CHAPTER V

PERSONNEL MANAGEMENT OF SARVODAYA SANGH

'The Management of Man' is a very important and a challenging task, as the people are dynamic in nature and none of them are similar. 'Management' is the word, itself refers to 'Manage-men-tactfully'. So, it is nevertheless to say that the 'Personnel Management' analysis the indepth study of persons in an organisation.

The personnel department gained recognition as 'staff' to the operating line managers, when they developed technical expertise in testing, interviewing, recruiting, counselling and job evaluation. They specialised in such areas of wage and salary administration, employee benefits and services, training and development, test construction, in-house publications and the top-management got into a position to consult personnel specialists. The role of personnel departments have moved from the bottom and periphery of management to the top and centre, is vital at present where there is dynamic changes in labour force, laws, rationalisation, worker beliefs and attitudes.
The importance of personnel management has come out rapidly because of increasing complexity of the task of managers and administrators. In most organisations the problem of getting the competent and relevant persons, retaining them, keeping up their motivation and morale and helping them to both continuously grow and contribute their best to the organisations are now viewed as the most critical problems. Vast changes in social climate, values and norms are also seen among employees who join the organisation today. Their expectations are different, they have different values and norms and they are certainly more competent and more informed than employees were in the past. So that, the organisation must have prior consideration and able to manage human resources properly.

According to Dale Yoder, 'Personnel Management is described to understand what has happened and what is happening and to be prepared for what will happen in the area of working relationships. Both Managers and managees have ideas about the roles they are expected to play. Both know or assume they know the current rules of the game. They have their own ideas about what they may expect.'

1 Dale Yoder, Personnel Management and Industrial Relations, Prentice Hall of India Private Limited, New Delhi, 1975, p.5.
These ideas and customs and traditions with respect to the rolls of managers and employers; play in working together are important 'facts of life' for all who work. Each participant needs to know about them so he can play his role. Managers need to know more. Because they have an obligation to know why rules are, what they are and to develop and propose improvements in them. Both managers and those who are managed find themselves working in an environment they inherited. They work with tools, machines, and other facilities which may antedate most managers and employees. The style of administration—the working climate—is likely to reflect long standing traditions. The new recruit, whatever his job, may find himself in a different working environment, unlike any he has experienced.'

Peter F. Drucker explained, "the resources capable of enlargement can only be human resources. All other resources can be better utilised or worse utilised but they can never have an output greater than the sum of inputs. Man alone of all resources available to man, can grow and develop, when we speak of growth and development, we imply that the human being himself determines what he contributes."¹

"Personnel Management is methodical and systematic discharge of all the activities that have to be done where people are employed, especially in large numbers; their selection and employment; training; medical services, the cafeteria and safety; the administration of wages and salaries and benefits and many others. Personnel Management concerns itself largely with matters of great concern to the work community. They should not be considered management functions. They should be work-community functions and organised as such. To regard personnel management as managing people at work, as has been the tendency, is non-management. It is substituting procedures for policies and forms for substance. It is clearly desirable for managers to be led by their own measurements and their own controls to act on their profession that People are our greatest asset."

Objectives of personnel management are predetermined goals at which individual or group activity in an organisation is aimed. On the personnel men lies the responsibility for ensuring a satisfactory accomplishment of the objectives of an organisation and its employees.

The American Management Association summarised the objectives of personnel management as follows: "The purpose
of a business enterprise is the profitable production of goods and services to fulfil economic needs in such a way as to provide satisfactory returns to both economic and social suppliers, owners and members of the organisation, under conditions which provide for the maximum conservation of human and material resources over a continuing period. The basic objectives remain the same whether or not certain groups among the members of the organisation belong to a labour union. The objectives are in the best interests of all those to whom management is responsible, owners of enterprises, the community, the consumers of its goods and services, and members of the organisation itself, including groups who may belong to unions."

While framing a company's personnel objectives, care is taken to consider the interests and needs of the employees' interests and of employee goals. This is done by integrating the interests of employees and the management to achieve the objectives of the entire organisation, the concept of integration of employee-management interests have been illustrated by Mee F. John as the following.

