CHAPTER II
METHODOLOGY

REASON FOR SELECTION OF THE STUDY

(1) Karnataka State Road Transport Corporation (K.S.R.T.C.) is one of the largest public undertakings by Government of Karnataka. It is needless to emphasise its role in accelerating the transportation of men and materials not only within the state but also outside the state. Transportation as a physical infrastructure plays a vital role in the development of both urban and rural sectors. Unfortunately inspite of its vital role in the economy of Karnataka state very few studies have been conducted which deal with different problems associated with Corporation. There are frequent references in the press regarding the heavy loss incurred by the Corporation year after year since its inception in August, 1961. The Corporation has large net work in the state and number of buses have immensely increased particularly during the last two decades. Linking metropolitan cities, cities, towns and even central places in rural
sector. Inspite of the over crowding of buses in both rural and urban areas K.S.R.T.C. has become a white elephant to the Government of Karnataka on account of huge losses incurred by the Corporation. Of course, many factors such as indifferent, inefficient and irrational sending buses, unskilled and untrained staff and corruption at various levels have been pointed out for incompetent performance of the Corporation. In fact these are frequent references to absenteeism as one of the causes for the loss incurred by the Corporation to the best of our knowledge. No empirical studies have been conducted to examine the adverse effect of absenteeism on K.S.R.T.C. This is one of the important reasons for selecting this study.

K.S.R.T.C. has 19 Divisions. Out of these 19 Divisions Gulbarga, Raichur, Bellary, Kolar and Bangalore are incurring very heavy losses. Out of the above mentioned Divisions which are incurring huge losses we have selected Kolar Divisions for a specific reason.
It has been observed that there has been a considerable absenteeism in Kolar Gold Field Mines, leading to heavy losses. Majority of the workers engaged in this K.G.F. Mines came from Tamil Nadu. And majority of the workers employed K.S.R.T.C. Divisional Workshop are sons, brothers, relatives and neighbours of the workers employed in the Gold Mines. The attitudes of the senior members of the family and the neighbours who are employed in Gold Mines are likely to influence the attitude of the workers who are working in K.S.R.T.C. Divisional Workshop, Kolar. In most of the empirical studies psycho-social correlates of the family and the neighbours influencing the attitude of the members towards work have been grossly neglected. So we have focussed our study on this vital aspect. This may be considered either radical departure from other empirical studies dealing with Industrial Organisation which have ignored.

Method of Study

In general, information on population may be collected by two methods. In the first place every observation or unit
in the population is enumerated. This method is called complete, enumeration or census. In the second place enumeration is limited to only a part of sample selected from the population. This is called sample enumeration or sample survey. It is true that a sample survey is usually less expensive than a complete census because the expenditure incurred in covering all units would be considerably more than that of covering only a sample which forms a fraction of the population. It is also true that to conduct empirical studies by sampling method require less time in collecting and processing of data. It should be noted that economy in time and expense is not the only consideration in undertaking well planned study. If the area of study is very small and data can be collected within reasonable period of time with less expenditure, than there is a justification for adopting a census method rather than sample method.

The K.S.R.T.C. Divisional Workshop at Kolar has maintained a very systematic record regarding the attendance of workers in various sections for the year 1994. Total number of absentees during 1994 was furnished by the Divisional
Works Superintendent from authentic records maintained in his office.

TOOLS OF ANALYSIS

An interview schedule consisting of questions relevant to the problems associated with absenteeism was prepared. An interview schedule is a set of points, topics or matters which must be necessarily covered by researcher while conducting an interview. An interview schedule is a very useful research tool because it helps researcher in covering all the dimensions of investigation for which he conducts interview. Sometimes questionnaire or schedule itself is used as an interview guide-questionnaires and schedules are widely used in recent years for collection of varied and diverse data in survey research. Their popularity and utility are enhancing day by day. The reason for growing popularity is recognition by social researchers of the importance of quantitative measurement of qualitative social behaviour. They are also useful as supplementary devices, in other methods of data collection such as observation and interviews. It also serves another
purpose; it isolates the respondent from external influences. The respondent is free to express his views and opinions according to his knowledge, views and attitudes in unbiased manner. Data obtained without external influence is more valid and reliable. The above mentioned advantages of interview schedule are also true in respect of workers' families. We have selected interview schedule as a tool to elicit information in respect of absenteeism from respondents.

