CHAPTER 4

PERSONNEL MANAGEMENT

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Introduction

Every corporate body, in essence, is but the result of conceptions, shrouded by more or less a prototype piece of legislation or the like, with slight modifications here and there to suit the local conditions for achieving desired goals. Their realisation, either partially or fully, involves a series of activities, phased in a chronological sequence. Formulation of a sound philosophy and theory, ardously followed up in a continuous process through consistent programmes, practices and procedures are but the few major recourses to be adhered to.

No corporate unit can think, assimilate facts, information and data, decide and execute decisions. It has to be human beings who have to perform these tasks, using their faculties of analysis and judgement on behalf of the legal entities. This can be done either singly or jointly. Long experience of centuries of civilised life has enabled mankind to develop organisational structures to suit the particular needs of society, economy, etc. at various points of time. ¹

All business policies should possess organic unity. Each subsidiary policy should support the major institutional policies and objectives. Business policies are, in general, more stable than procedures and regulations; yet they are not

static but are modified to meet the changing conditions. They serve as a stabilising factor to prevent the waste of energy in following programmes. They promote cooperation in the organisation as a whole and further initiative, particularly, at the lower level of supervision.

Personnel Management is defined as the field of management that has to do with planning, organising and controlling various operative functions of procuring, developing, maintaining and utilising labour force such that the (a) objective for which the corporate body is established are attained economically and efficiently, (b) objectives of all levels of personnel are served to the highest possible degree, and (c) objectives of the community are duly considered and served.

To assure the continuity of success and to maintain pace with the competitive position, six basic principles prescribed in the personnel management are summarised as (a) putting the right people in the right job, (b) training everyone for the job to be done, (c) making the organisation a coordinated team, (d) supplying the right equipments, where-withals and right conditions, (e) giving security with opportunity, incentive and recognition, and (f) looking ahead and planning ahead for more and better standards.

Usually, a corporate body possesses the ranks of skilled, semi-skilled and unskilled hands under the chief executive functioning under the direction of a managing board. The
members of this board are nominated, appointed, chosen and/or elected persons and represent the section of the community earmarked to draw direct benefits from the corporate body. They appoint from amongst them a managing director or in absence thereof, appoint a paid chief executive who heads the establishment composed of various groups of men operating in different divisions, departments, branches and sections.

In order to ensure that the entire structure of the organisation moves forward to attain the targeted goals of profit/service maximisation, the age-old techniques of enforcing the decisions taken by the superiors to be implemented by the subordinates need serious review and readjustment of policies in the light of scientific management movement initiated by F.W. Taylor and his contemporaries. Principle of traditional line authority relationship is advocated to be replaced by the functional one; by way of cultivating and moulding 'Human Relations' approach, wherein emphasis is placed on motivating people to work rather than merely goading them for job performances.

**Job Requirements**

In an UCB, generally the following categories of personnel are required:

General Manager/Manager/Secretary, Asstt. Manager, Accountant, Asstt. Accountant, Head Cashier, Departmental Head/Officer, Agent, Chief Inspector, Inspector, Senior Clerk,
Clerk, Peon, Attendant and Chowkidar.

**Strength:** As can be derived from Table 4.1, the study of 91 reporting banks, as on June 30, 1971, revealed that the chief executives were reckoned by such designations as General Manager 1, Secretary 4, Manager 82, Managing Director 1, Manager-cum-Accountant 1, with 2 vacancies in the designation of Managers. All these posts were held by males.

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Category/Classes of Employees</th>
<th>No. of Reporting Banks</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>General Manager</td>
<td>1</td>
<td>1</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>2.</td>
<td>Secretary</td>
<td>4</td>
<td>4</td>
<td>-</td>
<td>4</td>
</tr>
<tr>
<td>3.</td>
<td>Manager</td>
<td>82</td>
<td>82</td>
<td>-</td>
<td>82</td>
</tr>
<tr>
<td>4.</td>
<td>Managing Director</td>
<td>1</td>
<td>1</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>5.</td>
<td>Manager-cum-Accountant</td>
<td>1</td>
<td>1</td>
<td>-</td>
<td>1</td>
</tr>
</tbody>
</table>

The spread of asstt. chief executives and the other subordinate executive officials is described in Table 4.2. The strength of staff under this group was 340; out of which only 2 posts were operated by females, bearing the ratio of 99.4 males to 0.6 females. In the next group of the post of

2. B-1, B-3 to B-9, B-11 to B-26, B-28, to B-32, B-34, B-35, B-37, B-38, B-40, B-42 to B-64, B-65 to B-75, B-77 to B-83, B-84, B-85, and B-87 to B-100.
<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Category/Class of Employees</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Asstt. Manager</td>
<td>7</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>2.</td>
<td>Secretary</td>
<td>4</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>3.</td>
<td>Asstt. Manager-cum-Secretary</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>4.</td>
<td>Asstt. Manager-cum-Accountant</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>5.</td>
<td>Chief/Head Accountant</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>6.</td>
<td>Accountant</td>
<td>54</td>
<td>55</td>
<td>55</td>
</tr>
<tr>
<td>7.</td>
<td>Agent-cum-Accountant</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>8.</td>
<td>Accountant-cum-Cashier</td>
<td>10</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>9.</td>
<td>Jt./Sub/Asstt. Accountant</td>
<td>19</td>
<td>29</td>
<td>29</td>
</tr>
<tr>
<td>10.</td>
<td>Asstt. Accountant-cum-Recovery Officer</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>11.</td>
<td>Head Cashier</td>
<td>6</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td>12.</td>
<td>Cashier</td>
<td>71</td>
<td>130</td>
<td>130</td>
</tr>
<tr>
<td>13.</td>
<td>Asstt. Cashier</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>14.</td>
<td>Cashier-cum-Clerk</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>15.</td>
<td>Departmental Head/Officer</td>
<td>16</td>
<td>61</td>
<td>2</td>
</tr>
<tr>
<td>16.</td>
<td>Branch Manager</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>17.</td>
<td>Agent</td>
<td>7</td>
<td>17</td>
<td>17</td>
</tr>
<tr>
<td>18.</td>
<td>Chief Inspector</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>19.</td>
<td>Inspector</td>
<td>5</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>20.</td>
<td>Senior Clerks</td>
<td>20</td>
<td>67</td>
<td>67</td>
</tr>
<tr>
<td>21.</td>
<td>Godown keeper</td>
<td>3</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>22.</td>
<td>Pass-book Writer</td>
<td>1</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>23.</td>
<td>Clerks</td>
<td>86</td>
<td>597</td>
<td>621</td>
</tr>
</tbody>
</table>

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3. Ibid.
senior clerks, all the 67 incumbents were male. In the category of junior clerks, out of 627 persons, only 24 posts were operated by females, bearing the ratio of 96.2 males to 3.8 females.

This analysis establishes that woman-employees played a very insignificant role in managing the affairs of the UCBs.

Table 4.3 relays the picture of the employments in the menial category. Out of 367 posts in this group, all were operated, again, by the males only.

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Category/Classes</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Attendant</td>
<td>20</td>
<td>-</td>
<td>20</td>
</tr>
<tr>
<td>2.</td>
<td>Peons</td>
<td>308</td>
<td>-</td>
<td>308</td>
</tr>
<tr>
<td>3.</td>
<td>Jamadar/Chowkidar/Watchman</td>
<td>16</td>
<td>-</td>
<td>16</td>
</tr>
<tr>
<td>4.</td>
<td>Any other category*</td>
<td>23</td>
<td>-</td>
<td>23</td>
</tr>
</tbody>
</table>

* Drivers, liftmen, sweepers.

It will be interesting to note that out of man-power of 1490 employed by 91 reporting banks only 26 posts were held (mostly at lower level) by females. This bears the ratio of 98.3 males to 1.7 females.

4. Ibid.
In administering the day-to-day work of 91 reporting banks, as viewed from the angle of status of staff employed; in a total strength of 1490 persons, 91 were chief executives; 340 were asstt. chief executives and their subordinates, 67 were senior clerk, 627 were junior clerks and 367 were falling in menial category. Thus, averagely per bank, there was 1 chief executive, 1 subordinate executive, 0.74 senior clerk, 6.9 junior clerks and 4 employees of menial category. Expressed in terms of percentage of the categories of staff employed as compared with the total force employed, the chief executives represented 6.1 per cent, the asstt. chief executives and other subordinate executives 22.8 per cent, senior clerks 4.5 per cent, junior ministerial staff 42.0 per cent, and the miscellaneous menial category of employees represented 24.6 per cent.

Recruitment

The strength of employees in each cadre, in general, mainly depends on the area of operation of an UCB, the bulk of money transactions made by it and the banking services offered. The success of an UCB depends mostly on the pattern of staff carefully recruited after due adaptability tests from amongst eligible candidates; judging their integrity, training, loyalty, experience and efficiency in execution of their duties. Before commencing the programme of recruitment, the Board of Directors must decide a specific planned
scheme for the recruitment of the personnel and should also
decide the number of posts to be filled in at different
levels. Staff Recruitment Rules should be framed and rigidly
adhered to.

Recruitment Rules: Out of 88 reporting banks, 74 had not pres-
ccribed any staff recruitment rules, 24 had prescribed the
same. However, a few of these 64 banks had replied that they
had set standards of qualifications for recruitment of
various categories of staff. We will now study herebelow
the standard of qualifications prescribed and adopted for
recruitment in these banks.

Basic qualifications: 24 Banks which had already prescribed
staff recruitment rules had adopted higher academic qual-
ifications, pre-employment experience and allied study stan-
dards; whereas some (14 from amongst these 64 banks) had
also tried to abide themselves by some standards. Except
in some tiny and less developed banks, the standard pres-
cribed for appointment of personnel was of the graduate level,
in addition to previous experience in the banking field vary-
ing from 1 to 5 years and holding of diploma in coop. banking;

5. B-4, B-6 to B-9, B-12 to B-20, B-25 to B-27, B-31, B-32, B-38 to B-44, B-48, B-51 to B-53, B-55, B-56, B-58 to B-60, B-62, B-64 to B-74, B-76 to B-78, B-80, B-81, B-83, B-85 to B-89, B-91, B-93 to B-95, B-97, and B-98.

6. B-1, B-3, B-5, B-10, B-11, B-21, B-22, B-24, B-29, B-30, B-33 to B-35, B-46, B-49, B-50, B-75, B-79, B-82, B-84, B-90, B-92, B-99, and B-100.

7. B-8, B-14, B-26, B-43, B-44, B-59, B-66, B-71 to B-74, B-78, B-97, and B-98.
such as LDC, HDC, GDC & A, CAIIB, and the like, for the posts of officers ranging from the chief executive down to the accountant.

In the case of direct recruitment of posts below key level, the appointments were standardised either for graduates possessing diploma in coop. banking or for graduates having previous experience of work in the banks. As for ministerial cadre, the appointments were aimed at the standard of S.S.C. or equivalent examination. In some banks, even the peons and the chowkidars were expected to be S.S.C. or Non-Metric, probably with a view to train such staff in years to follow for promotion as junior clerks' posts if found suitable. It was further laid down by some banks that the peons must know cycling as an aid in easy performance of their duties.

Sources: The sources for recruitment used by the Board of Directors are the same as are available to any Govt. Deptt., local authorities and institutions. They are both internal and external. In the case of non-procurement of hands, however, the candidates may be drawn on loan from the District Central Coop. Banks. In the instances of establishing, altogether a new UCB, the entire staff strength will have to be recruited from open market and/or partially drawn from the District Central Coop. Banks. In the instances of internal promotions in the existing banks, however, the same should not be awarded on mere virtue of seniority; but unbiased appraisal of adequate employee record to adjudge the suitability
of the candidate for the promotion should be carefully considered. Factors of integrity, loyalty and efficiency constitute to be of uttermost importance in screening such cases.

Open market: Our country suffers from a large scale and perennial educated unemployment in urban and semi-urban areas. So, there is ample scope of recruiting staff in the ranks of menial and ministerial and even supervisor categories from the open market. Applications have to be invited through advertisements published in daily local newspapers of the region. The senior staff can be drawn either from local market, by internal promotion or on loan from the District Central Cooperative Banks, or from open market consistent with the specified policy of the Staff Recruitment Rules.

Convenient course to recruit staff from open market is by
(a) Advertising in the 'Daily Newspapers' of the region,
(b) Advertising on the Notice Boards, and (c) approaching the agency of Employment Exchanges. Out of 48 reporting banks, as on June 30, 1971, 13\(^8\) banks advertised through Local Newspapers; 17\(^9\) banks displayed the notification on their notice boards; 8\(^10\) banks advertised for the post of Managers through local newspapers and for the remaining posts displayed the Notifications on Notice Boards; 3\(^11\) banks

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8. B-17, B-30, B-56, B-58, B-68, B-69, B-71, B-75, B-81, B-89, B-93, B-94, and B-98,
9. B-6, B-8, B-12, B-32, B-34, B-35, B-39, B-44, B-53, B-59, B-60, B-62, B-64 to B-66, B-77, and B-78.
10. B-9, B-20 to B-22, B-24, B-29, B-79, and B-84.
11. B-14, B-99, and B-100.
advertised for the posts of Manager and Accountant through Local Newspapers and displayed Notification on the Notice Boards for other posts. 1\(^{12}\) bank advertised for all posts through Local Newspapers except for the post of peon notified on its Notice Board, 2\(^{13}\) banks drew the staff requirements through the aid of registrations made with the Employment Exchanges and 4\(^{14}\) banks drew their requirements by inviting applications from candidates registered in the Employment Exchange Offices and also by advertising through Local Newspapers.