INTEGRATION OF INTERESTS OF EMPLOYEES AND MANAGEMENT

<table>
<thead>
<tr>
<th>EMPLOYEE'S INTERESTS</th>
<th>MANAGEMENT'S INTERESTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Recognition as an individual</td>
<td>1. Lowest unit personnel cost</td>
</tr>
<tr>
<td>2. Opportunity for Development</td>
<td>2. Maximum productivity of Employees</td>
</tr>
<tr>
<td>4. Interest of work</td>
<td>4. Loyalty of Employees</td>
</tr>
<tr>
<td>5. Safety, healthy working conditions</td>
<td>5. Cooperation of Employees</td>
</tr>
<tr>
<td>6. Acceptable hour of work</td>
<td>6. High organisational morale</td>
</tr>
<tr>
<td>7. Fair and efficient Leadership</td>
<td>7. Intelligent initiative of employees</td>
</tr>
</tbody>
</table>

Source: Mee John P., Management organisation for a Sound Personnel Relation Programme, Indiana University, Bloomington, p.2

Functions of Personnel Management

Labour as a factor of production is different from other factors, like materials, machinery and money in as much as it has a will of its own. The importance of human factor is the efficient and successful management of industrial enterprises led the managements to think in terms
of providing some machinery for managing men. Personnel Department came to be recognised as integral part of the managerial set up. The outcome of the developments is the emergence of personnel management as a vital part of management studies.

Dale Yoder and Robert J. Nelson, in the basis of an enquiry regarding descriptions of 984 employees-relations jobs conducts in 189 companies classified personnel management function into seven categories as follows:

a. Departmental administration programme; planning; report preparing, policy formation and general administration;

b. Employment and placement; recruitment, selection, placement, orientation, personnel rating, job analysis and description;

c. Training; induction, on the job training, supervisory training and management development.

d. Collective bargaining; contract negotiation, contract administration and grievances.

e. Wage and salary administration; job evaluation, wage and salary surveys.

f. Benefits and services; Insurance, health, hospitalisation medical care and retirement plan administration.
g. Personnel Research; continuing studies of all employee relation policies, programmes and practices.

**Personnel Management in India**

Personnel Management in India dates back to the Report of the Royal Commission of Labour in India (1929-31) which recommended the appointment of labour officers or labour liaison officers to deal with recruitment in order to check corrupt practices in industry in India particularly in the area of selection. During the Second World War, the need for enlisting labour support for the war effort was considered imperative. As a result welfare officers began to be appointed by Government as well as by industry. They were to deal with working conditions, canteens, ration shops, recreation facilities, medical facilities, worker's housing etc. As early as 1942, the need for training such officers was recognised and Calcutta University started a course leading to a diploma in Social Welfare.

After Independence, with the enactments of Industrial Disputes Act 1947, Factories Act, 1948, The Employment Exchange (compulsory notification of vacancies) Act 1959, the Apprentice Act 1961, The Workmen compensation Act, forces compulsory adjudication in the field of personnel Management functions such as conditions of
services like wages, leave, retirement benefits, bonus, fringe benefits, regulation of recruitment, training etc. are covered by law. As Arun Monappa explains, "the labour field today has at present three main areas of professional disciplines - labour welfare, industrial relations and personnel administration; which together have formed the new profession of personnel management. Lastly with the development of scientific management of industry, personnel management takes root."¹

Personnel Management policies have developed in India. According to S.D. Punekar, 'The three areas of labour welfare, industrial relations and personnel administration are being looked after by three professional functionaries welfare officer, labour officer and personnel officer."²

Personnel Management in Sarvodaya Sangh

Mahatma Gandhi rightly said about bread labour, dignity of labour, attaining economic equality and equality of wages in the following words: "In my view, The divine law, that man must earn his bread by labouring with his own

hands, the principle has been set forth in the third chapter of the Gita, where we are told, that he who eats without offering sacrifice eats stolen food. Sacrifice here can only mean bread labour. In the sweat of thy brow shalt thou eat thy bread', says the Bible. There is a world wide conflict between capital and labour, and the poor envy the rich. If all worked for their bread, distinctions of rank would be obliterated; the rich would still be there, but they would deem themselves only trustees of their property, and would use it mainly in the public interest.