DURATION OF STUDY

An interview was conducted by the researcher to collect the data pertaining to the topic for a period of one month from 23.10.1994 to 22.11.1994. There were 152 permanent workers in Mechanical Section of Divisional Workshop, Kolar from the records maintained by Divisional Works Superintendent. It was found that out of 152 workers there were 75 absenteeees. Interview was conducted in respect of 75 absenteeees according to the census method as mentioned in the methodology. Our criterion of determining absenteeism is that if a worker remains absent even for a day or more is considered as
absentee. Interview of each worker took approximately 3 hours to elicit relevant information pertaining to absenteeism. To avoid negative responses and indifference the questions were skillfully framed in an indirect manner. During the first stage of interview the researcher has to encounter many problems in getting proper response from the workers due to lack of education of the worker, fear, indifference and fatigue. However, these problems were overcome by asking the same questions in most subtle way. This helped the investigator to establish good rapport with the respondent.
SCOPE AND LIMITATIONS OF THE STUDY

In the first chapter we have observed that there are different definitions of absenteeism. Some authors have included all types of absentees and some have referred to the specific type of absences. According to Hacket, Absenteeism is temporary in nature, and its duration is one full day. It is the absence of the worker when his presence is required by the employer.

We have adopted the definition of Hacket in our study. Under the scope of absenteeism all absences are considered in which the worker takes the initiative to remain absent voluntarily or otherwise. In the first place we have excluded Administrative, Ministerial and Security staff as they are not directly engaged in maintenance and repair work. Moreover, the absenteeism of the workers employed in maintenance and repairs has significant impact on the performance of the Divisional workshop than that of administrative, security staff and ministerial staff. Selection of the census method was enough to conduct indepth study.
of the workers who are directly engaged in maintenance and repairs. Finally the inclusion of administrative, ministerial and security staff would have been unnecessarily time consuming and expensive which does not serve the purpose of the study. There are nineteen Divisional workshops in Karnataka State. Our study is confined to 75 absenteees who are employed in different sections concerned with maintenance and repairs in Divisional Workshop, Kolar.

The study covers the different aspects of psycho-social correlates of the families of absentee workers, such as personal data, psychological, educational, socio-economic limitations, health and hygiene, housing conditions, neighbourhood relations, Migration, transport facilities and particulars of absence.

OBJECTIVES

The following are the objectives of the study,

1. To examine the impact of psycho-social correlates of families of workers on absenteeism in K.S.R.T.C. Divisional Workshop, Kolar.
2. To ascertain the magnitude of absenteeism of workers employed in different sections of the Divisional Workshop.

3. To analyse the causes of absenteeism.

4. To find out the extent of absenteeism on account of seasonality.

5. To suggest remedial measures to reduce absenteeism.

FORMULATION OF WORKING HYPOTHESIS

The selection of research problem goes hand in hand with a formulation of suitable hypothesis. According to the New Oxford Illustrated Dictionary 'Hypo' means less than and 'thesis' means a generally held view. Hypothesis is an assumption or proposition whose validity is to be tested. Webster's New World Dictionary defines 'hypothesis' as "a proposition, condition, or principle which is assumed perhaps without belief in order to draw out its logical consequences and by this method to test it in accordance with facts which are known or may be determined". In the initial stages the hypothesis may be a hunch, the basis for action or investiga-
For clear understanding we can discuss the authoritative definition on hypothesis, here below.

According to Lundburg:

"An hypothesis is a tentative generalization, the validity of which remains to be tested. In its most elementary stages, the hypothesis may be any hunch, guess, imaginative idea or intuition whatsoever which becomes the basis for action or investigation"

Crisp gives a very comprehensive definition of a hypothesis. He states,

"A hypothesis may be defined as a tentative theory or supposition set up and adopted provisionally as a basis of explaining certain facts or relationships and as a guide in the further investigation of other facts or relationships".


These definitions clearly indicate that hypothesis is conjectural statement of relationship between two or more variables. We may say that even the theory is an elaborate hypothesis, generally most studies proceed from a hypothesis, for without hypothesis an investigation is relatively aimless search for data of vague relevance. The search for cause-and-effect relationship is not possible without hypothesis. Further more, it gives direction to the enquiry and enables the researchers to concentrate only on the relevant aspect of the problem without resorting to trial and error method. In other words researcher would be able to collect the specific data without wasting the time and resources. As hypothesis is specific, appropriate inferences can be drawn. Without hypothesis a study becomes a random empirical wandering in the dark. Hypothesis not only prevents waste in the collection of data, but also ensures the collection of data necessary to answer the question posed in the statement of the problem. Hypothesis also provides a framework for the conclusion.
Following are the hypotheses of the study.

