, sanitation and shelter facilities are provided on sub-yards. On six sub-yards only shelter is provided and on remaining four sub-yards none of amenity is provided.

In one market committee weekly holiday and day of Cattle bazaar are on the same day. Therefore that market committee is paying cattle allowance from Rs.10 to Rs.20 to its employees, but importance of weekly holiday is considered, then neither considered then for allowance nor for existing condition.

Also in season particularly at the time of annual cattle fair employees have to work for 24 hours. Instead of overtime market committee is allowed to pay daily allowance. If the duty is more than ten days continuously then it is treated as transfer and for that period no daily allowance is paid. Thus provision of daily allowance is not enough and moreover the provision regarding the duty more than days treating as transfer is not justifiable.

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**SOCIAL SECURITY AND EMPLOYEES WELFARE:-**

The importance and value of social security and welfare activities can not be overemphasized. These activities directly or indirectly increase the efficiency of the employees and infuse in them a new spirit of self realisation and consciousness.

In case of social securities as like provident fund, gratuity, in all market committees in Satara District, there is proper implimentation but in case of insurance, management ( Committee Members) and also employees are disinterested. Following table shows the social security and welfare measures provided by Market Committee to the employees.

**TABLE NO.19**

**Table showing the social securities and welfare measures  
Taken by Market Committees.**

Sr. No.	Type of social security and welfare measure	No. of market committees.	Name of Market Committee if needed.
1.	Provident Fund	9	-
2.	Pension	No.	-
3.	Gratuity	9	-
4.	Housing facility	1	Phaltan Market committee, Phaltan.
5.	Medical facility	No	-
6.	Employees state Insurance	1	Phaltan Market Committee, Phaltan.

As per above table all market committees in this District providing contributory provident fund to its employees those who are confirmed. Also gratuity scheme is applicable in all market committees, Pension scheme is not still implemented but while taking the interview it came to know that it is under consideration. Out of nine market committees only one market committee is providing housing facility to its employees and only four employees are getting the benefits of this facility. Even after having enough funds and permission to provide plots majority market committees are disinterested in this case. Main reason not to have the interest in housing facility is the recruitment of employees on local level. Majority employees are recruited from local place there they have no problem of residence. Same is the case relating to insurance scheme. Out of nine market committees only one market committee is providing employees state insurance scheme to its employees. The managing body of all other market committees are not asking for the facility the main cause of this is the ignorance of the employees.

From last few years employees Union is demanding the medical allowance or reimbursement facility but still neither allowance nor reimbursement facility is provided.

In other facilities one market committee has once paid bonus to its employees in the year 1986 equal to that of paid to the employees of the state Government but the

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payment of bonus is without the prior permission of the Director.

#### OTHER PROBLEMS

##### Housing Loan Facility

According to existing rule employees of Market Committee is entitled to get Loan for housing purpose upto Rs.50,000/-.

In survey it came to know that out of nine Market Committees only one Market Committee has granted the housing loan of Rs.15,000/- to its only one employee.

##### Vehical Loans:-

The employee of Market Committee is to get loan for vehicle from Market Committee. Until today no one market Committee has sanctioned vehicle loan to any employee.

##### Loans From Farmers:-

Director of co-operative department has added one more function, in the other function of employees of market committee. That Function is to recover the loans from the farmets which are granted by Co-operative Banks. Due to this function, instead of selling the goods on the market yard, farmers try to sell it directly to merchants or agents. It reduces the income of Market Committee and increases duties of employees. Thus employees suffer from both sides i.e. firstly it decreases their income, means loosing the chance of high grade sale and secondly without any incentive increase in duty.

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### EMPLOYEE MANAGEMENT RELATIONS

The development of market committee is mostly depended on the relation and co-operation among the employees and management. If there is healthy relation and proper co-ordination then market committee can be developed speedily in all fields. Financial development can not be exempted from this relations. No doubt development of employees is co-related with financial development of Market Committee. Therefore employee management relations has unique importance in the problems of employees.

Market committee is administered prominently according to the favour of its chairman and members. Chairman plans anything by taking into consideration the aptitude of its members. They discuss about it. The same subject is put forth in a meeting for discussion. After discussion the resolution is passed unanimously. After passing the resolution, the secretary implements the resolution by directing his employees. The secretary and his subordinates are able to implement the resolutions until the managing body is passing the resolution according to bye-laws and in scope of their limits in this normal condition relations between management and employees remains good. Sometimes members or the chairman according to their will compel the secretary and staff to perform undue things. In such condition there is possibility to spoil the relations between management and employee.

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Interview of employees showed the following reason of conflict and clashes among staff and management.

1) The economic year of every market committee starts from 1st October. Before starting the new year in the month of August new budget is prepared and put forth of managing body for sanction. After sanction it is sent to Deputy Registrar of Co-operative society for further sanction. Deputy Registrar sanctions the budget in the month of September. Later on Market Committee expands the budgeted amount, according to its needs. This expenditure is to be sanctioned in the monthly meeting of the managing body. There is no possibility of any dispute among the committee member and secretary or staff as the expenditure made on various items is in the limit of expenditure sanctioned by the Government. In reality many times committee members compel the secretary and his subordinate to expend more amount than budget provision. Committee members do not expect the responsibility of taking prior permission of the Government for foresaid expenditure. Ultimately secretary and staff have to deny the above responsibility. Otherwise it is unavoidable to accept the responsibility of such expenditure. Employee can not avoid it by both sides and at the same time he can not accept it. In this situation if employee denied then chairman and members purposefully misbehave, harass the concerning employee.