Intellectual work is important and has an undoubted place in the scheme of life. But what I insist on is the necessity of physical labour. No man, I claim, ought to be free from that obligation. It will serve to improve even the quality of his intellectual output. I venture to say that in ancient times, Brahmins worked with their body as with their mind. But even if they did not, body labour was a proved necessity at the present time.

The idea is that every healthy individual must labour enough for his food and his intellectual faculties must exercise not in order to obtain a living or amiss a fortune but only in the service of mankind. If this principles is observed everywhere, all men would be equal,
none would starve and the world would be saved from many a
sin. It is possible that this golden rule will never be
observed by the whole world. Millions observe it in spite
of themselves without understanding it. But their mind is
working in a contrary direction, so that they are unhappy
themselves and their labour is not as fruitful as it should
be. This state of things serves as an incentive to those
who understand and seek to practise the rule. By rendering
a willing obedience to it they enjoy good health as well as
perfect peace and develop their capacity for service.

This does not rule out the division of labour. The
manufacture of everything needed to satisfy essential human
wants involves bodily labour, so that labour in all
essential occupations counts as bread labour. But as many
of us do not perform such labour, they have to take exercise
in order to preserve their health. A cultivator working on
his farm from day to day has not to take breathing exercise
or work his muscles. Indeed if he observes the other laws
of health, he would never be afflicted with illness.

God never creates more than what is strictly
needed for the moment, with the result that if anyone
appropriates more than he really needs, he reduces his
neighbour to destitution. The starvation of people in
several parts of the world is due to many of us seizing very much more than they need. We may utilise the gifts of nature just as we choose, but in her books the debits are always equal to the credits. There is no balance in either column. This law is not invalidated by the fact that men raise bigger crops by mechanising agriculture and using artificial fertilisers, and similarly increase the industrial output. This only means a transformation of natural energy. Try as might, the balance is always nil. The manual work has got to be done by those who are illiterate. I think we have to realise the dignity of labour. If a barber or shoe maker attends a college, he ought not to abandon the profession of barber or shoemaker. I consider that a barber's profession is just as good as the profession of medicine."¹

Gandhiji's conception of Economic Equality did not mean that every one would literally have the same amount. It simply meant that everybody should have enough for his or her needs. The real meaning of economic equality is 'To each according to his need' was the definition of Marx. If a single man demanded as much as a man with wife and four children that would be a violation of economic equality.

'Let no one try to justify the glaring difference between the classes and the masses, the prince and the pauper, by saying that the former need more. That will be idle sophistry and a travesty of my argument. The contrast between the rich and the poor today is a painful sight. The poor villagers are exploited by the foreign government and also by their own countrymen the city-dwellers. They produce the food and go hungry. They produce milk and their children have to go without it. It is disgraceful. Everyone must have a balanced diet, a decent house to live in, facilities for the education of one's children and adequate medical relief. That constituted his picture of economic equality. He did not want to take everything above and beyond the bare necessaries, but they must come after the essential needs of the poor are satisfied. First things must come first!

Working for Economic Equality is the master key to non-violent independence. Working for equality means abolishing the eternal conflict between capital and labour. It means the levelling down of the few rich in whose hands is concentrated the bulk of the nation's wealth on the one hand, and a levelling up of the semi-starved naked millions on the other. The constructive programme takes the country a long way towards the goal. This is the most auspicious
time for it. The Charka and the allied industries, if fully successful, practically abolish all inequalities, both social and economic. This rising consciousness of the strength which non-violence gives to the people, and their intelligent refusal to cooperate in their slavery must bring about equality.