1. Lack of recognition of the worker by the members of the family may lead to absenteeism.

2. Incompatibility between husband and wife may result in absenteeism.

3. Chronic alcoholism which adversely affect the morale of the worker and his relationship with his family members may be the cause of absenteeism.

4. Absenteeism may be due to lack of aptitude towards the work.

5. The tensions emerging on account of family quarrels may result in absenteeism.

6. Immoral and illegal sexual relationship of the worker may induce him to remain absent from the work.

7. A large size of the family of the worker associated with heavy social and economic burdens may induce him to seek escapism and remain absent from the work.
8. Absenteeism may be due to recent tendency on the part of the workers to live beyond their means and resulting heavy indebtedness.

9. Undesirable environmental factors prevailing in the family may induce the worker to take law into his hands resulting in absenteeism.

10. The emotional attachment of the workers towards their family may adversely affect their willingness to work resulting in absenteeism.

11. The tendency of the worker who is compelled to take up trade or additional work in order to support his family due to lower wages may lead to absenteeism.

12. Mental aggravation of the worker due to deliquent children may cause absenteeism.

13. Absenteeism may be due to chronic physical diseases and mental disorder of the members of the family.
MEASUREMENT OF ABSENTEEISM

The various methods of measuring rate of absenteeism have been used by different writers depending upon the purpose of the study. At this juncture, it is important to distinguish between "Absentee rate" and "Absenteeism Rate". Absence rate is a statistical statement. It indicates the sum total of time loss due to all authorised leaves taken by the workers and unauthorised absences. Authorised leaves include permitted vacations; sickness, accident or casual leave, ex post facto regularised over-stays; and any other absence condoned by the management, prior to or after the occurrence. Authorised leaves are permitted under the standing orders of company and by an external statutory body—the Employees State Insurance Corporation.

On the otherhand, unauthorised absences are those where work is available. The worker has also the know-
ledge about the availability of work, but he fails to report for the duty without giving prior notice to the employer.

We have also included in this category the absences which are not condoned by the management and over-stays and unauthorised absences preceding discharge. Absences on account of strikes and lockout (both legal and illegal) and lay-off are excluded from our definition of absenteeism since work is not available to the employees on such days. It is clear that absences cannot total loss of time due to all reasons.

On the otherhand, the term absenteeism specifically refers to only unauthorised absences. It is important to understand the difference between absence rate and absenteeism rate. The former, amongst other things, refers to personnel practices such as rules relating to leaves, vacation etc. Absenteeism rates generally indicate loss of time which is unavoidable at given point of time. Management is interested in both these concepts. Absence rates help an industry to examine and modify its personnel policy. The rate of absenteeism helps the management to assess the amount of additional labour force which is required on a particular
K.S.R.T.C. Divisional Workshop at Kolar have only permanent employees. The question of estimating the contribution or loss of badli worker or substitution workers does not arise in our study. Furthermore there is only one shift for maintenance and repairs which are the functions of the Divisional Workshop. Only exception as in the case of other studies is loss of production due to machine idleness. Taking into account all these factors which are relevant to our study, we have adopted following formulae to estimate absence rate, absenteeism rate, sickness rate and authorised leave rates.

\[
\text{Absence Rate} = \frac{\text{Absence}}{\text{Total number of employees actually worked}} \times 100
\]

\[
\text{Absenteeism Rate} = \frac{\text{Employees not working due to unauthorised absences}}{\text{Total number of workers(employees) actually worked}} \times 100
\]
Employees not working on account of certified sick leave

\[
\text{Sickness Rate} = \frac{\text{Employees not working on account of certified sick leave}}{\text{Total number of employees actually worked}} \times 100
\]

Employees not working due to authorised leave other than sickness

\[
\text{Authorised Leave Rate} = \frac{\text{Employees not working due to authorised leave other than sickness}}{\text{Total number of employees actually worked}} \times 100
\]
LOCATIONAL ASPECTS OF KOLAR CITY/DISTRICT.