The UCBs had also set a policy of drawing staff locally. Relatives of members of the Board of Directors and of bank employees are being given preferences over others. The study of 56 reporting banks on this aspect revealed the resultant position as under:

(i) Local candidates were given preference by 82.1 per cent banks, whereas, 17.9 per cent banks did not do so.

(ii) The relatives of the Directors were given preference by 5 banks only which worked out to only 8.9 per cent.

(iii) Like-wise in respect of recruitment of relatives of the bank employees, the same conservative attitude as in (ii) above was adopted and preference was given only by 8.9 per cent banks.

Recruitment Procedure: In keeping with the factors of eligibility, the manager screened all the applications received in terms of full and complete details and information, as furnished by the applicants. Then, the suitable candidates were summoned at their own expenses at the Head Office of the bank for the interview conducted by the Board of Directors. The candidates were tested in the interview regarding their standard of intelligence and qualifications, general behaviour, previous experience and knowledge pertaining to the post applied for, personality, physique and aptitude to prove best suited to the particular job requirements. Almost all the UCBs followed this procedure. However, the Surat Peoples' Cooperative Bank Ltd., Surat took, written examinations of the candidates, additionally.

Deputations: In the case of the setting up of a new UCB, occasions arise, wherein, some experienced staff — especially of managerial level are temporarily drawn on loan or deputation from the District Central Cooperative Banks for sometime. Further, in the instances where experienced and efficient staff are not available either from internal promotion or from open market, the UCBs are in the practice of drawing on deputation from the District Central Cooperative Banks. Efforts were made, however, to draw the staff on deputation to the barest minimum, as was evinced from the data (Vide: Table 4.4) as on June 30, 1971 supplied by 91 reporting banks, only 415 persons constituting 4.4 per cent were drawn

15. B-13, B-14, B-54, and B-63.
as managers.

Table 4.416

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Designation</th>
<th>No. of Staff employed</th>
<th>No. of em. on Total</th>
<th>Drawn by the ta-banks from other sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>General Manager</td>
<td>1</td>
<td>1</td>
<td>-</td>
</tr>
<tr>
<td>2.</td>
<td>Secretary</td>
<td>4</td>
<td>4</td>
<td>-</td>
</tr>
<tr>
<td>3.</td>
<td>Manager</td>
<td>82</td>
<td>78</td>
<td>4</td>
</tr>
<tr>
<td>4.</td>
<td>Managing Director</td>
<td>1</td>
<td>1</td>
<td>-</td>
</tr>
<tr>
<td>5.</td>
<td>Manager-cum-Accountant</td>
<td>1</td>
<td>1</td>
<td>-</td>
</tr>
</tbody>
</table>

Internal promotion: Experienced staff with bright and clean records of meritorious and efficient services with proven integrity and adequate knowledge deserve internal promotions in case of vacancies in the next higher grades and ranks. The issue has been discussed, at length, in this Chapter at another place.

Induction: Induction of new employees is essential as an immediate post-appointment step. It involves two aspects: (i) acquainting them with the details of the surroundings, the organisational set-up, the frame-work of the rules

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16. B-1, B-3 to B-9, B-11 to B-26, B-28 to B-32, B-34, B-35, B-37, B-38, B-40, B-42 to B-64, B-65 to B-75, B-77 to B-85, and B-87 to B-100.
and regulations, service conditions, welfare activities, policies, programmes, procedures, etc., and (ii) indoctrinating them with the philosophies of urban coop, banking and of the particular UCB. The aim is to initiate and size them to play a constructive role in the attainment of organisational objectives. A few large-sized UCBs offer some scope for such induction. A large sector of the UCBs, however, has to remain satisfied without any such processing of the new man-power.

Service Records

Precise upkeep of service records of the employees both in the private and public undertakings is of paramount importance, to enable the administration to exercise fair and equitous evaluation as and when required as also to help increase healthy industrial relations between the management and the workers.

Although, the staff service rules of the banks, as a matter of principle, demand in general, the upkeep of full service records; it was dimaying to note that out of 57 reporting banks; only 34 banks, as on June 30, 1971, affirmed that they maintained service records. Also, out of these 34 banks, on a probe, it transpired that an uniform system did not prevail. 17 banks maintained service books; 18

17. B-1, B-3 to B-5, B-11, B-12, B-15, B-17, B-33, B-34, B-36, B-38, B-42, B-44, B-53, B-71, B-82, B-92, and B-98.
banks maintained staff files; 619 banks maintained personal files; 320 banks had general files and 221 were keeping Service Registers. 2322 banks did not maintain any service records, whatsoever. This is rather elastic — inconsistent and outdated in the banking sector, which need be supplemented by standard practices. It is high time that, in the sector of coop. fields, a federated centralised command to study, lay, preach and exact healthier policies and practices is created that can help avert such popular lapses and negative performances and thereby bridge all the pitfalls of deficiencies. The GUCBF should undertake this responsibility to mend the situation.

In fact, even in some of the 34 banks that were maintaining the service records, the records were sketchy and not vivid and exhaustive in terms of incorporating minor and major requisite details in the files and registers. As the media of records constitute the means of consideration of cases for internal promotions and appreciations of good services, both the professional ethics and social justice religiously demand, the upkeep of these records on the following lines:

(i) A personal file in the form of a folder for each

individual with the papers chronologically filed and serially page numbered embodied with and beginning from his first application for recruitment, the test scores, the inter-viewers' reports, the copy of decision regarding selection, the office copy of the appointment letter, the acceptance letter from the employee together with his resumption report appear on this file. These will be further supplemented by the medical report on physical fitness for first appointment; character certificates from local and educational authorities, besides periodical notes of merit-ratings, scores in departmental examinations, scores obtained at the training centres, transfers, promotions, rewards for good work, grievances, disciplinary and punishment cases, educational accomplishments etc..

(ii) Besides, in the cases of senior and responsible staff, handling cash and dealing with money transactions, there will be execution of bonds and securities supported by competent and eligible sureties. Annual performance of senior staff will also be reflected through confidential reports. Again, there will be papers of documentary value in the form of execution of service agreements together with the conditions of service duly signed by the employee. All such records need be carefully preserved and neatly maintained in folders.
Duty list duly noted and signed by the employees should also find room in their personal files.

(iii) An abridged and exhaustive record be further kept through Service Books, Service Registers or Service Sheets, in which the particulars of data, viz., name, father's name, surname, permanent address, date of birth, community, religion, educational qualifications, date of appointment, initial salary and grade, physical fitness, identification marks, reference (authority) of date of birth, period of probation, yearly increments, confirmation, promotion, punishments, rewards etc. etc. are all chronologically recorded as they occur giving reference to the relevant orders. Service rolls should be maintained for inferior staff on the forms prescribed for the State Govt. Servants.

(iv) Regular and correct posting of records should be authenticated by yearly verification and issue of a written certificate to that effect by the Chief Executives.

(v) A separate individual record of leave earned and availed by an employee should also be maintained.

(vi) Separate Individual Provident Fund Account in the form of a Ledger should also be maintained, wherein the details of 'Advances' given from the Staff Provident Fund, recoveries effected and other relevant entries be recorded.
Training

Need: Training is an integral part of personnel management. It should be correlated to the requirements of the personnel with reference to the jobs and responsibilities required to be assigned to them. The new recruit should be given pre-employment training, before he is expected actually to spread his hands on work to be detailed to him, he should be given full idea about the organisation, its origin, growth, future plans and exactly where and how the candidate is required to fit himself.

Training to personnel in an organisation is the foundation work to acquire reduction in waste and increase in productivity. The ever-present need of training the men on the job to meet changing techniques or to improve out-dated and inefficient methods and practices can hardly be over emphasised. Employees must be trained to handle new situations, launch laudable and lucrative model schemes and drives for the betterment of the people at all layers. Training aims at developing the aptitudes, the skills and the abilities of the employees. It would enhance their growth, elevating them in positions and promotions, simultaneously improving an over-all efficiency and output of the concern at large. The bulk of the urban coop. banking business that has developed in our State in the post-independence era, demands specialised pre-employment training to the employees of the
UCBs that have a great role to play in furtherance of our planned national economy, standing abreast of the nationalised commercial banks. It is the group of these persons, who from the field of banking are best suited to envelope urban and semi-urban areas, by close contacts, in years to follow, in the direction of unprecedented "Wake of Socio-economic Independence".

All the highly developed nationalised banks are already afoot on the track to impart training to their staff to meet with the call of the day. The UCBs have to gird their loins and launch revolutionary and unrivalled efforts in this channel with planned targets.

In business houses, a large variety of training programmes depending on the teaching materials and the techniques to be used and the abilities and the receptivities of the trainees are in vogue. They include occasional lectures with coordinated demonstrations and recitations, audio-visual instructions through sound motion pictures, slides, posters, flip charts, flannel boards, tape-recorders and working models, group participation through conferences, seminars, symposia, discussion meetings, case studies, 'buzz' sessions, by role playing and attaching the trainees to the persons actually executing specific jobs.\textsuperscript{23}

\textsuperscript{23} A-27: p. 134.
**Agencies:** The UCBs are very small employment units. They cannot individually afford to organise training centres for their staff at various levels to impart pre-employment training, the in-service initial or basic training with subsequent periodical refresher courses, including specialised training for staff at key level. They are required to depend, for this, on some external agencies.

'On the Job' training initially was provided in the bank itself by the senior personnel. Besides, basic training in banking and cooperation, the staff should have necessary orientation and training in industrial finances so that they could carry out their duties with proper understanding and efficiency.

Training may be divided at three levels:

1. Training officers for managerial courses, i.e. at key-level.
2. Training executive subordinates, i.e. those at middle level or at below key-level.
3. Training at lower level -- to juniors and ministerial staff.

Facilities are offered by the RBI through 'The Cooperative Banks Training College, Poona' to train personnel for managerial duties. Kaira Dist. Cooperative Union, Nadiad; Ahmedabad Dist. Cooperative Union, Ahmedabad; the Panch Mahals Dist. Cooperative Union, Godhra; and the similar ones
of the other dist.s are also organising training courses for staff at the middle and lower levels. However, the Indian Institute of Management, Ahmedabad and the Gujarat State Cooperative Union are two major institutions that afforded facilities for training up to the highest level. Other institutions including (i) The Cooperative Training College, Vallabhbh Vidyanagar, (ii) Sahakari Talim Shala at Surat, (iii) Sahakari Talim Shala at Patan, and (iv) Sahakari Talim Shala at Nadiad have been imparting training at various levels to the staff deputed by the UCBs.

Occasional seminars and conferences were convened by the Gujarat State Cooperative Banks' Association, Ahmedabad, The Gujarat Urban Cooperative Banks' Federation, Ahmedabad, the Kaira Dist. Cooperative Union and such other federations.

Inspite of all such varying facilities and efforts, the UCBs need harbour no complacence, taking full cognizance of the criticism voiced, in the First Seminar of the Chief Executive Officers of the UCBs held between 12 and 14 July, 1971, at Poona, that a large number of personnel was yet to be trained in Gujarat. This statement could be substantiated by the result of the factual figures studied by the Author and presented hereafter.

Out of 52 reporting banks, as on June 30, 1971, the personnel from 29 banks were partially trained and those in 23 banks were not trained at all. The category-wise positions
were as follows:

(i) Pre-service Training, In-service Training and Refresher Training to their 24 managers were provided by 3\(^{24}\), 4\(^{25}\) and 4\(^{26}\) UCBs respectively.

(ii) 5\(^{27}\) banks provided In-service Training to their 5 Asstt. Managers.

(iii) The Pre-service and the In-service Trainings were made available to 23 Accountants by 3\(^{28}\) and 16\(^{29}\) banks respectively. Insofar as the Asstt. Accountants were concerned, the Pre-service and the In-service Trainings were given by 2\(^{30}\) and 3\(^{31}\) banks respectively to their 4 employees.

(iv) Similarly, the 3\(^{32}\) banks provided the Pre-service and the In-service Trainings to their 6 Cashiers.

(v) 3\(^{33}\) banks provided Pre-service Training and 3\(^{34}\) banks provided In-service Training to their 38 Clerks.

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25. B-1, B-4, B-10, B-17, B-22, B-29, B-30, B-42, B-58, B-60, B-64, B-75, B-81, B-92, B-94, and B-98.
26. B-1, B-10, B-30, and B-60.
27. B-1, B-4, B-21, B-64, and B-71.
29. B-1, B-6, B-10, B-20, B-22, B-24, B-36, B-45, B-56, B-64, B-71, B-75, B-79, B-82, B-84, to B-92.
30. B-3, and B-56.
31. B-56, B-64, and B-84.
32. B-3, B-56, and B-92.
33. Ibid.
34. B-1, B-58, and B-79.
The UCBs faced two difficulties in the execution of the programmes for training their employees:

(i) Most of the banks being small in size found it difficult to bear the cost of training of their employees.

(ii) On sponsoring the staff for training, these small banks had to face the hazards of the entire work load, that was more difficult to bear by the remaining meagre strength of the staff.

Cost of training: The UCBs in Gujarat as studied above had deputed their employees for training at various places of training centres/institutions/colleges organised by the authorities functioning at various levels. In doing so, naturally, the following types of expenditures were involved: What are the details of such expenditures? Let us probe into it.