In a Sarvodaya Economic order the major sectors of the industrial system are the self-employed and the co-operative sectors, the employer-employee relationship that is one of the distinguishing and distressing characteristics of Capitalism and State Socialism will no longer be in existence. (a) in the self-employed sector the artisan will himself own the instruments of production. He will employ his time and talents, and will utilise tools that he himself owns. He will, therefore, be employed by none, nor will employ any one. The problem of industrial relations does not, therefore, arise in this sector. (b) in the cooperative sector too, the individual or the community will own instruments and the workers themselves, through the cooperative will manage the processes of production and market the produce. There is no room, therefore, for employer-employee relationships in this sector either. (c) in the third sector, i.e. social sector, the community or the
State will own the industry, these will be run, as far as possible, through public corporations set up by the municipal committee and the village community.

The workers' management will ensure ideal working conditions in the industry, and will see that conditions of work are not injurious to the physical and mental health of workers. Hours of work will be determined, and facilities for recreation and medical attention will be made available by the management which will be a representative body of the workers in the industry. Subject to the considerations of overhead cost, direct and indirect expenses, will determine the prices of the commodities produced by these industries, the workers themselves, through the organs of their choice, will be responsible for fixing the wages to be paid in the industry. In a sense, the term 'wage' itself will become a misnomer in this case, since it ceases to be an emolument paid by an owner or employer to an employee or wage-earner.

Workers in every industrial concern, whether in the cooperative sector or in the social sector will have the right to organise themselves into unions. These unions will necessarily be very different from the trade unions that exist in the industrial system of today. They will not be unions of one section of the industry organised to protect
itself against another section, demanding and struggling for the recognition of rights. They will be unions of workers who are themselves both owners and operators, and will not, therefore, have to struggle for the share that is their 'due' or for getting rights recognised. They will be agencies through which workers discharge their responsibility to the industry, to society at large, and to themselves.

The needs of social security will be met by schemes of insurance and above all, by the guaranteeing of full employment. Clean houses and colonies will be built and made available to workers who work in big industries, and have, therefore, to live in townships or big industrial cities. Regarding wages, it is an order that believes that each should contribute according to his capacity and receive according to his needs, the degree of the inequality that will remain will be quantitative. All socially useful work, whether manual or intellectual, will be considered to have equal value, and there will be no discrimination in the incomes that different works yield.

The state or the public corporations and the village community will provide recreational facilities and rest sanitoria, etc. for workers, and will take special care
to see that persons engaged in hazardous work likely to cause injury to physical or mental health and in industries that involve drudgery are provided with compensatory recreational, recuperative and medical facilities.

**Criteria for the Members of the Sarvodaya Sanghs in Tiruchirapalli**

The members of the Sarvodaya Sanghs are the important persons responsible for the selection of the President, Secretary and trustees, who are the back-bone of the successful activities of the Sangh. Those who have faith in the objectives and programmes of the sangh, Gandhian ideals of rural reconstruction and non-violence shall be eligible to become member of the sangh, provided:

a. The member should be above 30 years of age, and he/she should be habitual wearer of certified khadi.

b. The member shall not participate in any party politics or in any electioneering work and the member should not have any dealing in mill yarn, mill cloth, uncertified khadi.

c. Those who are engaged in the production, sale and other organisational work of the sangh shall be eligible to become member of the sangh provided.
i. That such workers have undergoing any training for a period of not less than 10 months in any recognised khadi and village industries Vidyalaya or obtained certain qualification which are considered, equivalent to such training;

ii. That such workers have completed atleast 10 years of continuous service on the date.

iii. That such worker who have had no training as stated in the provisions No.(i) above such workers shall have completed atleast 15 years of continuous service on the date.

iv. That such workers who have punished for any misconduct shall not be eligible to be a member.

v. Those who have such other qualification as may be laid down by the sangh from time to time inconsistent with the memorandum of association and rules and regulations.

vi. The workers who are eligible to be the members of the Sangh as per rule No.i to v above shall be accepted and confirmed at the annual general body meeting. The general body shall have the power to accept or reject a worker for the membership of the sangh as its discretion with or without assigning any reason for its action.
vii. If the General Body decides to have the services of a member who is automatically ceases to be a member of the sangh on his/her retirement/resignation may be enrolled as special invitee to the general body or executive committee, but such invitee shall not be entitled to vote at the meetings.

viii. List of members for each year shall be filled with the registration as per the Tamilnadu Societies Registration Act of 1975 and members as per list only will be members for that year.