The Kolar city is the district head-quarter of the Kolar district of Karnataka State. The Kolar district is bounded by the districts of Bangalore and Tumkur on its west and on all the other sides it is surrounded by the districts of the adjoining states of Andhra Pradesh and Tamil Nadu. In the north it is bounded by Anantapur district and on the east by Chittor district both of Andhra Pradesh, and on the south by the district of North Arcot and Dharmapuri districts of Tamil Nadu.

The Kolar district is situated between 12°46' and 13°58' north latitude and 77°21' and 78°33' east longitude. Its greatest length from north to south is about 85 miles and its greatest distance from east to west is also roughly the same. The shape of the district is roughly a rectangle.

The total area of the district is 3180.1 square miles of 8236.5 square kilometres, which is nearly 1/23rd of the total area of the Karnataka state. The total population of the district as per the census of India - 1991 is 22,13,024
KOLAR DISTRICT

LOCATION OF KOLAR.
The density of the population per square kilometre is 269

At present the district has been divided into eleven (11) talukas viz;

1. Chickballapur,
2. Sidlaghatta
3. Chintamani
4. Bagepalli
5. Gudibande
6. Gouribidanur
7. Kolar
8. Srinivaspur
9. Malabagal
10. Bangarpet
11. Malur.

There are thirteen (13) urban centres in the district and Kolar is one of the cities is also the district and taluka head-quarter.

**Kolar Town** Kolar town is situated in the approximately central part of the district. As a taluka head-quarter it has the total area of 798 sq.kms, consisting of 311 villages. The total population of the taluka is 3,59,932 persons
and the population of the Kolar city is 98,587 persons as per the 1991 census report. The N.H.4 (National Highway) passes through the Kolar city. The city has been connected by N.H.4. State Highway, districts roads and taluka roads etc and thus it has a very good interaction with the adjoining town and cities like Bangalore.

The 12°35' latitude and 78°5' longitude pass through the Kolar city. Kolar belongs to the Maidan (plain) group of districts and distinct from the hilly portions of the Karnataka state. There are no perennial streams in the district. Most of the streams are small and carry water only during the rainy season. The Kolar city receives an average annual rainfall of 711.4 M.M. while the districts general average amount of rainfall is 730.5 mm. The year is divided into four seasons, the dry season, with clear weather is from December to February. The period from March to May constitutes the hot season and the south west monsoon season is from June to about the end of October. November is the retreating monsoon season. Relative humidities are high during the south west monsoon season and are moderate during
the rest of the year

Due to scanty rainfall in the district in most of the parts there is a devoid of vegetation and scarcity conditions are common. There are far more lands under dry cultivation in the district than under wet cultivation. Though there is a scarcity of rainfall the species like Bevu (Melia azadirachta), Hunise (Tamariadus indica), Srigandha (Santalum Album), Honge (Pongamia glabra), Kari Jali (Acasia arabica) and Bili Jali (Acasia leucophloca) etc are commonly seen in the district.

Owing to the absence of thick jungles there is absence of any of the wild beast species like tiger, bison, elephant etc. However Black-bucks and deers are found in small number in the hill slopes and valleys several kinds of reptiles are found, cobras being very common.
KARNATAK STATE ROAD TRANSPORT CORPORATION

K.S.R.T.C. came into existence on August 1st, 1961. The Corporation was started with 8 divisions and with 1792 vehicles; it started its work in 1311 schedules. The daily income was Rs.1.85 crores. There were 11,752 workers in the Corporation. Now K.S.R.T.C. has 19 divisions, 92 depots, 17 divisional workshops, 2 Regional workshops, 2 printing press; and with these it has its own 2 training centres for drivers, 6 job oriented training centres and a central office. The Corporation has about 58,000 workers including drivers, conductors, mechanics (technical staff), administrative personnel and staff etc.

