CHAPTER-III
ORGANIZATIONAL PROFILE

A: THE CRITERION USED FOR SELECTION OF UNITS
B: THE UNITS OF INVESTIGATION AND THEIR ACTIVITIES
ORGANIZATIONAL PROFILE

A) THE CRITERION USED FOR SELECTION OF UNITS

The Units of Study:

The investigations in this study were restricted to manufacturing units situated in the Kolhapur industrial area as under:

(A) In Udyamnagar - 2 units
(B) In M.I.D.C. - Shiroli - Kolhapur - 5 units.

These two industrial areas are the centre places of major industrial activities in the city. Many types of manufacturing and service units are concentrated there. Most of the industrial units of Kolhapur thus, had a chance of being represented.

The survey was carried during the period 16.6.1987 to 10.6.1990. According to the study mentioned above there were nearly more than 2,000 small-scale and large-scale industrial units in and around Kolhapur city. These units were engaged in diverse activities ranging from manufacturing and producing industries ranges from foundries, castings, job-work, textile, fabrications, floor-mills, cement, refrigeration, wrist-watch, milk and milk-products, paints, chemicals, agro-industries, metals, iron bars, utensils, engines, motors, batteries, spices, rice-mill, industrial associations, banks, co-operative credit societies, etc.

The size of these units varied in terms of the number
of employees as well as the capital structure and technology employed. The number of persons employed varied from as little as 5 persons to more than 1,800.

According to the same survey the Investigator found that there were only 14 industrial units employing more than 100 employees.

In selecting the units of investigation for the purpose of this study, a decision was taken that only those units would be studied which employed more than 120 persons. In this way, the decision was taken to select only seven industrial units in which there were more than 120 persons employed.

Out of these seven units:

1. one unit is of Central Government undertaking
2. one unit is of Maharashtra State Government Corporation
3. one foreign collaboration undertaking
4. one Private Ltd. Company, and
5. three units are Public Ltd. Companies.

In this way, these seven industrial units formed the Universe of the investigation and the respondents were drawn from these seven units only. These units were engaged in many diverse manufacturing activities ranging from automatic off-set printing machines for export trade and to a well known brand of H.M.T. wrist watches.

A brief description of the activities of these selected seven
industrial units is given in the following pages;

Criteria Used for Selecting the Units of Investigation for the Present Study:

1. The units should be situated in the Udyannagar and M.I.D.C. Shiroli, which are Registered under the Factories Act, 1947;

2. Only manufacturing units and not service and repair units form the universe of the study;

3. The units should have employed more than 120 employees to form the universe of study;

4. The employees should be Indian Nationals and must be working physically in the Industries selected for the present study;

5. The respondents were to be drawn from three levels of the organizational hierarchy, viz., Managers, supervisors and workers.

6. These respondents should be permanently employed;

7. There was no distinction made between White-collar and Blue-collar employee;

8. Both male and female, married or unmarried employees other than 'Bal Kamgar' would form the universe.
Criteria for Categorization of Employees:

The criteria used for categorizing employees are of three types, viz.,

1. Managers
2. Supervisors, and
3. Workers.

1. Managers:

Those employees were classified as managers who conformed to the following factors, e.g., employees officially listed as managers on the pay-roll of the units, these employees had the overall responsibility of the department and at least one supervisor or foreman or jobber was reporting to him; these employees should not be members of any trade union and be not covered by Collective Bargaining Agreement. According to the nature of the duty many more people were classified as managers who were officially listed as managers provided they fulfilled the above mentioned criteria.

In the category of the managers following employees were covered - viz., chief executives, chief engineers, General Manager, Finance Manager, Sales Manager, Purchase Manager, Work Manager, Foundry Manager, Machine Shop Engineer, Labour Welfare Officer, Store-keeper, etc.

2. Supervisors:

Those employees listed in the official records as superintendent,
supervisor, inspector, foreman, etc., are included in this category who must be supervising the work of at least two or more individuals who should be reporting to him for day to day productive activities. At least 50 per cent of their time should be spent in supervision rather than performing the job actually.