SUBSCRIPTIONS

a. Every member shall pay an annual subscription of Rs.25 (Rupees Twenty Five only) before 30th April every year.

b. Any member who is in arrear of subscription for more than 3 months from the due date shall automatically cease to be a member, provided, however the member may renew the membership by paying the arrear of subscription and by paying a penalty at the rate of Rs.5 per month.

CESSATION AND REMOVAL OF MEMBERSHIP

A member automatically ceases to be a member of the sangh.
a. On his/her failure to pay the subscription within the due period as provided under the Rule 9(a) above.

b. On his/her retirement or resignation from the service of the sangh.

c. On his/her death.

d. Who have punished for any misconduct.

e. The general body will have the right to admit or stay to become the member from the workers as eligible as per rule 8(a,b and c) above.

f. If a member's activities are considered detrimental to the interest of the sangh, removal is approved by a decision of the majority of the members present at the meeting of the general body of the sangh, provided the member shall be however, given a chance to explain.

GENERAL BODY

a. The sangh shall be managed by a general body consisting of all the members admitted as per rule No.8 a,b and c.

b. The general body of the sangh shall meet primarily in March and again in September every year. The annual general body will be held in the month of September.
c. For an ordinary meeting 21 days notice shall be given and for an extra-ordinary meeting also 21 days notice shall be given.

d. The quorum for the annual/extra ordinary general body meeting shall be two third of the total members on the roll of the sangh. In the absence of the quorum the meeting shall be adjourned to a date not less than 7 days of the date on which the original meeting was called.

e. The general body shall transact business as mentioned below and lay down guidelines for conducting the affairs of the sangh.

1. Confirmation of the proceedings of the last general body meeting;

2. Consider and adopt the audit report and periodical report of the sangh;

3. Approval of the annual budget proposals;

4. Nominate functional committees as and when necessary for specified purposes;

5. Lay down policies;
6. Nominate from among its members, the office bearers, Chairman, Secretary, Treasurer, who shall hold office for a period of 3 years and can be re-elected for a further subsequent two terms.

7. To elect Executive Committee members;

8. The Secretary, Treasurer to open and operate accounts in any of the Scheduled Banks.

9. Acquire or alienate properties by way of lease, mortgage, charge, gift, or sale provided that such acquisition, alienation, charge, lease, mortgage, gift or sale do not promote consideration of individual or group profits;

10. Appointment of Auditor for the ensuing year and fixation of remuneration for Audit/Service;

11. Any other business brought forward and conducive to the development of Khadi and Village Industries Commission articles production and sales activities;

12. To receive grants, subsidies from State Government, the Central Government, Khadi and Village Industries Commission, State Khadi and Village Industries Boards or any other bodies incorporated or otherwise;
13. To raise donations, loans against promissory notes or securities of the sangh or by mortgage or charge on all or any of the properties movable or immovable from the Khadi and Village Industries Commission, Bombay, the State Government, the Central Government, Public bodies, Institutions, banks or individuals or to borrow money against debentures.

14. To file or defend suits and take or defend all other proceedings on behalf of the sangh through its Secretary.

15. To deligate any of its powers to sub-committees or to individuals.

16. To frame rules and regulations for affiliating other bodies itself and affiliates itself with other bodies with objectives and programmes akin to the sanghs objectives and programmes.

17. To amend annual or add to the rules of the constitution;

18. Shall have the power to make rules and bye-laws from time to time for the proper conduct of the sangh.

19. The General body shall have the power to do all things that are germane to the above.
EXECUTIVE COMMITTEE

Shall have the Chairman, Secretary, Treasurer and 11 E.C. members including 2 Artisans and 2 women members.