(i) Full payments of basic salary and allowances to the employees deputed for training, considering them on duty.

(ii) Reimbursement to the trainees of the travelling expenses both ways as per Travelling Allowance and Daily Allowance Rules.

(iii) The lodging and boarding charges, and

(iv) The travelling expenses on visits for practical training.

Thus, the cost of the trainee-employees could be
considered a heavy burden on the UCBs if the entire cost is to be borne by them. But, in all cases it was not so. As derived from the study of 29 reporting banks, as on June 30, 1971, cost as against items (i), (ii) above were borne by the sponsoring banks. As for the training through the aid of RBI at Poona, 75 per cent cost for the remaining items was borne by the RBI and 25 per cent by the banks deputing their candidates. The Gujarat State Cooperative Union, the Kaira District Cooperative Union, the Ahmedabad District Cooperative Union and similar federal organisations borne the cost of imparting training inclusive of facilities of coaching, and facilities of library, boarding and lodging. However, the costs were borne by the sponsoring banks for the candidates deputed for training at the centres at Patan and Uttarsandra; the costs for the trainees deputed at Bhavnagar were shared by the Centre and the sponsoring banks; and the cost for the trainees deputed at the Sahakari Talim Shala, Surat and at the Cooperative Training College, Vallabh Vidyanagar were borne by the Gujarat State Cooperative Union.

Incentives: In the broad sense, as gathered from the replies of the reporting banks in general, it is practically implied that the trained personnel will secure better considerations as compared with their untrained counterparts at the time of

35. B-1, B-3, B-4, B-6, B-10, B-11, B-17, B-20 to B-22, B-24, B-30, B-36, B-42, B-45, B-49, B-56, B-58, B-60, B-64, B-71, B-75, B-79, B-81, B-82, B-84, B-92, B-94, and B-98.
granting promotions.

Out of 11 reporting banks, only 3 banks had given advanced increments to their staff deputed for training for managerial course at the Cooperative Bankers' Training College of RBI at Poona; whereas the remaining 8 banks had offered no incentives whatsoever. Only 1 bank had offered advanced increment for the LDC of Bhavnagar; no other banks offered any incentive in this respect, for this or for any other training courses.

Obligations: On completion of successful training, return and resumption by the trainee-employees to their substantive posts, some banks gave advanced increments to their staff. The employees on their part, before proceeding for training on deputation by the bank, were required by some banks to execute bonds with banks, undertaking to serve for at least the periods ranging from 2 to 5 years, as may be prescribed by different banks as instanced below, failing which the employees had to repatriate all the costs to the concerned bank.

Out of 11 reporting banks, in respect of the Managerial Course of the Cooperative Bankers Training College of the RBI

36. B-42, B-45, and B-75.
37. B-17, B-21, B-24, B-30, B-49, B-64, B-71, and B-98.
38. B-11.
at Poona, 6\textsuperscript{39} banks obtained bonds from their employees to serve at least for 5 years; \textsuperscript{40} bank obtained the service-bond to serve at least for 3 years and \textsuperscript{41} banks did not secure any such bonds for serving after successful completion of the training.

Again, 1 bank — Kodinar Taluka Nagrik Sahakari Bank Ltd., Kodinar — got executed the service-bond for serving for 3 years from an employee deputed for training in LDC at Bhavnagar. 1 more bank — Sevalia Urban Cooperative Bank Ltd., Sevalia — obtained a similar bond for 3 years for an employee deputed for training in LDC at Uttarsanda. 1 bank — Umreth Urban Cooperative Bank Ltd., Umreth — sent a candidate at Surat and the other at Nadiad for training in Sahakari Talim Shala at Surat and in Cooperative Training School at Nadiad for coop. diploma on securing service-bonds from the employees to serve them for at least 2 years on return from their successful completion of the training. 1 bank — Kalol Urban Cooperative Bank Ltd., Kalol — had deputed a candidate to Bombay State Cooperative Banks' Union, Bombay, for coop. diploma after securing 3 years' service-bond.

It is painful to record here that the conservative attitude of the UCBs in not harbouring the liberal and humanitarian angle of perception in the shape of not offering

\begin{itemize}
\item[39.] B-17, B-21, B-24, B-64, B-71, and B-75.
\item[40.] B-42.
\item[41.] B-30, B-45, B-49, and B-98.
\end{itemize}
the incentives for a good cause and at the same time enforcing strictness, nay, sternness in getting the bonds executed from the needy employees; simply displays the lack of knowledge of principles of personnel management on the part of the Board of Directors of these banks, who, themselves virtually appear to be in the urgent need of training in "Cooperative financial and personnel managements" in the larger interest of onward march of the Cooperative Campaign in our State. Further, in order to maintain the continuity of the onward progress, looking to the complexities of techniques in the context of ever-changing environments of the banking sector in this age of dynamic and varied competitions, the UCBs will be required to exert united, consistent and harmonious efforts based on the principles of financial management and unitedly, create sources under the auspices of the GUCBF, to impart exhaustive training, to their all categories of staff at all levels commencing from pre-employment training to periodical refresher courses.

Remuneration

Basis: It is in the fairness of dealings, consistent with good business ethics, therefore, that every corporate body, should lay down in clear-cut terms the staff service rules defining the modes of service conditions on which the structure of remunerations is based and interlinked. On screening the data as on June 30, 1971, received from 96 reporting banks,
it was found that 51 banks had prescribed staff service rules, in respect of 9 banks, the same were settled and declared as governed by the Bombay Industrial Relations Act, 1946, in the case of 1 bank, the President(Judge), Industrial Court, Ahmedabad had declared the Award and the remaining 35 banks did not prescribe the staff service rules.

As seen in respect of 10 banks that consequent upon disputes arisen between the management and the employees, the governmental authorities, viz., the President(Judge) Industrial Court, Ahmedabad, the Labour Commissioner and the Conciliator, Baroda had to step in and help restore industrial peace.

In ordert that, within the frame-work of fast developing banking business, disputing factors likely to throttle the onward march are nipped from the very on-set of the root by way of introducing the ideal staff service rules, in conjunction with the Govt. Labour Policy and keeping in view the fast changing trends in the economic world.

42. B-1 to B-3, B-5, B-10 to B-12, B-14, B-21 to B-24, B-28 to B-31, B-33 to B-37, B-44 to B-46, B-50, B-53, B-54, B-56, B-59, B-61, B-63, B-66, B-67, B-71 to B-73, B-75, B-76, B-78 to B-80, B-82, B-84, B-87, B-89 to B-93, B-99, and B-100.
43. B-1, B-15, B-17, B-38, B-42, B-77, B-81, B-83, and B-98.
44. B-40.
45. B-6 to B-9, B-13, B-16, B-18 to B-20, B-25 to B-27, B-32, B-39, B-41, B-43, B-47, B-49, B-51, B-52, B-55, B-60, B-62, B-64, B-65, B-68 to B-70, B-74, B-85, B-86, B-88, and B-95 to B-97.
Principles: In modern employment relationships, wages and salaries are play a major part in stimulating employees to work and thus contribute their effort and skill to the job or mission of each enterprise. The employers buy their participation and contribution. They pay each team member for making the goal of the team his own goal. 'From rank-and-file unskilled workers to the presidents of our largest corporations, the principal motivator for joining and participating in the work of the team is assumed to be the financial reward, or compensation'.

Significance of remuneration, based on the forces affecting demand and supply angles of man-power, swayed under the impact of economic forces, may, in other words, be reckoned as a continuous process of wage programming, in the context of possible quest and solution of the most compromising and acceptable answer to wage problems. Remuneration constitutes an over-all compensation received by an employee for his willing contribution to the total activity of an organisation with pre-set goals.

There are variety of ways to compensate the employees for the functions they performed. In an UCB, one is paid for his engagement for a fixed number of hours daily, employing his physical, mental and emotional energies with a willing cooperation in the group endeavour. Notwithstanding various

job-evaluations, merit rating and employee appraisal programmes, besides scrolls of different theories of wages, exercised by experts in various countries, the precise demarcation and determination of the rate of remuneration, having not been exhaustively encompassed, has remained, yet to be a matter of delusion, insofar as the employee discontentment and subsequent unrest and the trade union disputes related to remuneration have not ceased. Inspite of all the welcome advents of theories of human relationships and personnel management zealously instilled in the approach of labour relations in big business houses, wage determinations are by and large challenged and charged by the labour leaders, branding them as arbitrary and the like.

In essence, a good remuneration system should aim at providing a monetary incentive to an employee which may impel his conscience to give the best in him for the growth and stability of the organisation that employs him, and positive and constructive conditions of service conditions which may arouse in him the confidence in management, eventually resulting in harmonious relations and understanding between his personal aims and the goal beset for the institution.

In the urban coop. banking sector, it is the "Time Scales of Pay" that have been traditionally entertained as the method of remunerating their employees. Wage determination policy
being dependent on a number of backgrounds is devolved on such major factors as (a) employer's ability to pay, (b) prevailing cost of living, (c) government's regulatory measures regarding remunerations, (d) trade union activities, (e) the nature of jobs to be performed, (f) the skill requirements, (g) the responsibilities involved, (h) the demand for and the availability of the type of manpower required, (i) the socio-economic structure of the community, and (j) the prevalent pay-scales in similar sister banks in the region.

Forms: There are various forms in which remunerations are being disbursed to the employees. The salient features of which are discussed herebelow:

Basic pay: The UCBs had adopted time scale for the permanent members of the staff, reserving to themselves in their absolute discretion the right to modify, change, abrogate at any time the 'Time Scale Pay' in any particular case or in general. The grades and the time scales laid down by different UCBs exhibited very wide disparities.

The comparative study of 87 reporting banks, as on June 30, 1971, it is revealed that practically each bank, with its respective team of Board of Directors as an autonomous authority, had fixed altogether different and varying pay scales for each category of their employees. There were wide and radical inequalities in the grade of the posts of the same cadre although the work demanded was of the similar
nature. As an illustration, the representative picture of pay scales of the Chief Executives employed in 87 reporting banks is given below:

(i) In the case of 12 banks, all had varying pay scales as follows:

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Pay Scale</th>
<th>Name of the Bank that had adopted</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Rs. 1425-75-1500-100-2000</td>
<td>Surat Peoples' Cooperative Bank Ltd., Surat.</td>
</tr>
<tr>
<td>9.</td>
<td>Rs. 500-1000</td>
<td>Dohad Urban Cooperative Bank Ltd., Dohad.</td>
</tr>
</tbody>
</table>

(ii) The chief executives of 2547 banks were drawing basic

47. B-7, B-9, B-14, B-15, B-17, B-29, B-30, B-36, B-37, B-40, (contd. ..p. 270)
Pay between Rs. 150 and Rs. 810 p.m.

(iii) In 27\textsuperscript{48} banks, the basic salary of the chief executives was between Rs. 125 and Rs. 580 p.m.

(iv) In 23\textsuperscript{49} banks, the pay scales were rather very poor. In fact, in many instances, they simply reflected a sort of mockery of the post of a chief executive. On one hand the pay scales of the chief executives of a large bank was of Rs. 1425-2000, on the other hand the chief executive of a tiny bank was getting Rs. 150 fixed p.m. What a great disparity! It is true that the pay scales ought to be different dependent on the magnitude of the banks; but, as a basic principle, the art, the know-how and the efficiency-standards required of a chief executive are to be more or less the same, which in fairness, demands, prescription of an exact line of demarcation of the maxima and the minima of their time scales.

Similarly, in Table 4.5 is given the representative position of the pay scales of the employees of the different categories of the UCBs, the study of which would show the similar picture while we had in the case of the study of the

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47. (continued from p. 269)
B-41, B-46, B-48 to B-50, B-56, B-61, B-62, B-64, B-69, B-75, B-82, B-91, B-93, and B-94.

48. B-12, B-13, B-18, B-21, B-24, B-34, B-35, B-39, B-43, B-44, B-47, B-51, B-54, B-58, B-63, B-66 to B-68, B-70, B-72 to B-74, B-80, B-85, B-93, B-97, and B-100.

49. B-8, B-10, B-20, B-22, B-23, B-25, B-26, B-28, B-31, B-32, B-33, B-55, B-59, B-60, B-78, B-81, B-83, B-87 to B-89, B-95, and B-99.
pay scales of the Chief Executives of the reporting UOBs. For example, the highest pay for Accountant indicated the figures of pay of Rs. 1275 of serial No. 1 as against Rs. 150 only of serial Nos. 9 and 10. For the important job of cashier, the highest grade (Vide: serial No. 2) was Rs. 200-500 plus Rs. 25 cash allowance) whereas the lowest one was Rs. 66-132 with no cash allowance (Vide: serial No. 9). The highest paid junior clerk was in the bank shown (Vide: serial No. 1) scaled Rs. 165-505; whereas the lowest paid was (Vide: serial No. 3) in the scale of Rs. 55-95. Similar disparities were noticed even in the lower categories of peons, watchmen, etc.. It is hightime that such eye-opening and climaxing disparities: as peon's highest basic pay of Rs. 204 in Surat Peoples' Cooperative Bank Ltd., Surat and Rs. 150 (fixed) basic salary paid to the Manager in Limbdi Vibhagiya Nagrik Sahakari Bank Ltd., Limbdi (Dist. Surendranagar) and Rs. 175 (fixed) basic paid to the Manager in Talaja Nagrik Sahakari Bank Ltd., Talaja, were the glaring instances to awaken and invite attention of our esteemed leaders in the coop. banking sector to get together, ponder over the issue and evolve a planned solution after deliberations, to create a centralised command, to harness, without affecting the autonomy of individual enterprises, to enhance the overall working efficiency of the bank-employees.