3. Workers:

All other employees working on the shop-floor, and other places of organization are included under this category. He should be listed as a worker in the Company Register, and be working under the supervision of a foreman, supervisor, or inspector. An employee under this category does not supervise the work of anyone else and no one need be reporting to him. They may be skilled, unskilled or semi-skilled employees like Jobber, Fitter, Carpenter, Mochi, Sweeper, Coolie, Helper, Scavenger, Watchman, Clerk, Typist, Driver, Gardener, etc., covered under this category.
3.1 UNIT-‘A’

PRODUCTS
3.2 UNIT 'B'

SINGLE-COLOUR
SHEET-FED
OFFSET PRESS

PRODUCTS
3.4 UNIT-'D'

PRODUCTS

Axle for Telco
Axle for Nissan Carrier
Axle for Jonga Jeep
Hand Brake Shaft for Telco
<table>
<thead>
<tr>
<th>QUARTZ WATCHES</th>
<th>QUARTZ WATCHES</th>
<th>MECHANICAL WATCHES</th>
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<tbody>
<tr>
<td>GENTS</td>
<td>LADIES</td>
<td>GENTS</td>
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</table>

PRODUCTS
3.7 UNIT 'G'

PRODUCTS

MOLASSES PUMPS

MAGMA / MASSECUITE PUMPS
In the starting period the unit manufactured domestic appliances and further manufactured agro instruments and tools. In 1951 the unit started erection of sugar factories with the assistance of "Walchand Group of Industries". Due to the foresight of founder the unit has not only survived but is doing very well indeed in the industrial world of Kolhapur.

Western Maharashtra Development Corporation Ltd. (WMDC) Pune signed an agreement with H.M.T. Ltd. to set up a captive watch assembly unit at Kolhapur under the name and style "Abhijat" Samaydarshika (Maharashtra) Ltd. in 1978.

In the beginning, the production was done in only one shift as against in three shifts at present. For expansion SICOM helped this unit a lot.

The company has its registered office at B'bay. It borrowed technical know-how, got its workers and staff trained from the Govt. of German Democratic Republic. The unit was declared as public limited Co. under the Company Law. The unit signed an agreement of technical collaboration with NIPPON PISTON RING CO. Tokyo Japan, and for technical consultancy agreement with M/s Sakura Kogyo Co. Ltd. Osaka, Japan.

Production started in 1967. The unit did not make any profit for the first couple of years, incurring heavy losses year after year. The management was reorganized during 1971-78 and M.D. changed the losing position into a profitable one and declared the maiden dividend. For expansion SICOM helped this unit a lot.

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Table 3.1 contd.

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<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
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</thead>
<tbody>
<tr>
<td>3. Production Activities</td>
<td>Textile goods, yarn, shirt-ting cloth, Dhoti spinning, carding, weaving, processing, etc.</td>
<td>Automatic cylinder Printing machines. OM-II Web Fed offset Machine, Ro-62 single feed offset press zircon, for export only. Approved production capacity is more than Rs. 35 crores per year.</td>
<td>Various types of pistons for Diesel engines, Marine Diesel engines, Tractors, Kirloskar Compressors, Defence, Tata vehicles, Mahindra Jeep, Maruti Gypsy, Bharat Forge Compressor, etc. And exports to Australia, Africa, Malaysia, Middle East &amp; the USSR. Turnover Rs. 20 crores per year.</td>
<td>Axles for different companies. This unit is one of the best Axle Shaft manufacturing Companies in India. The unit manufactures different Axles - spindle Axles for TELCO, Hard Brake Shaft for TELCO, Axles for Jonga Jeep, Nissan carrier, TELCO, Ashok Leyland, Kirloskar Tractors, Hindustan Motors, Calcutta, etc.</td>
<td>In 1989-90 production of 3,600 tons of quality castings was made. Castings required for sugar industries, Hydraulic industries, Shipping industries, &amp; General Engineering. The unit produces single piece casting from 25 Kg. onward up to 9 M.T. The company produces steel castings to all the specifications as per the requirement of the job.</td>
<td>The company receives all the components from HMT Ltd. Tumkur, for assembling of watches. The tested and accepted watches are despatched back to H.M.T. Ltd. for marketing.</td>
<td>4. Financial Aspect Owned by Govt. of Maharashtra fixed Assets Rs. 3 crores, current Assets Rs. 2 crores, profits Rs. 60 lakhs excluding taxes &amp; other statutory deductions.</td>
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contd.
### Table 3.1 contd.