The Executive Committee shall hold office for a period of 3 years, along with the office bearers.

The affairs of the sangh and all its activities shall be managed by the Executive Committee; meet once in two months and implements the decision taken by the General Body.

For ordinary meeting 15 days notice shall be given for extra-ordinary meeting atleast seven days notice shall be given.

The Executive Committee and General body shall be concerned by the Secretary or a member of the general body authorised by the Chairman or Chairman himself.

CHAIRMAN

The Chairman shall preside over all meetings of the sangh, and shall exercise general control over the administration of the sangh or such powers as may be entrusted to him by the general body.
In the absence of the Chairman, the other members of the General Body or Executive Committee shall choose one amongst them to preside over the meeting of the sangh. The Chairman is empower to give direction on behalf of the sangh.

SECRETARY

To attend the general administration and day to day affairs of the sangh.

Shall present the accounts and reports to the general body and executive committee, shall maintain the accounts and records, present annual reports and balance sheets.

Shall do every thing for the welfare of the sangh and branches under it and maintain all correspondences.

Shall pass orders for the appointment of workers, their transfer, removal or disciplinary action etc.

Shall have general powers to management such as instituting proceedings for enquiry, a disciplinary action against the workers of the sangh.
Shall convene the meetings of the Executive Committee and General Body ordinarily as per rules or an written requisitior by one third of the strength of member on roll.

Shall prepare and file with the concerned registrar such records, returns, statements, audited balance sheets etc. within the prescribed time in accordance with the Tamilnadu Societies Registration Act 1975 and Rules 1978.

Shall be bound by the decision of the General Body and Executive Committee in all matters. The Secretary and Treasurer shall countersign all documents of the sangh of permanent value.

The Secretary and Treasurer shall inspect and verify the accounts records, documents periodically and ensure proper custody and safety.

The Secretary may keep in hand of Rs.1 lakh in cash for emergency expenses.

TREASURER

Shall raise loans, collect, invest funds of the sangh under security or otherwise as decided by the general body.
Shall operate the bank accounts jointly with the Secretary of the sangh.

GENERAL

All the properties shall vest in the name of the Sangh.

In all the matters of the law the Secretary shall be the representative of the sangh and shall be person to be sued and to sue.

To invest or deposit surplus and earmarked funds of the sangh in securities approved by law in such a manner as the executive committee may think fit and proper in the interest of the sangh. In such transactions the limitations set by the Indian Trust Act shall not apply.

To sanction loan and advances to the worker member.
ORGANISATION OF TIRUCHIRAPALLI SARVODAYA SANGHS

- CHAIRMAN
- SECRETARY
- TREASURER

EXECUTIVE COMMITTEE MEMBERS
Total 11 (2 Artisans, 2 women)

- GENERAL BODY MEMBERS

BRANCH MANAGERS

OFFICE STAFF

EMPLOYEES

ARTISANS

LABOURERS
The workers are the backbone of any industrial activity. Machines can function smoothly and production can be stepped up only if the worker sets his shoulder to the wheel. The workers will lay themselves out only if they are happy and healthy. To help them to do their best we should improve the working condition of the worker. The work area should be spacious and it should be well ventilated. Devices meant for an emergency should be within their reach. Emergency medical aid should be attainable within a short time. Too much of work will blent the edge of their efficiency and make them inept and incompetent. So recreation and refreshment should be made available to them. A worker secerts himself for the well-being of his family. So fillip should be given to the education of the children of the work. Such measures will be a long way in paving the way for peace and progress in Sarvodaya industries.

Agriculture and agro-based cottage production are the main occupation of the people in Tiruchirapalli District. This type of work provides seasonal work to the villagers. The Sarvodaya Sanghs engages the rural people, particularly, in Khadi spinning and weaving work on part time basis, and piece rate system is adopted for paying the wages.
The Tiruchirapalli Sarvodaya Sangh has been employing 61 persons in its 10 production centres and 24 sales centres and the Tiruchirapalli North Sarvodaya Sangh has been employing 62 persons in its 15 production centres and 20 sales centres, both the Sanghs totally have 113 permanent employees. Purposive sampling method has been adopted and the information is collected through a judgement sample of 50 respondents from the employees in the form of schedule.