Again, as per tradition in the trade of banking sector although the majority of the banks had adopted time scales,
951 banks were giving consolidated pay whereas 752 banks were giving fixed basic pay to their staff, the pay packets in the shapes of consolidated and fixed basic pay having chances of increase now and then at the discretion, mercy and will of the Board of Directors. 153 bank did prescribe time scale but the same was stated to be inclusive of all allowances. It is evident from the above records, that no specific and standard rules, yard sticks and principles were unitedly adopted in fixing uniform remunerations. As such, confusions, complexities and anamolies emanating in respect of various banks, on an inter-comparative check and probe, were far innumerable. Undefined yard-sticks, not consistent with the principles of determining remunerations, apparently applied in a vague, isolated and scattered modes of minds, can be labelled, if not arbitrary, at least as lacking in upkeeping the principles of financial management, whatever may be the highest ideals and objectives of the Board of Directors. It is hightime that unfaultered and planned procedural practices for specifying and catering remunerations and fringe benefits to staff are adopted by all the UCBs in Gujarat unitedly on an uniform standard.

Dearness allowance: In keeping with the fluctuations--

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51. B-20, B-25, B-41, B-47, B-48, B-62, B-83, B-88, and B-95.
53. B-94.
rather rise — in the cost of living, it is paid, since the Second World War, as an aid to compensate the declines in the real incomes of the salary and wage-earners. The amounts of allowances tended to rise in keeping with rise in the cost of living. Slab system was adopted in order that the employees drawing the lowest basic salaries had comparatively a higher advantage in terms of gross incomes. Viewing finally that the trend of rising cost of living was not likely to come down in near foreseeable future owing to large scale development expenditure it was decided to merge portions of dearness allowance with the basic pay. Salient representative features, as on June 30, 1971, of the study of 21 reporting banks are depicted below.

As presented in Table 4.6, out of 21 banks, 10\textsuperscript{54} had prescribed the DA rates and paid accordingly; 2\textsuperscript{55} banks paid as per scale prescribed by the Gujarat Govt.; 4\textsuperscript{56} banks paid DA in keeping the price index of consumers' goods i.e. the cost of living; 3\textsuperscript{57} banks offered consolidated pay (did not fix pay scales); 1 bank — Kaira Peoples' Cooperative Bank Ltd., Kaira -- did not give any DA, and 1 bank -- Modasa Nagrik Sahakari Bank Ltd., Modasa -- gave the pay-scale inclusive of all allowances. As for the 4 banks which paid the DA said

\begin{itemize}
  \item 54. B-1, B-3 to B-6, B-14, B-29, B-48, B-60, and B-87.
  \item 55. B-11, and B-42.
  \item 56. B-38, B-45, B-92, and B-98.
  \item 57. B-41, B-83, and B-88.
\end{itemize}
to be in keeping with the index of prices of consumers' goods:

(i) 158 mentioned that the base year for equating the index was reckoned as 1949 and not 1960. In this case, the basic pay of its Manager was Rs. 570 p.m., and the DA paid to him was Rs. 350 p.m., which worked out at 61.4 per cent of the basic pay.

(ii) 159 bank reported to have paid the DA in keeping with the index of rise of cost of living and the Manager was getting Rs. 450 p.m. as basic pay and Rs. 325 p.m. as DA (Rs. 325 having been laid down as maximum permissible DA by this bank). In this case the DA actually paid worked out at 72.2 per cent of the basic pay.

(iii) 260 banks had paid the DA in keeping with the index of cost of living with 1960 as base year, needed no comment. Thus, in this category, two wide disparities prevailed.

House rent allowance: In order that the bank employees may get monetary compensation and relief in securing housing accommodation, in the urban areas, in face of the prevalent acute shortage of housing accommodation and soaring rates of

58. B-38.
59. B-45.
60. B-92, and B-98.
<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Name of the Bank</th>
<th>Rate of Dearness Allowances as per Pay Designations</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Basic Pay</td>
<td>Amount of DA paid (in Rs.)</td>
</tr>
<tr>
<td>1</td>
<td>Ahmedabad People's Cooperative Bank Ltd., Ahmedabad.</td>
<td>Upto 150</td>
</tr>
<tr>
<td></td>
<td></td>
<td>From 151-250</td>
</tr>
<tr>
<td></td>
<td></td>
<td>251-500</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Above 500</td>
</tr>
<tr>
<td>2</td>
<td>Cooperative Bank of Ahmedabad Ltd., Ahmedabad.</td>
<td>--</td>
</tr>
<tr>
<td></td>
<td>Officers</td>
<td>.200</td>
</tr>
<tr>
<td></td>
<td>Clerks</td>
<td>.100</td>
</tr>
<tr>
<td></td>
<td>Peons</td>
<td>.100</td>
</tr>
<tr>
<td>3</td>
<td>Ahmedabad Majoor Sahakari Bank Ltd., Ahmedabad.</td>
<td>--</td>
</tr>
<tr>
<td></td>
<td>Officers</td>
<td>.200</td>
</tr>
<tr>
<td></td>
<td>Clerk</td>
<td>.70% of basic pay</td>
</tr>
<tr>
<td></td>
<td>Peons</td>
<td>not exceeding Rs.200</td>
</tr>
<tr>
<td>4</td>
<td>Manek Chowk Cooperative Bank Ltd., Ahmedabad.</td>
<td>Upto 90</td>
</tr>
<tr>
<td></td>
<td></td>
<td>From 91-200</td>
</tr>
<tr>
<td></td>
<td></td>
<td>201-300</td>
</tr>
<tr>
<td></td>
<td></td>
<td>301-400</td>
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<tr>
<td></td>
<td></td>
<td>401-600</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Above 600</td>
</tr>
<tr>
<td>5</td>
<td>The Sabarmati Cooperative Bank Ltd., Sabarmati.</td>
<td>Upto 100</td>
</tr>
<tr>
<td></td>
<td></td>
<td>From 101-150</td>
</tr>
<tr>
<td></td>
<td></td>
<td>151-200</td>
</tr>
<tr>
<td></td>
<td></td>
<td>201-250</td>
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<tr>
<td></td>
<td></td>
<td>251-400</td>
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<tr>
<td></td>
<td></td>
<td>Above 400</td>
</tr>
<tr>
<td>6</td>
<td>Palanpur Nagrik Sahakari Bank Ltd., Palanpur.</td>
<td>Upto 75</td>
</tr>
<tr>
<td></td>
<td></td>
<td>From 76-125</td>
</tr>
<tr>
<td></td>
<td></td>
<td>126-200</td>
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<tr>
<td></td>
<td></td>
<td>201-300</td>
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<tr>
<td></td>
<td></td>
<td>301-400</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Above 400</td>
</tr>
<tr>
<td>7</td>
<td>Anand Peoples' Cooperative Bank Ltd., Anand.</td>
<td>--</td>
</tr>
<tr>
<td></td>
<td>Manager: Consolidated Pay</td>
<td>Rs.775 inclusive of all allowance</td>
</tr>
<tr>
<td></td>
<td>(contd...p. 277)</td>
<td></td>
</tr>
<tr>
<td>No.</td>
<td>Location</td>
<td>Pay Range</td>
</tr>
<tr>
<td>-----</td>
<td>---------------------</td>
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</tr>
<tr>
<td>7</td>
<td>Anand Peoples' Coop. Bank Ltd., Anand</td>
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</tr>
<tr>
<td></td>
<td>(contd...)</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Bhavnagar</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Vibhagiya</td>
<td>Upto 50</td>
</tr>
<tr>
<td></td>
<td></td>
<td>From 51-64</td>
</tr>
<tr>
<td></td>
<td>Nagrik Saha-Kari Bank Ltd., Bhavnagar.</td>
<td>&quot; 65-100</td>
</tr>
<tr>
<td></td>
<td></td>
<td>&quot; 101-104</td>
</tr>
<tr>
<td></td>
<td></td>
<td>&quot; 105-150</td>
</tr>
<tr>
<td></td>
<td></td>
<td>&quot; 151-164</td>
</tr>
<tr>
<td></td>
<td></td>
<td>&quot; 165-255</td>
</tr>
<tr>
<td></td>
<td></td>
<td>&quot; 256-329</td>
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<tr>
<td></td>
<td></td>
<td>&quot; 330-379</td>
</tr>
<tr>
<td></td>
<td></td>
<td>&quot; 380-500</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Above 500</td>
</tr>
<tr>
<td>9</td>
<td>Jhalod Urban</td>
<td>Upto 109</td>
</tr>
<tr>
<td></td>
<td>Cooperative Bank Ltd., Jhalod.</td>
<td>From 110-149</td>
</tr>
<tr>
<td></td>
<td></td>
<td>&quot; 150-209</td>
</tr>
<tr>
<td></td>
<td></td>
<td>&quot; 210-399</td>
</tr>
<tr>
<td></td>
<td></td>
<td>&quot; 400-449</td>
</tr>
<tr>
<td>10</td>
<td>Tarapur Urban</td>
<td>Upto 50</td>
</tr>
<tr>
<td></td>
<td>Cooperative Bank Ltd., Tarapur.</td>
<td>From 51-64</td>
</tr>
<tr>
<td></td>
<td></td>
<td>&quot; 65-100</td>
</tr>
<tr>
<td></td>
<td></td>
<td>&quot; 101-135</td>
</tr>
<tr>
<td></td>
<td></td>
<td>&quot; 136-150</td>
</tr>
<tr>
<td></td>
<td></td>
<td>&quot; 151-164</td>
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<tr>
<td></td>
<td></td>
<td>&quot; 165-255</td>
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<tr>
<td></td>
<td></td>
<td>&quot; 256-329</td>
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<tr>
<td></td>
<td></td>
<td>&quot; 330-339</td>
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<tr>
<td></td>
<td></td>
<td>&quot; 340-379</td>
</tr>
<tr>
<td></td>
<td></td>
<td>&quot; 380-429</td>
</tr>
<tr>
<td></td>
<td></td>
<td>&quot; 430-461</td>
</tr>
</tbody>
</table>

To make the total of basic pay plus DA = Rs. 683

---

61. B-1, B-3 to B-6, B-14, B-29, B-48, B-60, and B-87.
house rents, granting of "House Rent Allowance" also constituted an integral part of remuneration. Out of 92 reporting banks as on June 30, 1971, while 70 banks did not give any house rent allowance, 22 banks gave the same as per details given in Table 4.7

Over time allowance: In the settlement, between the Anyonya Sahakari Mandali Cooperative Bank Ltd., Baroda, and the Gujarat Bank Workers' Union, Rajkot, arrived at after due reference to the Conciliator, Baroda, it was decided that (a) employees shall not be required to work for more than 6½ hours on week days except 3½ hours on Sundays, total hours of work not exceeding 36 hours a week. (This bank observes Saturdays for weekly rest); (b) overtime shall not exceed more than 2 hours any day excepting on yearly and half yearly closings; (c) maximum hours of overtime work shall not exceed 120 hours in a financial year by any employee; and (d) for the purpose of overtime, 'wages' shall include basic wage, dearness allowance and special allowances, if any.

Out of 82 reporting banks, as on June 30, 1971, 23 banks did not take any over-time duties from their employees


Table 4.765

<table>
<thead>
<tr>
<th>No. of Hates/Amounts of House Rent Allowance reporting banks.</th>
<th>Rates/Amounts of paid/admissible</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Rs. 20/- p.m. to all staff</td>
</tr>
<tr>
<td>1</td>
<td>To Officers: Rs. 25/- p.m.;</td>
</tr>
<tr>
<td></td>
<td>To Others : Rs. 15/- p.m.</td>
</tr>
<tr>
<td>1</td>
<td>10% of total salary -- Minimum Rs. 10/- and Maximum Rs. 60/- p.m.</td>
</tr>
<tr>
<td>1</td>
<td>Between pay ranges:</td>
</tr>
<tr>
<td>50 - 150</td>
<td>Rs. 20/- p.m.</td>
</tr>
<tr>
<td>151 - 200</td>
<td>Rs. 25/- p.m.</td>
</tr>
<tr>
<td>201 - 350</td>
<td>Rs. 35/- p.m.</td>
</tr>
<tr>
<td>351 - 400</td>
<td>Rs. 40/- p.m.</td>
</tr>
<tr>
<td>401 - 450</td>
<td>Rs. 45/- p.m.</td>
</tr>
<tr>
<td>Above 451</td>
<td>10% of the basic pay but not exceeding Rs. 75/- p.m.</td>
</tr>
<tr>
<td>1</td>
<td>As per State Govt. Rules.</td>
</tr>
<tr>
<td>1</td>
<td>Manager : Rs. 25/- p.m.</td>
</tr>
<tr>
<td></td>
<td>Cashier : Rs. 15/- p.m.</td>
</tr>
<tr>
<td></td>
<td>Accountant : Rs. 20/- p.m.</td>
</tr>
<tr>
<td></td>
<td>Clerk : Rs. 10/- p.m.</td>
</tr>
<tr>
<td></td>
<td>Peon : Rs. 5/- p.m.</td>
</tr>
<tr>
<td>1</td>
<td>10% of basic pay, minimum Rs. 15/- p.m.</td>
</tr>
<tr>
<td>2</td>
<td>Rs. 10/- p.m. to all staff</td>
</tr>
<tr>
<td>1</td>
<td>Manager: Rs. 20/- p.m.;</td>
</tr>
<tr>
<td></td>
<td>Administrative Officer: Rs. 20/- p.m.; Remaining staff: Rs. 15/- p.m.; and Peon: Rs. 10/- p.m.</td>
</tr>
<tr>
<td>1</td>
<td>10% of basic salary; minimum Rs. 10/- p.m.</td>
</tr>
<tr>
<td>1</td>
<td>Officers: Rs. 20/- p.m.; Clerk &amp; Peon: Rs. 15/- p.m.</td>
</tr>
<tr>
<td>1</td>
<td>5 to 7 per cent of basic salary to all staff</td>
</tr>
<tr>
<td>1</td>
<td>Manager: Rs. 25/- p.m.; Officers: Rs. 20/- p.m.; Clerks &amp; Peons: Rs. 15/- p.m.</td>
</tr>
<tr>
<td>1</td>
<td>Manager: Rs. 25/- p.m.; Accountant, Loan Officer &amp; Cashier: Rs. 20/- p.m.; Senior</td>
</tr>
</tbody>
</table>