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<tr>
<td>6. Work Force</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Managers</td>
<td>7</td>
<td>17</td>
<td>49</td>
<td>19</td>
<td>15</td>
<td>1</td>
<td>6</td>
</tr>
<tr>
<td>Supervisors</td>
<td>38</td>
<td>164</td>
<td>105</td>
<td>19</td>
<td>*</td>
<td>23</td>
<td>*</td>
</tr>
<tr>
<td>Workers</td>
<td>1,800</td>
<td>1,095</td>
<td>595</td>
<td>312</td>
<td>293</td>
<td>118</td>
<td>103</td>
</tr>
<tr>
<td>Total work force:</td>
<td>1,845</td>
<td>1,236</td>
<td>749</td>
<td>350</td>
<td>331</td>
<td>127</td>
<td>121</td>
</tr>
<tr>
<td>7. Departments</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
Trade Union
The unit has its own union affiliated to INTUC. Nearly 80% of the workers are members of the union. Only 90% of the employees are members of the union. Every member of the trade union, viz. the company, is now aware of the employees of this large employer group formed by the workers. All the workers are members of the trade union, viz. the company. It is now aware of the employees of this large employer group formed by the workers. All the workers are members of the trade union, viz. the company. It is now aware of the employees of this large employer group formed by the workers.

Site
Situated in the heart of Kolhapur city.

Expansion plan with the financial assistance of SIDCO & IDBI.

Table 3.1 contd
<table>
<thead>
<tr>
<th>Sr.No.</th>
<th>Unit</th>
<th>Manufacturing Activity</th>
<th>Managers</th>
<th>Supervisors</th>
<th>Workers</th>
<th>Grand Total</th>
<th>Sample Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Total 4</td>
<td>Sample 5</td>
<td>Total 6</td>
<td>Sample 7</td>
<td>Total 8</td>
</tr>
<tr>
<td>1</td>
<td>A</td>
<td>Cloth Yarn (Textile)</td>
<td>7</td>
<td>1</td>
<td>38</td>
<td>2</td>
<td>1,800</td>
</tr>
<tr>
<td>2</td>
<td>B</td>
<td>Most Modern Printing Machines</td>
<td>17</td>
<td>1</td>
<td>164</td>
<td>2</td>
<td>1,055</td>
</tr>
<tr>
<td>3</td>
<td>C</td>
<td>Pistons for Diesel Engines Tractors, Compressor, Truck,</td>
<td>49</td>
<td>3</td>
<td>105</td>
<td>2</td>
<td>555</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Jeep, Maruti Gypsy</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>4</td>
<td>D</td>
<td>Axles for heavy vehicles</td>
<td>19</td>
<td>2</td>
<td>19</td>
<td>1</td>
<td>312</td>
</tr>
<tr>
<td>5</td>
<td>E</td>
<td>Foundry for Sugar, Hydraulic, Shipping and General</td>
<td>15</td>
<td>1</td>
<td>23</td>
<td>1</td>
<td>293</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Engineering</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>6</td>
<td>F</td>
<td>Assembling Unit of HMT wrist watches</td>
<td>1</td>
<td>1</td>
<td>8</td>
<td>1</td>
<td>118</td>
</tr>
<tr>
<td>7</td>
<td>G</td>
<td>Sugar Mill Pumps, Parts</td>
<td>6</td>
<td>1</td>
<td>12</td>
<td>1</td>
<td>103</td>
</tr>
</tbody>
</table>

| Total |       |                                                        | 114      | 10          | 369     | 10          | 4,276        | 82           | 4,759        | 100          |