Both the Sarvodaya Sanghs in Tiruchirapalli District have been engaging nearly 500 casual labourers, half of them are women workers for seasonal work such as Khadi spinning, weaving, mat production and other cottage manufacturing, 50 of them have taken into account for this study to analyse their age group, qualification, wages and salaries and their level of satisfaction.
STUDY I: To verify the level of satisfaction of labourers working in Sarvodaya Sangh, the following NH are framed.

NH: The level of satisfaction and sex of labourers working in Sangh are independent.

To test above NH, a suitable $\chi^2$ is used where

$$\chi^2 = \sum \frac{(O_i - E_i)^2}{E_i}$$

this follows $\chi^2$ dist. with $(r-1) \times (c-1)$ df.
### TABLE 5.1

**LEVEL OF SATISFACTION OF LABOURERS**

<table>
<thead>
<tr>
<th></th>
<th>Satisfied</th>
<th>Dissatisfied</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>12</td>
<td>16</td>
<td>28</td>
</tr>
<tr>
<td>Female</td>
<td>8</td>
<td>14</td>
<td>22</td>
</tr>
<tr>
<td>Total</td>
<td>20</td>
<td>30</td>
<td>50</td>
</tr>
</tbody>
</table>

Source: Primary Data

Based on the above contingency table, the calculated value of $\chi^2$ is 0.338 which is less than the table value. Hence it can be concluded that both attributes are independent.

**STUDY II:** To verify the level of satisfaction of employees following NH is framed

NH: The level of satisfaction of employees and sex are independent.
TABLE 5.2
LEVEL OF SATISFACTION OF EMPLOYEES

<table>
<thead>
<tr>
<th></th>
<th>Satisfied</th>
<th>Dissatisfied</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>20</td>
<td>18</td>
<td>38</td>
</tr>
<tr>
<td>Female</td>
<td>4</td>
<td>8</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>24</td>
<td>26</td>
<td>50</td>
</tr>
</tbody>
</table>

Source: Primary Data

Based on above contingency table, the calculated value of $\chi^2$ is 1.76 for 1 degree of freedom which is less than table value. Hence it can be concluded that both attributes are independent.

STUDY III: To verify the level of educational status and sex of labour working in Sarvodaya Sangh the NH is framed.

NH: The educational status and sex of labour are independent.

The above NH can be tested with the help of $\chi^2$-statistic

$$\chi^2 = \sum \frac{(O_i - E_i)^2}{E_i}$$
TABLE 5.3
EDUCATIONAL STATUS OF LABOURERS AND SEX

<table>
<thead>
<tr>
<th></th>
<th>Upto SSLC</th>
<th>Upto +2</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>20</td>
<td>8</td>
<td>28</td>
</tr>
<tr>
<td>Female</td>
<td>12</td>
<td>10</td>
<td>22</td>
</tr>
<tr>
<td>Total</td>
<td>32</td>
<td>18</td>
<td>50</td>
</tr>
</tbody>
</table>

Source: Primary Data

Based on above table, the calculated value of $X^2$ is 1.41 which is less than the table value for 1 degree of freedom at 5 per cent level of significant. Hence it can be concluded that both attributes are independent.

STUDY IV: To verify educational status of employees and sex are independent, the following NH is framed.