(contd...p.280)
<table>
<thead>
<tr>
<th>No. of reporting banks.</th>
<th>Rates/Amounts of House Rent Allowance paid/admissible</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Clerk &amp; Clerk: Rs. 15/- p.m.; and Peon: Rs. 10/- p.m.</td>
</tr>
<tr>
<td>1</td>
<td>Manager: Rs. 25/- p.m.</td>
</tr>
<tr>
<td>1</td>
<td>Only to Manager: Rs. 50/- p.m.</td>
</tr>
<tr>
<td>1</td>
<td>Manager: Rs. 30/- p.m.; Clerk: Rs. 5/- p.m.</td>
</tr>
<tr>
<td>2</td>
<td>10% of basic pay to all staff</td>
</tr>
<tr>
<td>1</td>
<td>Manager, Officers &amp; Clerks: Rs. 10/- p.m.; Peons: Rs. 7/- p.m.</td>
</tr>
</tbody>
</table>

and the remaining 59 banks did take overtime duties as and when required. Out of 59 banks, 1^66 banks did not pay any overtime allowance, 5^67 banks paid the overtime allowance in the form of closing allowance, 2^68 banks gave the same in keeping with the agreement with the workers' union in one case and as per staff service rules in the other case, 4^69 banks did not fix any rates of overtime allowance but paid the same as decided, from time to time, by the Board of Directors and the remaining 31 banks paid overtime allowance as detailed in Table 4.8.

65. B-1, B-3 to B-5, B-9, B-10, B-14, B-17, B-18, B-24, B-29, B-30, B-38, B-42, B-49, B-58, B-68, B-69, B-71, B-78, B-79, and B-100.

66. B-3, B-6, B-8, B-10, B-12, B-20, B-22, B-24, B-26, B-27, B-29, B-34, B-58, B-61, B-62, B-64, and B-79.

67. B-5, B-9, B-75, B-91, and B-100. 68. B-17, and B-45.

69. B-21, B-85, B-86, and B-96.
### Table 4.870

<table>
<thead>
<tr>
<th>No. of reporting banks</th>
<th>Rate of payment of Over Time Allowance</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Manager at Rs. 250; Peon at 1½ times on working day and at 2 times on holiday.</td>
</tr>
<tr>
<td>4</td>
<td>1½ times the basic salary and dearness allowance.</td>
</tr>
<tr>
<td>1</td>
<td>1 or 2 months' pay per year.</td>
</tr>
<tr>
<td>8</td>
<td>1 month's total pay (basic + DA) per year.</td>
</tr>
<tr>
<td>5</td>
<td>2 months' total pay per year.</td>
</tr>
<tr>
<td>1</td>
<td>4 salaries (basic + DA) per year.</td>
</tr>
<tr>
<td>3</td>
<td>2 and a half months' total salary (basic+DA).</td>
</tr>
<tr>
<td>1</td>
<td>3 months' salary per year.</td>
</tr>
<tr>
<td>1</td>
<td>Re. 0.80 ps. per hour to clerk &amp; Re. 0.40 ps. per hour to peons and Watchmen.</td>
</tr>
<tr>
<td>1</td>
<td>2 basic pay per year.</td>
</tr>
<tr>
<td>1</td>
<td>1 month's basic pay per year.</td>
</tr>
<tr>
<td>1</td>
<td>5 months' basic pay per year.</td>
</tr>
<tr>
<td>1</td>
<td>3 months' basic salary per year.</td>
</tr>
<tr>
<td>1</td>
<td>1½ to 2 months' total pay per year.</td>
</tr>
<tr>
<td>1</td>
<td>1.60 times the basic salary &amp; DA.</td>
</tr>
</tbody>
</table>

**Special allowances:** The UCBs paid the following special allowances to their employees: in recognition to compensate

70. B-1, B-4, B-11, B-13, B-14, B-23, B-33, B-36, B-40, B-44, B-46, B-50, B-54, B-56, B-59, B-60, B-65, B-67, B-68, B-71 to B-74, B-76, B-78, B-82, B-87, B-92 to B-94, and B-98.
them for extra hazards faced by them due to the increased nature of work-loads and circumstances demanding their sustained attentions:

(a) Closing allowance as on 30th June and 31st December every year granted to the staff.

(b) Washing allowance granted specially to peon(to others if prescribed).

(c) Night Duty allowance to watchman.

(d) Cash allowance to Cashier and Chief Cashier.

(e) Special allowances or personal pay to a clerk -- senior or junior -- functioning as in-charge or head of a section or any employee shouldering extra-additional or higher responsibilities.

As obtained from 45 reporting banks, as on June 30, 1971, the closing allowance was not paid by 37* banks; whereas, the same was paid by 872 banks as under:

3 banks viz., Morvi Nagrik Sahakari Bank Ltd., Morvi, Rajkot Mercantile Cooperative Bank Ltd., Rajkot, and Surendranagar Peoples' Cooperative Bank Ltd., Surendranagar paid 1 month's salary per year; 1 bank viz., Visnagar Nagrik Sahakari

71. B-6, B-8, B-16, B-18 to B-20, B-24 to B-26, B-28, B-31, B-37, B-41, B-42, B-44, B-46, B-48, B-50, B-54, B-55, B-60, B-61, B-65, B-68, B-70, B-72, B-73, B-78, B-79, B-81, B-82, B-83, B-90, B-94, B-95, B-97, and B-99.

72. B-1, B-5, B-30, B-56, B-75, B-89, B-91, and B-100.
Bank Ltd., Visnagar, paid 2 months' total salary per year; 1 bank viz., Mahuva Nagrik Sahakari Bank Ltd., Mahuva, paid 2 months' basic salary per year; whereas 1 bank viz., Mehmmedabad Cooperative Bank Ltd., Mehmmedabad, paid 6 days' total salary towards closing allowance per year. Besides, 2 more banks paid the closing allowance as under:

1 bank viz., Ahmedabad Peoples Cooperative Bank Ltd., Ahmedabad paid Rs. 100/- p.a. to Junior Officers, Rs. 120/- p.a. to Junior (confirmed) Officers, Rs. 150/- p.a. to Senior Officers and Agent, and Rs. 200/- p.a. to Accountant; and the other bank viz., Manek Chowk Cooperative Bank Ltd., Ahmedabad paid Rs. 100/- p.a. to Officers, Rs. 75/- p.a. to Clerks, and Rs. 60/- p.a. to Peons.

**Officiating allowance**: Any employee required to officiate in higher post was paid officiating allowance at the rate of 10 per cent of his actual existing basic pay or 10 per cent of the starting salary of the post officiated, whichever was higher.

**Cycle allowance**: Sepoys/peons required to use bicycle in execution of their duties were paid cycle allowance as prescribed by the Board of Directors. Some banks, however, preferred to purchase and maintain bicycle for the official use by their peons.

**Subsistence allowance**: An employee suspended pending inquiry was required to be paid 50 per cent of his basic pay
and 50 per cent of DA and full house rent allowance for the first fifteen days of his suspension and thereafter 50 per cent of basic pay plus full amount of DA and house rent allowance.

Other allowances: As extracted from the details of the 13 reporting banks, various other allowances were also given by a few banks detailed below:

(a) **RBI's inspection attendance allowance:** Banks used to give special allowance to their own staff who attended the RBI inspection. Thus, 1 bank viz., Shree Bharat Cooperative Credit Bank Ltd., Baroda gave Rs. 50/- lumpsum to all its employees.

(b) **Tiffin allowance:** Shree Bharat Cooperative Credit Bank Ltd., Baroda paid 1 month's total salary per year to all its staff members.

(c) **Dearness allowance (Relief):** (i) 1 month's total pay was given per year to all staff by Bhavnagar Vibhagiya Nagrik Sahakari Bank Ltd., Bhavnagar; and (ii) 3 months' total salary per year to all staff was given by Kodinar Taluka Nagrik Sahakari Bank Ltd., Kodinar.

(d) **Election allowance:** 60% of 1 month's basic pay was paid to all staff for election work by Mahuva Nagrik Sahakari Bank Ltd., Mahuva.

(e) **Calendar year ending allowance:** An amount of Rs. 100 per employee was paid by Jambusar Peoples' Cooperative
Bank Ltd., Jambusar.

(f) **Special allowance:** 2 basic salaries per year were given by Kalol Nagrik Sahakari Bank Ltd., Kalol (Dist.: Mehsana) to all its staff.

(g) **Interim Relief** was granted (i) by Godhra Mercantile Cooperative Bank Ltd., Godhra to the extent of 4 to 5 basic pay salaries to all its staff, and (ii) by Halol Urban Cooperative Bank Ltd., Halol to the extent of 3½ months' salaries to all its staff.

(h) **Special annual remuneration:** at the rate of 8.33 per cent of the total salary was given per year by Rajkot Karmachari Sahakari Bank Ltd., Rajkot to its all members of staff.

**Bonus:** From out of the net profit made by the bank, an amount, on percentage basis, as decided by the Board of Directors was set aside, and given to the permanent employees. Temporary employees in deserving cases were also considered for the grant of such bonus by the Board of Directors. Usually, it was decided as a norm, to grant bonus for amounts not exceeding 2 months' salaries.

Out of 37 reporting banks, 31 banks had paid bonus as under; whereas 6 banks did not pay any bonus:

(i) 9 Banks paid at a rate of 20 per cent of the total

73. B-16, B-85, B-95 to B-97, and B-99.
74. B-1, B-3, B-5, B-15, B-58, B-64, B-68, B-69, and B-75.
salary.

(ii) Bank paid at a rate of 20 per cent of the basic salary.

(iii) Bank paid at a rate between 15 and 18 per cent of the total salary.

(iv) Banks paid at a rate of 8.33 per cent (one month's salary) of the salary.

(v) Bank paid at a rate of 8 per cent of the total salary.

(vi) Banks paid at a rate of 3 months' total salary.

(vii) Bank paid at a rate of 3 months' basic salary.

(viii) Banks paid at a rate of 2 months' total salary.

(ix) Bank paid at a rate of 2 months' total salary (to be paid normally in the event if the bank makes enough profit).

(x) Banks paid at a rate of 2 months' basic salary.

(xi) Bank paid at a rate of 1 month's basic salary.

It is observed that 6 banks, tinier in size and in bulk

75. B-2. 76. B-29. 77. B-4, B-6, B-8, B-61, B-65, B-89, and B-91.
82. B-22. 83. B-13, B-14, B-20, and B-82. 84. B-81.
of business have not been able to grant bonus due to compara­
tive less profitability.

**Wage payment:** Wage month is reckoned by the UCBs as commenced
from 1st of every month and closing on the last date of each
month. Dates of payments in different banks were varying.
Out of 98 reporting banks, as on June 30, 1971, 76\(^{85}\) banks
paid the monthly salary on the last working day of the month;
8\(^{86}\) banks paid the same in the last week of the month; 6\(^{87}\)
banks paid the salaries on the last friday of the month; 2\(^{88}\)
banks paid the same between 28th and the end of each month
(excepting in February between 26th and 28th); and the remain­
ing banks paid as under:

1\(^{89}\) bank paid between 21st and the last date of each
month,

1\(^{90}\) bank paid between 26th and the last date of each
month,

1\(^{91}\) bank paid on 27th of each month,

2\(^{92}\) banks paid on 25th of each month, and

1\(^{93}\) bank paid the salaries on the 1st working day
of the next month.

---

85. B-1, B-2, B-5, B-10, B-11, B-13 to B-20, B-22 to B-32,
B-35 to B-39, B-41, B-43, B-44, B-46, B-48, to B-56, B-58
to B-69, B-71, B-72, B-74 to B-76, B-78 to B-80, B-83 to
B-85, B-87 to B-89, and B-93 to B-100.

86. B-3, B-6, B-8, B-33, B-40, B-42, B-70, and B-77.

87. B-7, B-21, B-82, B-86, B-90, and B-92.

(88 to 93 contd. ... p.288)
Mode of payment: Payment to the employees was made in cash at the site of work during the hours of working.