2) Dispute regarding recruitment of employees:-

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The managing body tries to appoint new staff when it comes in power. There are two reasons behind appointing new staff. Lack of acquaintance of the new managing body and existing old staff. When new managing body comes in power at that time neither the members of new body nor the existing staff are acquainted with each other for so many times and even there is acquaintance there can be lack of faith in employees. In such case managing body try to please their relatives after coming in power. The easy way to please is appointment of somebody in the market committee.

It serves two purposes. Firstly, they increase their prestige in society and secondly, there can be spy in the employees.

Due to recruitment of new staff some times expenditure on salary crosses the given limit. Ultimately, secretary has to face the problem arising out of this recruitment.

When members of body found no possibility of new recruitment, then they search any cause to suspend any recently recruited or even confirmed employee. In this situation due to weak union power and inability to fight lonely for long period through legal procedure, most of employees have to face instability in the service. Following table shows sense of stability or instability among the employees.

**TABLE NO.20**

**Showing stability or instability in service among employees  
in Market Committees, Satara District.**

<b>Sr.No.</b>	<b>Name of market committee.</b>	<b>Employee feeling stability</b>	<b>Employees feeling instability</b>	<b>Total</b>
1.	Satara	3	6	9
2.	Karad	6	20	26
3.	Wai	5	3	8
4.	Phaltan	20	3	23
5.	Patan	5	2	7
6.	Lonand	3	13	16
7.	Man	6	4	10
8.	Koregaon	4	8	12
9.	Khatav	2	5	7
<b>Total:-</b>				<b>118</b>

Above table shows that out of nine market committees majority employees in five market committees are feeling insecurity in their service. Only one market committee is a committee in which about all employees are feeling security only due to mutual understanding. Also in case of Man market committee the relations are healthy.

In some market committees, to minimise the expenditure on salary some times market-committees do not fill the superior higher posts. They show only cause that these posts are unnecessary. Instead of it they recruit posts of clerks.



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According to existing rules auditor can only give his remarks regarding the vacancies. To day totally 8% posts are vacant in the District.

III) According to existing provisions, meeting of managing body is called once in a month. In these meetings one of important subject is to be discussed i.e.

To approve licenses of traders and to take actions against the traders who are engaged in mal-practices.

By passing the resolutions managing body delegates power to the employees to take actions against the traders. When employees start to take action against malpractices the traders through their representatives by compelling managing body try to withdraw the cases. Traders misguide the managing body & try to withdraw the cases. Traders misguide the managing body to behave against the staff. In this way employees fall prey to the situation. Here the relations between traders and managing body remain good but it spoils the relations of employees with the management and traders.

IV) During the development period of market committee if the construction is under the supervision of market committee. Employees supervise the construction. In such situation it is very difficult to implement the suggestions made by members which are out of resolution, at the same time it is also difficult to reject them. This is also one of the reasons to embitter the relation between employees and members.

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V) There is great dispute among employees and managing body about the distribution of plot to the traders and mercantile agents. It is due to various decisions taken by management. The distribution of plot made by one managing<sup>body</sup> is cancelled by another body. New body redistributes the plots so it is quite difficult to implement such decisions. Hence it becomes one more cause of dispute.

VI) The expenditure made out of the limits of budget for study tour, meetings, functions etc. by the members gives birth to dispute. Because it becomes quite difficult for employees to settle these accounts. If secretary or concerning employee reject to adjust such expenditure, he has to face insecurity in all respect.

VII) The political parties among the employees are formed parallel to the political parties in the management. Due to this there are disputes among employees and also against the management. From this the employee is tortured by various ways such as to stop the increments, to suspend any body for minor reasons, not to sanction leave, to transfer at improper and inconvenient place, to accuse falsely.

VIII) The new managing body relays on the information given by the employees appointed by them. Thus body establishes relations with other senior employees according to the information available. So many times the employee appointed by them gives bias information. It misleads the management so good employee is suffered with injustice.

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Of course this situation is not found everywhere. If the chairman and members are educated, adjusting and of helping nature there can be good and healthy relationship between the employees and managing body. The chairman and managing body by taking into full confidence all employees plan new project and increase working field. As a result of it market committee can increase its income and can achieve higher grade. Best example of healthy employees management relation is Phaltan market committee. The existing situation about employees management relation according to employees relations is as follows:-

TABLE No.21.

Table showing the relationship between Employees and Management  
In Market Committees in Satara District

Sr.No.	Satisfied	Medium	Unsatisfied.
1.	Phaltan	Satara	Karad.
2.	Wai	Man	Lonand.
3.	-	Patan	Khatav.
4.	- -	Koregaon	-

Out of nine market committees in two market committees there are good and satisfied relations between employees and management. In four market committees the relation is medium and in rest three market committees the relations are not satisfied from the view point of employees.