NH: Both attributes are independent
TABLE 5.4

EDUCATIONAL STATUS OF EMPLOYEES AND SEX

<table>
<thead>
<tr>
<th></th>
<th>Upto SSLC</th>
<th>+ and above</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>28</td>
<td>10</td>
<td>38</td>
</tr>
<tr>
<td>Female</td>
<td>8</td>
<td>4</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>36</td>
<td>14</td>
<td>50</td>
</tr>
</tbody>
</table>

Source: Primary Data

Based on $X^2$ test, the calculated value of $X^2$ is 0.572 which is less than table value at 5 per cent level of significance for 1 degree of freedom. Hence it can be concluded that the educational status and sex are independent in case of employees of Sarvodaya Sangh.
**TABLE 5.5**

**COMPARATIVE PROFIT ANALYSIS**

<table>
<thead>
<tr>
<th>Year</th>
<th>Tiruchirapalli Sarvodaya Sangh (Rs. in Lakhs)</th>
<th>Tiruchirapalli North Sarvodaya Sangh (Rs. in Lakhs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1990-1991</td>
<td>0.27</td>
<td>0.46</td>
</tr>
<tr>
<td>1991-1992</td>
<td>0.61</td>
<td>0.61</td>
</tr>
<tr>
<td>1992-1993</td>
<td>0.69</td>
<td>0.62</td>
</tr>
<tr>
<td>1993-1994</td>
<td>0.81</td>
<td>0.60</td>
</tr>
<tr>
<td>1994-1995</td>
<td>0.98</td>
<td>0.66</td>
</tr>
<tr>
<td>1995-1996</td>
<td>1.61</td>
<td>1.70</td>
</tr>
<tr>
<td>1996-1997</td>
<td>2.17</td>
<td>1.90</td>
</tr>
<tr>
<td>1997-1998</td>
<td>1.01</td>
<td>1.57</td>
</tr>
<tr>
<td>1998-1999</td>
<td>1.45</td>
<td>1.37</td>
</tr>
<tr>
<td>1999-2000</td>
<td>1.10</td>
<td>1.13</td>
</tr>
</tbody>
</table>

Source: Audited Accounts statement.

The profit of the Sarvodaya Sanghs in Tiruchirapalli have been increasing gradually. Both the profit raised significantly in 1995-96 and 1996-97, because of Golden Jubilee year rebate sales of the Sarvodaya Sanghs. As a significant part of this profit is being spent on salaries and welfare measures of the employees and labourers, which makes the profit nominal in every year.
COMPARATIVE PROFIT ANALYSIS OF THE TIRUCHIRAPPALLI SARVODAYA SANGHS

YEAR

PROFIT IN THOUSANDS
0.5 1.0 1.5 2.0 2.5

TSS TNSS
<table>
<thead>
<tr>
<th>Year</th>
<th>Tiruchirapalli Sarvodaya Sangh (Rs. in Lakhs)</th>
<th>Tiruchirapalli North Sarvodaya Sangh</th>
</tr>
</thead>
<tbody>
<tr>
<td>1990-1991</td>
<td>16</td>
<td>13</td>
</tr>
<tr>
<td>1991-1992</td>
<td>18</td>
<td>13</td>
</tr>
<tr>
<td>1992-1993</td>
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<tr>
<td>1993-1994</td>
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<td>1994-1995</td>
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<td>1995-1996</td>
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<td>31</td>
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<tr>
<td>1996-1997</td>
<td>24</td>
<td>36</td>
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<tr>
<td>1997-1998</td>
<td>28</td>
<td>45</td>
</tr>
<tr>
<td>1998-1999</td>
<td>36</td>
<td>45</td>
</tr>
<tr>
<td>1999-2000</td>
<td>34</td>
<td>54</td>
</tr>
</tbody>
</table>

Source: Audited Accounts statement.

The salaries and allowances are the main source of employees satisfaction. The major part of earnings of the Sanghs have been spent on the salary and allowances of the employees. The above table shows that Tiruchirapalli Sarvodaya sangh disbursed more salary than the Tiruchirapalli North Sarvodaya Sangh in the early years of this study. But in recent years the Tiruchirapalli Sarvodaya Sangh's salary and allowances are significantly raised.
COMPARATIVE STUDY OF SALARY & ALLOWANCES
TRIUCHIRAPPALLI SARVODAYA SANGH (TSS) &
TRIUCHIRAPPALLI NORTH SARVODAYA SANGH (TNSS)