Housing Accommodation

For the fact that the UCBs have been following, as far as possible, the practice of recruiting local persons as employees, led to a partial sigh of relief in terms of housing the staff; but the same was surely not a solace absolving the administrations of these banks from the responsibility of providing housing accommodation to their staff; especially when in these days the alarming growth of population both in the urban as well as the rural sectors has rendered the situation very tense for procuring the housing accommodation by any one at a reasonable rent even in less developed urban areas. The provision of housing accommodation should, therefore, be considered as an essential obligation on the part of the UCBs. This will help increase the efficiency of the staff. Better still, as an alternative, it may be considered at the earliest, to grant loans on easy terms to the staff who should be assisted to form their own coop. housing societies to build their own houses, as is done by a number of bank employees, serving in the nationalised commercial banks.

(continued from p. 287)

92. B-9, and B-91. 93. B-34.
As for the performance of the UCBs in this respect, it may be stated that out of 96 reporting banks, 93 had not so far provided any housing accommodation; Anyonya Sahayakari Mandali Cooperative Bank Ltd., Baroda had proposed such a scheme to provide accommodation at 10 per cent rent plus requisite taxes; Sardar Bhiladwala Pardi Peoples' Cooperative Bank Ltd., Pardi had provided accommodation to its Manager and Agent free of rent; and Padra Nagar Nagrik Sahakari Bank Ltd., Padra had provided rent free accommodation to its manager alone.

Out of 92 reporting banks as on June 30, 1971, while 85 banks did not give any financial assistance to their employees for construction of their own houses, 7 banks gave such assistance as detailed below:

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Name of the UCB</th>
<th>Provision for financial assistance</th>
</tr>
</thead>
<tbody>
<tr>
<td>1)</td>
<td>Ahmedabad Peoples' Cooperative Bank Ltd., Ahmedabad.</td>
<td>Loans upto Rs. 10,000 to Clerks; and upto Rs. 40,000 to Officers at the rate of interest ranging from 6% to 10%</td>
</tr>
<tr>
<td>2)</td>
<td>Cooperative Bank of Ahmedabad Ltd., Ahmedabad.</td>
<td>Loans upto Rs. 5,000 at the rate of interest of 7%</td>
</tr>
<tr>
<td>3)</td>
<td>Amod Nagrik Sahakari Bank Ltd., Amod.</td>
<td>Loans amounting to 6 months' salary to any employee, repayable in 24 equal instalments.</td>
</tr>
<tr>
<td>4)</td>
<td>Godhra City Cooperative Bank Ltd., Godhra.</td>
<td>Loans upto maximum of Rs. 8,000 against 2 sureties at the rate of interest of 6%, recoverable in 16 yearly equal instalments,</td>
</tr>
</tbody>
</table>

94.  B-1 to B-14, B-16 to B-21, B-23 to B-26, B-28 to B-37, B-39 to B-44, B-46 to B-56, B-58 to B-92, and B-94 to B-100.

95.  (on page No. 290)
Medical Aid

But for the grant of sick and half pay leave on medical certificates, there is no machinery, on the lines of Govt. servants to render any medical aid benefits to the employees of the urban banks. Some banks, however, offer cash payments to their employees to reimburse the charges incurred by them for medicines on production of medical certificate and bills.

Out of 60 reporting banks, as on June 30, 1971, 21 banks were giving medical aid as detailed below; whereas 39 banks were not giving any medical aid:

(i) 3 Banks paid at Rs. 120 per year to each of its employees.

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95. (continued from p. 289) B-4 to B-13, B-16 to B-20, B-23 to B-31, B-33 to B-36, B-39 to B-76, B-79 to B-85, B-88 to B-97, B-99, and B-100.

96. B-6, B-8, B-13, B-16, B-18 to B-20, B-24 to B-26, B-28 (contd. p.291)

97. B-1, B-3, and B-11.
(ii) 198 Bank paid Rs. 150 to its Manager and its Agent; Rs. 100 to its Branch Accountant and Head Office Accountant and Rs. 75 to all its Clerks and Peons per year.

(iii) 599 Banks paid Rs. 100 per year to all its employees.

(iv) 6100 Banks paid Rs. 60 per year to all its employees.

(v) 5101 Banks paid Rs. 50 per year to all the members of its staff.

(vi) 1102 Bank paid Rs. 30 per year to all its employees in genuine cases the Board of Directors considered these cases on their merits for grant of additional medical aid.

Other Welfare Activities

Canteens: No bank had maintained any canteen. Only 1 bank, viz., Rajkot Sahakari Bank Ltd., Rajkot, offered a subsidy.

96. (continued from p. 290)
B-31, B-37, B-41, B-44, B-48, B-50, B-54, B-56, B-58, B-61, B-63, B-65, B-68, B-70, B-73, B-78, B-79, B-81, B-85, B-89, B-90, B-94, B-95, B-97, B-99, and B-100.

98. B-38. 99. B-9, B-45, B-46, B-64, and B-82.

100. B-10, B-14, B-17, B-29, B-42, and B-91.

101. B-36, B-55, B-69, B-72, and B-75.

Educational facilities: No substantial grants were so far given by the UCBs to their employees towards educational assistance, either for the education of their employees or for the education of their children. However, 3 banks gave educational assistance partially for the children of their employees towards (i) payment of fees, and (ii) purchase of text books. In order to improve the socio-economic status of the bank employees and their children and thereby induce the staff’s willing cooperation in smooth and efficient day-to-day functions of the bank, apace with the policy followed by the enlightened enterprises, the banks should formulate different schemes to provide full facilities and monetary assistance to their employees for improving their academic status and for educating their children.

Financial accommodation: In these days of financial stringencies, the employees deserve relief in order to enable them (i) to meet the unforeseen expenditures including sickness, redemption of debts, and deaths, in the family, and (ii) to incur expenditures towards marriages of children, expenditures for education, repairs of buildings, purchase of house, purchase of conveyance and such items as fans, sewing machines and refrigerators. In order to raise morale and loyalty of the employees towards the organisation, the banks should have varying schemes to advance loans to their employees on easy terms and conditions including concessional
The banks granted special loans to their employees for purchase of conveyance. Out of 60 reporting banks as on June 30, 1971, while 43 banks did not give any such loans, 17 banks granted these loans as per the following details:

<table>
<thead>
<tr>
<th>No. of banks</th>
<th>Particulars of loans granted</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>At 80 per cent of the cost of the vehicle repayable in 30 equal instalments at 6% per cent interest.</td>
</tr>
<tr>
<td>1</td>
<td>At 100 per cent cost of the vehicle on hire purchase basis at 9 per cent interest.</td>
</tr>
<tr>
<td>1</td>
<td>At 100 per cent cost of cycle to peons and 100 per cent cost of scooters to officers, free of interest.</td>
</tr>
<tr>
<td>1</td>
<td>At 100 per cent cost, repayable in 20 equal instalments at 9 per cent interest.</td>
</tr>
<tr>
<td>1</td>
<td>At 8 times of the total pay, against 2 sureties, and repayable in 2C monthly equal instalments.</td>
</tr>
<tr>
<td>1</td>
<td>Upto Rs. 5000 for scooter or cycle at 12 per cent interest repayable within 2 years in monthly equal instalments.</td>
</tr>
<tr>
<td>1</td>
<td>Upto 75 per cent cost of conveyance at 10 per cent interest, repayable in 25 monthly equal instalments.</td>
</tr>
<tr>
<td>1</td>
<td>Loans upto an amount of 6 salaries.</td>
</tr>
<tr>
<td>1</td>
<td>Interest free Loans as per requirements, repayable in 30 equal instalments.</td>
</tr>
<tr>
<td>1</td>
<td>Loans for purchase of cycle to Peons.</td>
</tr>
</tbody>
</table>

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103. B-4, B-8 to B-13, B-15, B-17, B-22, B-24, B-32 to B-36, B-38 to B-40, B-42, B-44, B-45, B-53, B-56, B-58 to B-60, B-62, B-64 to B-66, B-69, B-70, B-72, B-75, B-79, B-81, B-84, B-87, B-89, B-93, B-94, and B-98.

104. B-1 to B-3, B-6, B-14, B-20, B-21, B-29, B-30, B-49, B-67, B-68, B-71, B-78, B-82, B-92, and B-100.
<table>
<thead>
<tr>
<th>No. of banks</th>
<th>Particulars of loans granted</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Loans upto the amounts of 4 times the total salary, repayable in 18 monthly equal instalments.</td>
</tr>
<tr>
<td>1</td>
<td>Financial assistance for any purpose upto Rs. 2000.</td>
</tr>
<tr>
<td>1</td>
<td>Interest free loans upto 70 per cent cost of the vehicle.</td>
</tr>
<tr>
<td>1</td>
<td>Interest free loan, repayable in monthly equal instalments for purchase of cycle by the peons.</td>
</tr>
<tr>
<td>1</td>
<td>Upto 50 per cent cost of the vehicle at 11 per cent interest, repayable in monthly equal instalments within 5 years for purchase of cycle, scooter, refrigerator, sewing machine, fans, etc., by any of its employees.</td>
</tr>
<tr>
<td>1</td>
<td>Rs. 300 interest free loan for purchase of cycle by any employee.</td>
</tr>
<tr>
<td>1</td>
<td>75 per cent of the cost of vehicle at 6 per cent interest, repayable in monthly equal instalments within 3 years.</td>
</tr>
</tbody>
</table>

**Confirmation**

Timely confirmation of employees increases their job satisfaction. Every employee, therefore, on satisfactory completion of the prescribed probation period, or the period on trial, if his work and conduct are found satisfactory, should necessarily be confirmed. The provisions in the bye-laws of the banks also uphold that persons having put in more than 6 months' service should be confirmed. The analysis of the available data made available by 91 banks showed the
results as detailed below:

(i) As on June 30, 1971, the position prevalent in respect of the posts of Chief Executive in 91 reporting banks was as given in Table 4.9.

Table 4.9

<table>
<thead>
<tr>
<th>Total posts</th>
<th>Vacancies</th>
<th>Having been drawn on loan service</th>
<th>Posts actually operated by banks</th>
</tr>
</thead>
<tbody>
<tr>
<td>91</td>
<td>2</td>
<td>4</td>
<td>85</td>
</tr>
</tbody>
</table>

Out of these 85 posts, while 87.1 per cent of the persons on the posts were confirmed, 12.9 per cent or 11 persons were working as officiating ones. On a further probe into the matter, it was found that all persons having service of one year and over were confirmed by these banks.

(ii) In the case of the categories of the posts of the assistant chief executives and the senior officials, out of 340 persons working on these posts, 317 or 95.2 per cent were confirmed.

(iii) While, in the category of the posts of the senior clerks, out of 67 persons, 60 or 89.6 per cent were confirmed, 527 or 84.1 per cent of the total persons working as

105. B-1, B-3 to B-9, B-11 to B-26, B-28 to B-32, B-34, B-35, B-37, B-38, B-40, B-42 to B-64, B-65 to B-75, B-77 to B-83, B-84, B-85, and B-87 to B-100.
junior clerks were confirmed.

(iv) Like-wise the position pertaining to inferior staff, viz., attendants, peons, jamadars, etc., was that out of 367 persons working on such posts only 11.2 per cent or 41 were officiating.

It was noticed during my field work that in Rajkot Karmchari Cooperative Bank Ltd., Rajkot, officials, enmasse ranging from top to bottom, none was confirmed even after completion of 3 to 4 years' services!!! Of course, this was a sad feat which even a conservative capitalist concern may not venture to follow. This and such trends completely defeat the very spirit of coop. drive.

Promotion

In human beings there is a natural craving for expansion and growth. An employee appointed at the lower post of a clerk in a bank; given opportunity, guidance and backing to enhance his qualifications and efficiency through trainings covets to rise to the highest permissible position. This is genuine and deserves encouragement.

In case of vacancy arising in higher posts or creation of new posts, the bank should promote the senior-most employee having necessary experience, efficiency and such other qualities, viz., integrity and willingness to work hard as
reflected in the employee's service records. Besides, in order to create all-rounder workers, the bank should train, intelligent and promising juniors by imparting the necessary experiences to them by periodical rotation of duties. However, mere plea of seniority should not constitute to be the criterion or yard-stick qualifying for promotions. If scientific approach in the personnel management is rigidly adhered to right from the very recruitment onwards, in applying and maintaining an efficient staff force, with requisite admixture of features of timely trainings, transfers and disciplines with a view to making the employees all-rounders, acquiring field experiences and of various tables, places and circumstances, there should be no dearth in bringing forth galaxy of efficient employees -- experts in the trade; who have learnt while working; and surely the team of such persons will furnish efficient candidates for internal promotions. It is yet true that technical posts cannot for obvious reasons be filled by promoted clerks, however, intelligent they may be. There is room, however, in the shape of a number of highly responsible non-technical posts to which employees may aspire to rise step by step.

As extracted from the Staff Service Rules; many coop. banks have harboured inclinations to give internal promotions to the employees acquiring additional qualifications and/or on successful completion of training courses. But, this again
cannot be an over-all attribute for a promotion. Here, come the merit rating and past records in the picture. What was the employee's behaviour while at work? Mere cramming a set of rules and getting through the curriculum does not necessarily endow upon an employee the art of practical approach to problems. He may be lacking in making decisions, or may be intolerent and bad tempered and thus unable to work harmoniously with his co-workers at higher level, lower level and horizontal level. If he is quarrelsome or dishonest, he is menace and a liability likely to sabotage indirectly to an extent the very structure of team-work of the organisation. Instead of promotion, in the best interest of the bank, such a plague-rat needs an immediate sack or dismissal.