Now the Corporation is working with 8901 schedules and 9817 vehicles. Every day it earns about 1.87 crores by covering 208.25 lakh kms. The facility of luxury, semi-luxury and express buses and inter-state buses of the Corporation is more popular among the people of Andhra Pradesh, Tamil Nadu, Kerala, Goa and Maharashtra states. The Corporation has its own well-equipped bus-stands in all the divisional centres.
The K.S.R.T.C. is the public sector Corporation. The workers of this Corporation are the public servants. The main intention of K.S.R.T.C is to provide for the safe, comfortable and punctual transport service to the public. It provides bus passes to the students at concessional rates studying in schools, colleges and universities for enabling them to attend the classes. It also provides such passes to senior citizens, physically handicapped and freedom fighters. Besides, it gives free passes to the children studying in primary schools. It also provides the free bus passes to the M.L.A's and M.L.C's. Because of these bus passes and free passes, the Corporation incurs the loss to the tune of Rs.150 crores per year. But Government of Karnataka contributes to the Corporation only 30 crores.

The Corporation has a Board of Directors, and this Board contains Chairman, and Managing Directors who are the heads of the Corporation. Among the Directors, eight of them represent the State Government and the two represent the Central Government. The meetings of the Board of Directors
are held regularly. This Board is responsible for taking decisions regarding the policy matters of the Corporation. The proposals that are generally placed on the Agenda for discussion to be passed by the Board of Directors are as follows:

1) Recruitment of workers,
2) Salary,
3) Promotion of workers,
4) Bonus,
5) Providing more facilities to the workers, stopping the facilities and cancelling them,
6) Opening the new bus-stands, depots, workshops or divisions in the sphere of the Corporation,
7) Purchasing the new vehicles,
8) Purchasing spare parts,
9) Scrapping of the vehicles/buses,
10) Making agreements with the other companies,
11) Providing the better facilities to the public.
The proposals passed by the Board of Directors, should be sent to the Government of Karnataka for its approval. Generally, the Government accepts the proposals that are recommended by the Board of Directors.

ADMINISTRATION OF THE CORPORATION

In the Corporation the administration will be carried on in three levels.

1) Central Office

The Chairman and the Managing Director will be the Chief Administrators of the Corporation. Under their control, the work in the different departments such as Traffic, Mechanical, Personnel, Security and Vigilance, Accounts, Labour Law, Human Resources, Computer, Development, Civil Engineers, Stores and Purchases and Planning and Statistical Departments is carried out. There is a Head for every department; and there is a staff below them. The Corporation is responsible for implementing the decisions of the Board of Directors. It will issue the circulars, office orders and
controls the Divisions and Regional workshops.

Divisions

Divisional Controller is the Head of the division; under his control the work of the different sections such as traffic, Mechanics, Personnel, Security, Accounts, Law, Labour, Civil Engineering, Statistics, Stores is carried out. There is a Head in every section assisted by the staff. The above mentioned Sectional Officers assist the Divisional Controller. The Divisional office controls the Divisional Workshops and Depots. It issues circulars, office orders and guidelines to the Depots and Divisional Workshops and help them to execute the orders.

DEPOTS/DIVISIONAL WORKSHOPS

Depot Managers are the Heads of the Depots. Under their supervision, the drivers, conductors, Mechanics and administrative staff function. The Depots bring the transport, revenue to the Corporation and Corporation in turn provides for the transport facilities to the public. Depot Manager
works under the supervision of the Divisional Controller.

DIVISIONAL WORKSHOP

The Divisional Works Superintendent Heads the workshop. He is assisted by the technical staff and the administrative staff. The following functions are carried on in the Divisional Workshop.

1. Reconditioning of all Assemblies,
2. Attending of Fitness Certificates,
   Renewal of vehicle
3. Minor accident repair and Body repairs
4. Tyre retreading
5. Planning of vehicles.
6. For reconditioning of vehicles and scrapping of vehicles.

This Divisional Workshop Superintendent works under the supervision of the Divisional Manager.
KOLAR DIVISION

It was established on December 1st, 1968 as the 11th division of the State. At first it had 125 schedules from Kolar and Chintamani depots. Now it has started K.G.F. (Kolar Gold Field), and Chikkaballapur depots and has 470 schedules with 518 vehicles. Every day it covers 11.38 lakh kms, and earns Rs.10.5 lakhs. In this division there are 3151 workers. In Kolar, Chikkaballapur, Chintamani, Bagepalli depots. It has its own well-equipped Bus-stands. There is a plan to open new bus-stands at Gouribidanur, Shrinivasapur, Malur, K.G.F. and Bangarpeth. There is also a proposal to establish depots at Malur and Bagepalli.

DIVISIONAL WORKSHOP OF KOLAR

Divisional Workshop, Kolar was established on December 1st, 1968. It is one km away from the Kolar bus-stand.