A scientific promotion plan, if effectively implemented, should result in achieving the following:

(i) Increase of the sense of team spirit among the benefitted employees.

(ii) Encouragement to the ambitions employees to come forward to take advantage of training facilities offered to them to equip themselves for higher jobs in future.

(iii) Enablement of organisation to get know for a new class of work at the minimum rate of pay.

(iv) Reduction of employees' turn-over by enabling them to step up in the organisation rather than to step out when they feel that they have reached a stopping place.
at their particular position.

(v) Capitalisation of the experience and the technical skills and knowledge of the existing employees by their new positions with maximum efficiency.

(vi) Satisfaction to the employees for the recognition about the fact that they do develop in larger employment opportunities, which stimulate their energies and interest. 106

In the context of such broad guide-lines, the intent generally expressed through the Staff Service Rules by the UCBs of giving internal promotions only on the basis of merit-rating as per past records, aptitude, past experience and efficiency, personality and leadership of the candidate, -- all expressed in brevity in other words -- on the 'suitability-cum-seniority' of the candidate, -- is but a genuine course of action.

**Disciplinary Action**

Discipline is the indication of the attitude of the employees which they hold towards the organisational rules and regulations and supervisory level established by the enterprises in which they and their fellow-workers work. 107

Discipline is the force that prompts an individual or a group to observe the rules, the regulations and the procedures

that are deemed necessary for the attainment of an objective. It is the fear of force that restrains individuals or groups from doing things that are deemed destructive of group objectives. It is the exercise of restraints or enforcement of penalties for the violation of group-regulations. 108

In good organisation, employees willingly obey the rules and the regulations, the orders and the instructions of the superiors. Any deviation from the observance of the set rules and orders constitutes indiscipline. The concept of discipline is mainly dependent upon the 'Code of Conduct' prescribed by an organisation. A positive motivation of the employees and careful and prompt handling of grievances are the main-stays to foster and ensure good discipline.

Positive discipline proceeds from within the individual, which prompts an individual or a group to do the proper thing with or without either specific or general instructions. Positive discipline does not replace reason, but supplies reason to the achievement of a common objective. 109

A corporate organisation with 100 per cent discipline all the time is a myth. Sometime or the other every organisation has to face an ordeal of confrontation involving troubles in varying degrees from indisciplined units of employees. As a remedy to this some system is required to

be conceived, planned and enforced. Normally for unwillful lapses or disciplinary slackness, the managements are not found keen to take stern corrective actions. Disciplinary actions based on a prescribed code of conduct to be followed by employees in service indicate a chain of graded steps so that a remedy does not prove to be worse than the disease.

**Code:** There is no uniform standard or rules, governing the discipline of the employees of UCBs. They vary from bank to bank. A model Code, as settled and issued as Standing Orders by the Commissioner of Labour under sec. 35(2) of the Bombay Industrial Relations Act, 1946, for employees in Anyonya Sahaykari Mandali Ltd., Baroda, that came into force from 1st July, 1960, reads as follows:

**Misconduct:** Any of the following acts and omissions on the part of an employee shall amount to misconduct:

1. wilful insubordination or disobedience of any lawful and reasonable order of a superior;
2. illegal stoppage of work or going on an illegal strike or, abetting, inciting, instigating or acting in furtherance of a stoppage or strike in contravention of the provisions of the Bombay Industrial Relations Act, 1946, or any other law for the time being applicable;
3. wilful slowing down in performance of work or abetment

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or instigation thereof;

(4) abetting, conniving at or attempting or committing of theft, fraud or dishonesty in connection with the business, property or affairs of the Mandli or its customers;

(5) failure to account for or deliver up when they come into his hands, or concealment, misappropriation or conversion of cash, securities, bonds, deeds or other property of the Mandli or its customers;

(6) giving or taking a bribe or illegal gratification from a customer or an employee of the Mandli;

(7) absence without leave or overstaying sanctioned leave, without sufficient grounds or proper or satisfactory explanation;

(8) late attendance (save for reasons beyond the control of the employee) on not less than 4 occasions within a month or habitual absence from the appointed place of work;

(9) repeated breach of any law applicable to the Mandli or any Rules made thereunder or of Standing Orders;

(10) attempting to collect or collection without the permission of the Manager of any monies within the premises of the Mandli except as sanctioned by law for the time being in force;
(11) speculation in stocks, shares, securities or any commodity whether on his account or that of any other person;

(12) engaging in any trade, business or occupation within the premises of the Mandli outside the scope of his duty;

(13) doing any act or engaging in any business prejudicial to the interests of the Mandli;

(14) aiding or abetting or conniving at, the commission of any act of misconduct specified in clauses (5), (6), (11), (12) or (13);

(15) drunkenness or riotous, disorderly or indecent behaviour on the premises of the Mandli;

(16) commission of any act subversive of discipline or good behaviour on the premises of the Mandli;

(17) habitual neglect of work, or habitual or gross negligence, or negligence involving or likely to involve the Mandli in serious loss;

(18) unauthorised disclosure, or divulgence, or attempt thereto, of information regarding the affairs of the Mandli or any of its customers, or any person connected with the business of the Mandli which may come into possession of the employee in course of his employment;

(19) wilful damage to any property of the Mandli or its
customers;

(20) holding or attempting to hold or attending any meeting on the premises of the Mandli without the previous permission of the Manager or except in accordance with the provisions of any law for the time being in force;

(21) canvassing for union membership or the collection of union dues within the premises of the Mandli without the previous permission of the Manager or except in accordance with the provisions of any law for the time being in force;

(22) gambling or betting, or attempting to do so on the premises of the Mandli;

(23) failing to show proper courtesy or attention towards officers, employees and customers of the Mandli;

(24) failing to maintain cleanliness of dress.

Punishment for misconduct:

(1) An employee guilty of misconduct may be:

(a) warned or censured, or

(b) fined, or

(c) by an order in writing signed by the President, suspended for a period not exceeding 4 days or discharged under Standing Order 22, or dismissed without notice.

(2) No employee shall be fined under this Standing Order
unless he has been informed in writing of the alleged misconduct and given an opportunity to explain the circumstances alleged against him.

(3) No order under sub-clause (c) of clause (1) of the Standing Order shall be made except under holding an inquiry against the employee concerned in respect of the alleged misconduct in the manner set forth in clause (4).

(4) An employee against whom an inquiry has to be held shall be given a charge-sheet clearly setting forth the circumstances appearing against him and requiring explanation. He shall be given an opportunity to answer the charge and permitted to be defended by his representative under sec. 3C of the Bombay Industrial Relations Act, 1946. Except for reason to be recorded in writing by the officer holding an inquiry, the employee shall be permitted to produce witnesses in his defence and cross-examine any witnesses on whose evidence the charge rests. A concise summary of the evidence led on either side and the employee's plea shall be recorded.

(5) An employee against whom any action is proposed to be taken under sub-clause (c) of clause (1) of this Standing Order may be suspended for a period reasonable in circumstances of the case, pending the holding and
completion of an inquiry or for the period, if any, allowed to him for giving explanation. The order of suspension may take effect immediately on its communication to the employee. If as a result of the explanation tendered or the enquiry held, it is decided not to take action against him under the sub-clause (c) of clause (1), the employee shall be deemed to have been on duty and shall be entitled to full wages and all privileges for the full period of the suspension, subject to any fine that may be inflicted on him.

(6) An employee shall be entitled during the period of his suspension, pending inquiry to a subsistence allowance at such rates as the suspending authority may direct, not less than one-third of the pay and allowances which he would, but for the suspension, have drawn.

(7) In awarding punishment under this Standing Order, the Manager shall take into account the gravity of a mis-conduct, the previous record, if any, of the employee or any other aggravating or extenuating circumstances that may exist. 111

Warning or censure: An employee may be warned or censured

111. Ibid.
for any of the following acts and omissions:

(a) absence without leave without sufficient cause;
(b) late attendance;
(c) negligence in performing duties;
(d) neglect of work;
(e) absence without leave or without sufficient cause from the appointed place of work;
(f) committing nuisance on the premises of the Mandli; and
(g) breach of any rule of business of the Mandli, or instruction for the running of any department.

Redress of grievance:

(1) Any employee desirous of the redress of a grievance relating to the unfair treatment or wrongful exaction on the part of the Manager shall, either himself or through his representative under Section 30 of the Bombay Industrial Relations Act, 1946, submit a complaint to the Board of Directors in this behalf.

(2) The Board of Directors shall, as soon as possible, investigate the complaint at such times and places as the Board may fix. The employee concerned and such representative shall have the right to be present at such investigation. Where the employee alleges unfair treatment or wrongful exaction on the part of a superior, a copy of the order finally made by the Board shall be
supplied to him if he asks for one. In other cases the decision of the Board and action, if any, taken thereon by the Manager shall be intimated to him.

Provided that complaints relating to assaults or abuse by any person holding a supervisory position or refusal of an application for urgent leave shall be inquired into immediately by the Board of Directors in this behalf.

Any notice, order, charge-sheet, communication or intimation which is personal, i.e. is addressed to an individual employee, and is given in writing under these Standing Orders, shall be in Marathi. 112

Termination of Service

Standing Orders 113 as settled by the Commissioner of Labour under Section 35(2) of the Bombay Industrial Relations Act, 1946, for employees in the Dohad Mercantile Cooperative Bank Ltd., Dohad, come into force from 1st July, 1957, read as under below the Clause No. 22 in this respect:

(1) The employment of a permanent employee or probationer may be terminated by 1 month's notice or on payment of 1 month's wages (including all allowances) in lieu of notice.

112. As Anyonya Sahayakari Mandli Cooperative Bank Ltd., Baroda is transacting its correspondence in Marathi.

113. J-117.
(2) The reason for the termination of service under Clause (1) of this Standing Order shall be recorded in writing and shall be communicated to him, if he so desires, at the time of discharge unless such communication, in the opinion of the Manager, is likely directly or indirectly to lay any person open to Civil or Criminal proceedings at the instance of the employee.

(3) A permanent employee desirous of leaving the service of the Bank shall give one month's notice in writing to the Manager. He shall, when he leaves the service, be given an order of relief signed by the Manager.

(4) If any permanent employee leaves the service of the Bank without giving notice, he shall be liable to pay the Bank 1 month's wages (including all allowances) in lieu of notice.

(5) The services of any other employee may be terminated or he may leave service, on one week's notice.

(6) An order relating to discharge or termination of service shall be in writing and shall be signed by the Manager. A copy of such order shall be supplied to the employee concerned. In cases of general retrenchment, closing down, strike, or lock-out, no such order may be given.

Retirement

Retirement may be voluntary or compulsory. In case of
voluntary retirement, it is left to the option of the employee to leave the job any time after completing the minimum period of service as per Staff Service Rules prescribed by the Bank. As for compulsory retirement, in most of the UCBs the rules were prescribed determining the superannuating age between 55 and 58 years. However, provisions existed to continue employees even beyond 58 years upto the extent of completion of 60 years if found physically fit and sound, left to the discretion of the Board of Directors.

Old age protection schemes like annuity, life insurance, pension and family pension, etc. did not exist. Provident Fund and Gratuity Schemes, however, were existing in most of the major and old banks.

**Provident Fund scheme:** As per Clause 4 of the Settlement\(^1\)\(^1\)\(^4\) arrived at between the Anyonya Sahaykari Mandli Cooperative Bank Ltd., Baroda and the Gujarat Bank Workers' Union, Rajkot, before the Conciliator, Baroda on 24-12-69; the Provident Fund Scheme was shaped as under:

(i) The rate of contribution by an employee shall be 8.33 per cent of his pay per month.

(ii) The Bank shall contribute an annual amount per month to the employee's Provident Fund account.

(iii) An employee shall be eligible to Provident Fund scheme

\(^1\)\(^1\)\(^4\). G-5.
membership on confirmation of service.

(iv) The rate of interest on total actual amount to the credit of employees' Provident Fund account from time to time shall be 7 per cent per annum.

(v) On retirement, superannuation of service, retrenchment or death, an employee or his heirs, executors, assignees or nominees shall be entitled to full amount standing to the credit of the employee in Provident Fund Account along with the interest thereon.

(vi) On resignation, discharge, dismissal or termination of service a member employee shall be entitled to the full amount of the member's contribution to Provident Fund along with interest thereon plus employer's contribution with interest on the following basis:

(a) For service of less than 3 years but more than 2 years. ... 50 per cent
(b) For service of more than 3 years but less than 5 years. ... 75 per cent
(c) For service of 5 years and above. ... 100 per cent

(vii) A member shall be entitled to withdraw an amount equivalent to his own contribution as loan for the purpose of sickness (including of his family members) social or religious requirements, purchase of land and construction of building for his residential purpose
and acquiring residential premises. An employee, for such loan shall apply in writing giving specific reasons. Such loans shall be repayable in 24 to 40 installments. No interest shall accrue on amount so withdrawn.

(viii) If an employee gets his insurance and endorses his policy in favour of the Bank, the Bank shall deduct the amount of his monthly premium from his contribution and remit the same to the Life Insurance Corporation of India directly.

(ix) The management of the fund shall be vested in the Provident Fund Committee constituted of not more than 5 members including at least one employee representative nominated by the union on such Committee. The term of the office of members in such Committee shall be 2 years and they may be recalled by the respective parties prior to the expiry of such term and vacancy so caused shall be filled by fresh nomination by the Union or the Bank as the case may be. The Provident Fund Account shall be operated jointly by one nominee of the Bank and one nominee of the employees on the Provident Fund Committee.

(x) A separate Bank account shall be maintained in the name of the Fund wherein the amount of monthly contribution of employees and the Bank shall be deposited within
seven days of such deduction.

(xii) Every member of the fund, shall be supplied with a pass book showing separately his contribution, Bank's contribution, interest, withdrawals per loan etc..

(xii) Administrative expenses of the Fund shall be borne by the Bank.

(xiii) All forefeitures of employees' contribution as per clause (vi) shall be utilised for the welfare of the staff.

Other UCBs should frame their Provident Fund Rules on these lines.

Gratuity scheme: The terms and conditions of Staff Service Rules in respect of Provident Fund & Gratuity Schemes slightly vary from bank to bank. But, the central theme and the burden of the cause are practically the same; the descriptions of decisions swelling slightly above or below the datum line. As a model, is produced below the clause No. 12 of Gratuity Scheme as laid down in the Staff Service Rules prescribed by the Kalol Urban Cooperative Bank Ltd., Kalol (Dist.: Panch Mahals):

"(1) The gratuity shall be paid as under:

(a) On death or retirement of an employee or an employee becoming physically or mentally unfit for further

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service while in the service of the Bank, gratuity shall be paid at the rate of half month's basic salary last drawn for each completed year of service subject to a maximum 15 months' basic salary.

(b) On termination of service by the Bank or on voluntary retirement or resignation by an employee after 10 years' continuous service, gratuity shall be paid at a rate of half month's basic salary for every completed year of service subject to the maximum of 15 months' basic salary.

(2) Length of service for the purpose of gratuity shall be calculated from the date of his initial employment, whether permanent, temporary or on probation, in the Bank till the date for retirement from the Bank's service. For the purpose of calculations, service without a break will only be taken into account.

(3) The salary for the purpose of calculating gratuity shall be the basic salary last drawn.

(4) Gratuity shall be admissible in case of an employee dismissed from service for misconduct, but where the misconduct has resulted in financial loss it will be open to the Bank to deduct such financial loss from such gratuity that has become payable and only the balance shall be payable.
**Hours of Work**

The employees of the UCBs have mostly the indoor duties. However, a few inspectors and the technical staff may have to devote their some time to the field work. Timings of work during bank hours also slightly vary from bank to bank. Expressing the same in a general term; banks work for 6½ hours daily from Monday to Friday and for 3½ hours net on Saturday. This works to 36 net working hours per week. Some banks observe week-end rest day on Saturdays as against the majority availing the Sundays as the rest days. Banks specify individually their working hours between 10.30 a.m. and 6.00 p.m. with requisite recess in between such that the working does not exceed 6½ hours per day and 3½ hours on Saturdays.

Duties exacted in excess of 36 hours per week are compensated by paying Over Time Allowance, discussed earlier, at the rates decided under the prescribed rules.

**Holidays and Leave**

**Holidays:** The UCBs granted week-end paid rest on every Sunday to their employees. In addition half day working was kept on all Saturdays alike all other commercial banks in the banking sector. As for grant of holidays; in keeping with the provisions of Section 25 of the Negotiable Instruments Act, 1881, common holidays are being declared as holidays in conjunction with the system of the State Govt. incorporating in the declaration
the national and local religious days. As per list displayed on the Notice Board of Cooperative Bank of Ahmedabad Ltd., Ahmedabad, the total number of such religious and national holidays was 22 during 1970-71.

**Leave:** Grant of leave has been accepted as a must in any organisational employer-employee relationships. While regular weekly holidays serve as rest-gaps in the job-monotony for maintaining and recouping employee efficiency and the religious, cultural, social and political holidays satisfy his psychological urge of festive occasions; leave provisions are meant to enable him to tide over temporary or semi-permanent exigencies of the life of an employee, his dependents and relations. They raise employee's morale, improve and stabilise employer-employee relations, reduce employee turnover and maintain administrative efficiency at high levels.  

Alike all other progressive employees in the Banking Sector, the UCBs did provide for the grant of various types of leave as under:

The provisions in the Staff Service Rules as regards "Leave Regulations" slightly varied from bank to bank. As for well-defined study of our case, the abstracts\(^{117}\) of the same of the Dharmaj Peoples' Cooperative Bank Ltd., Dharmaj are reproduced below:

1. **Casual leave:** It shall not exceed 15 days in any

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official year (July to June). Casual leave will not be allowed to be accumulated or carried forward from year to year and shall be deemed to have lapsed at the end of the year. Casual leave cannot be claimed as a matter of right but will be granted keeping exigencies of work in view. It will be permissible to take half day's casual leave.

(b) **Earned (Privilege) leave:** It shall accrue at the rate of 30 days for every 12 months of service and can be accumulated up to a maximum of 90 days. It shall, however, be sanctioned only at the convenience of the Bank.

(c) **Sick leave (with full pay):** It may be granted up to 10 days by Managing Director in any official year on production of the medical certificate. It will be permissible for the employee to accumulate sick leave up to the date of retirement or termination of service. It would also be permissible for the Managing Director to grant for every one day's sick leave due, two days' sick leave on half pay.

(d) Persons who have no leave available under these rules may be allowed leave without pay up to one month only in exceptional cases at the discretion of the Managing Director. Further leave in special circumstances may be granted by the Board of Directors of the Bank.
(e) Leave with pay shall not ordinarily be allowed in the first six months of service. Casual leave for emergent purposes at the rate of one day for every month may be allowed at the discretion of the Managing Director. In all urgent cases, leave upto 10 days to be taken into account in the leave to be earned thereafter may be sanctioned by the Managing Director of the Bank.

(f) Leave of absence cannot be claimed as a matter of right, but leave as per rules may, ordinarily, be allowed according to the convenience of the Bank.

(g) A leave register shall be maintained at the office in which the leave enjoyed by each member of the staff shall be recorded.

Form

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Name of the employee</th>
<th>Nature of leave</th>
<th>Period From To Days</th>
<th>Authority</th>
<th>Signature</th>
</tr>
</thead>
</table>

In addition to the above, other types of leave prescribed are:

(i) **Maternity leave:** Grant of Maternity leave to the female employees of the Bank as per provisions of the Gujarat Maternity Benefit Act, 1961.

(ii) **Special casual leave:** Special Casual leave upto 7 days
with full pay per year can be granted to the office-bearers of the Unions who attend the meeting and/or conferences of the Union.

(iii) Besides, certain other varying provisions as extracted from the study of the Staff Service Rules are stated as under:

(a) All Gazetted and Public Holidays with the previous permission of the Manager/Managing Director, could be allowed to be prefixed and/or suffixed to the casual leave and such holidays as may fall during the casual leave could be availed in addition at a stretch without being taken into account of casual leave.

(b) Some banks had laid down a clause in their service rules to the effect that the casual leave of not more than 3 consecutive days by previous sanction will be permitted to be availed. Some banks were liberal to prescribe this limit upto 4 and even upto 6 days.

(c) As for earned (privilege) leave majority of the banks prescribed the admissibility of one day's leave for the performance of 11 days' duty.

(d) Maternity leave to female employees was admissible (i) upto the maximum period of two months and (ii) only twice during the entire length of service. It
can be granted on completion of one year's service after confirmation in the bank.

(e) Leave prior to retirement: All banks, in general, were unanimous as regards granting all due earned leave to employees prior to retirement.

(f) Extra ordinary leave: Some banks made provision for employees who had no other leave at their credit to be given, in special circumstances, this leave to the maximum limit of 3 months, to be sanctioned by the Board of Directors. During this leave, the employee is not entitled to draw any pay or allowances. Besides, this period of 'No Pay Leave' so availed did not count in equating the grant of increments.

(g) Study leave: Permanent employees, who had completed 5 years' service, were granted by the Board of Directors, "Study Leave" to enable them to undertake study; as may be of use to them in bank-service, by undergoing a course of study through any University, College, School or Institute. This leave will be granted subject to the terms and the conditions as may be decided by the sanctioning authority.

(h) No leave was earned by an employee during the period he was kept under suspension.
(i) On termination of service, all earned leave of an employee gets lapsed.

**Trade Union Activities**

Trade union activities normally thrive and increase where there are denials of social justice. As said earlier, the Trade Unions and the coop. institutions are working for more or less common causes to emancipate and elevate the common man from the wrongs heretofore inflicted by the mightier ones. Both aim at the achievement of socialist pattern of society.

Out of 89 reporting banks as on June 30, 1972, 69\textsuperscript{118} banks did not have any trade union. Only 3 banks (viz., (i) Sardar Bhiladwala Pardi Peoples' Cooperative Bank Ltd., Pardi, (ii) Rajkot Mercantile Cooperative Bank Ltd., Rajkot, and (iii) Surat Peoples' Cooperative Bank Ltd., Surat) had their own trade unions and these were recognised; whereas employees of 17\textsuperscript{119} banks joined other trade unions.

These three trade unions were registered between 1968 and 1969. Their memberships were 117, 26, and 440 respectively. The total membership of the Surat Peoples' Cooperative Bank

\begin{align*}
\text{118. } & B-2, B-4, B-5, B-7 \text{ to } B-14, B-16, B-18, B-20 \text{ to } B-26, \\
& B-28 \text{ to } B-37, B-39, B-41, B-43, B-47 \text{ to } B-51, B-53, \\
& B-54, B-56, B-59 \text{ to } B-52, B-64 \text{ to } B-67, B-70, B-72, \\
& B-74 \text{ to } B-79, B-82, B-84 \text{ to } B-90, B-95, B-96, B-99, \text{ and } B-100.
\end{align*}

\begin{align*}
\text{119. } & B-1, B-3, B-6, B-15, B-17, B-27, B-40, B-42, B-44, \text{ to } \\
& B-46, B-68, B-69, B-71, B-83, B-93, \text{ and } B-94.
\end{align*}
Employees Union included the employees of other small UCBs, too.

The resultant effects of the activities of the unions were in the shape of revision of pay scales, grant of medical aid, house rent allowance, internal promotions as per seniority, enhanced rates of travelling and day allowances, enhanced rates of cash allowance to the cashiers, grant of bonus and improved modes of settlement of disputes. However, there were no strikes in any of these 3 banks.

The position regarding the 17 UCBs whose employees joined other trade unions was as follows:

(a) Gujarat State Bank Workers' Union, Rajkot had a membership of the employees working in 8 UCBs of Gujarat.

(b) Gujarat State Cooperative Banks Staff Union has been joined by the employees of 2 banks.

(c) All India Banks' Association covered under its fold one UCB of Gujarat.

(d) All India Bankers' Union had as its members the employees of Baroda Peoples' Cooperative Bank Ltd., Baroda.

(e) Mehsana District Cooperative Employees' Union could attract the employees of 3 UCBs.

120. B-15, B-17, B-40, B-42, B-44 to B-46, and B-83.
(f) The employees of 2 UCBs joined the Sabarkantha District Cooperative Bank Staff Union.

The above trade unions were joined by employees between 1951 and 1972. The memberships of these unions were open to all the categories of the employees, but it was observed that the Managers and the Accountants did not become their members.

A few disputes between the employees of UCBs and the bank-managements did arise. During 1967-68 to 1972-73, 7 disputes had arisen, the details of which are discussed below:

<table>
<thead>
<tr>
<th>Name of the Bank</th>
<th>Details of the dispute</th>
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| i) Ahmedabad Peoples' Cooperative Bank Ltd., Ahmedabad. | (a) In the year 1967-68, a dispute arose for the revision of pay scales and the same was settled through Industrial Court.  
(b) In the year 1970-71, a dispute arose for the grant of DA and this was settled through Table Talks. |
| ii) Anyonya Sahakari Mandli Cooperative Bank Ltd., Baroda. | In 1969-70, a dispute took place as regards revision of pay scales and the matter was lying before the Gujarat State Industrial Cooperative Tribunal for decision. One day's token strike had taken place on this issue. |
| iii) Baroda City Cooperative Bank Ltd., Baroda. | (a) In 1969-70, a dispute arose regarding the grants of DA and leave. The issues were settled by mutual discussion and agreement with the union was arrived at. |

124. B-93, and B-94.
(b) In 1970-71, a dispute that took place for revision of pay scales and DA was pending for decision in the Industrial Court.

iv) Baroda Peoples' Cooperative Bank Ltd., Baroda. In 1969-70 a dispute regarding prescription of the Establishment Rules and grades took place, which could not be decided.

w) Porbandar Vibhagiya Nagrik Sahakari Bank Ltd., Porbandar. A dispute that arose in 1966-67 was related to the two employees who were to be retrenched. Settlement was arrived at by paying them agreed compensations.

It is observed that disputes that were arisen were mostly related to the issues of fixation of pay scales, DA and other allowances.

Thus, the factors of grievances, in the realm of urban coop. banking in Gujarat were not many; not necessarily because everything was fine and smooth in the administration and not also because there was such an ideal state of cordial relations between the bank-management and their employees. The apparent secret lies in the facts that (a) small and new UCBs had such meagre strengths that did not allow their employees to form their own trade unions, (b) the banks were scattered far and wide which did not afford easy mutual contacts to coordinated drives to form trade unions, (c) the labour leaders preferred to combat with undertakings in private sectors and those under the control of bureaucratic agencies in public sector and thus mostly tried to discuss
the issues and settle them insofar as the cooperative sector was concerned, and (d) the managements of the UCBs were enlightened and more or less preferred to discuss cases across the tables and solve them amicably.