Functions

Kolar Divisional Workshop does the following functions

1) Reconditioning of all depot vehicles of Kolar Division.
2) Attending of Fitness Certificate, Renewal of Kolar Division Vehicles.

3) Repair of vehicles met with minor accidents

4) Tyre retreading

5) Planning of vehicles.

**Details of Personnel**

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Position/Name of Post</th>
<th>Total No. of posts</th>
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The following workers are working in Divisional Workshop.

**Designation**

**Mechanical**

1. Divisional Works' Superintendent 01
2. Chargeman 01
3. Head Artisan 08
4. Artisan 37
5. Asst. Artisan 34
6. Helper A 29
7. Helper B 42
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<tr>
<th>Sl. No.</th>
<th>Position/Name of Post</th>
<th>Total No. of Posts</th>
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<td>Assistants</td>
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<td>9.</td>
<td>Junior Assistants</td>
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<tr>
<td>10.</td>
<td>Sweepers</td>
<td>03</td>
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<tr>
<td></td>
<td><strong>Security</strong></td>
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<tr>
<td>11.</td>
<td>Watch and Ward Inspector</td>
<td>01</td>
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<tr>
<td>12.</td>
<td>Security Head Guard</td>
<td>01</td>
</tr>
<tr>
<td>13.</td>
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<tr>
<td>14.</td>
<td>Assistants</td>
<td>02</td>
</tr>
<tr>
<td>15.</td>
<td>Junior Assistants</td>
<td>03</td>
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Totally there are 175 workers who are working in Divisional Workshops. Among them 152 are Mechanical staff, 8 are Administrative staff and 15 are Security staff. The Divisional Works Superintendent is the Head of the workshop. He works under the supervision of the Divisional Controller of Kolar Division. The employees of this workshop are covered under the Factories Act, 1948.
Sections of Workshop

1. Engine Section
2. Machine Section
3. Upholstery Section
4. Painting Section
5. Welding Section
6. Radiator Section
7. Body Section
8. Battery Section
9. Electrical Section
10. Oil Section
11. Retreading Section
12. Tyre retreading Plant Section
13. Body recondition Section
14. Tyre reconditioning Section
15. Docking reconditioning Section
16. Assembly Section
Facilities for the Workers

The following facilities are provided to the workers of Kolar Divisional Workshop.

1. Salary
2. Dearness Allowance
3. Bonus
4. Jersy,
5. Raincoat,
6. Shoes
7. Uniform (2 pairs per year)
8. Tailoring charges of uniform
9. Washing allowance
10. Medical reimbursement (to workers and their dependents)
11. Financial assistance for purchasing spectacles (3 times in service)
12. Tiffin Allowance
13. Incentive
14. Festival advance
15. Scholarships for the children of the workers
16. Free passes for the children or the workers to study in schools, colleges and universities.
17. Industrial Truce Pass
18. Long Tour Concession
19. Sports and Cultural Activities
20. Special Increment and Special Leave for those who undergo the family planning scheme.
21. If got accident on the work, the days of treatment are considered as on duty. And the Corporation gives advances to the workers for treatment in case of accidents and ill-health.
22. Leave facilities
23. Annual Increment
24. Canteen facilities (At subsidised rates)
25. Gratuity
26. Death-cum-Retirement Benefit Fund
27. Provident Fund
28. Family Pension
29. Loan for construction of houses and for purchasing houses.

30. Leave Encashment

31. In the case of the death of the worker during his service, Corporation gives job to the dependent on compassionate grounds

32. In the event of death of the employee during his service, Corporation bears funeral expenses.
### STAFF STRUCTURE OF KOLAR DIVISIONAL WORKSHOPS

#### DIVISIONAL WORKS SUPERINTENDENT

<table>
<thead>
<tr>
<th>Mechanical Section</th>
<th>Administration Section</th>
<th>Security</th>
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<tr>
<td>Foreman</td>
<td>Assistant</td>
<td>Watch &amp; Ward Inspector</td>
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<td>Chargeman</td>
<td>Junior Assistant</td>
<td>Security head guard</td>
</tr>
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<td>Head Artisan</td>
<td>Sweeper</td>
<td>Security guards</td>
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<td>Assistant Artisan</td>
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<tr>
<td>(Helper A) H.A.</td>
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<td>(Helper B) H.B.</td>
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