

**CHAPTER – 1**  
**INTRODUCTION**

## **1.1 Introduction**

An organization is a planned co-ordination of a number of people and their activities for the achievement of some specific goals through division of labour, and hierarchy of authority. An organizational study is the systematic approach adopted by an organization trainee in order to familiarize with the working of the organization as a whole. Organizational study gives a practical knowledge about the functional aspects of the major departments in an organization.

The Kerala Agro Machinery Corporation Limited (KAMCO) was established in the year 1973 as a wholly owned subsidiary of Kerala Agro Industries Corporation Limited (KAIC), Trivandrum for manufacture of agriculture machinery, specifically power tillers and diesel engines. Subsequently KAMCO became a separate Government of Kerala undertaking in 1986. Although KAMCO has four units functioning in the state, this study pertains only to the unit at Athani where the company is headquarter. The Athani unit handles all the corporate functions of the company.

The organization study is an opportunity to observe, learn, assimilate and analyze the objectives and vision of the organization and functioning of its various departments. This would enable the student to get a practical and real time feel of various aspects concerned with the organization and to relate it to the concepts and theories studied so far in the classroom. This exercise would enable the future managers to face the challenges lying ahead. It also enables to create a good relationship with the officials.

## **1.2 Objectives**

### **Primary:**

To study the overall functions of KAMCO and to understand the duties and responsibilities performed by employees at different levels in the organization.

### **Secondary objectives:**

- To understand the history, growth profile, present structure and future plan of the organization.
- To understand the hierarchical structure followed in the organization.
- To conduct swot analysis of the company.
- To find out the world, national and state scenario of agro machinery industry.
- To determine the functions, procedure, and programs of various departments in the organization.
- To interact with managers at different levels and to know their responsibilities and routine activities.
- To observe workers at their work place and to interact with them.
- To understand the financial performance of the company for the last 3 years.
- To understand how the management makes use of the management tools, concept, theories and principles in actual practice.

## **1.3 Significance of the study**

The organizational study was significant as it helped to understand the practical side of the business. It was an opportunity to understand the working of an organization and to familiarize with the various departments of the firm. It also facilitates to share the job experience with the officials.

## **1.4 Methodology**

- The one month organization study at KAMCO. Ltd was aimed at familiarizing the functions, procedure and policies of various departments and the organization as a whole.
- The required data was collected through direct observation and informal discussion with the manager and employees at different hierarchical level

## **1.5 Limitations of the study**

As in each case in this project study also has some limitations. The main limitations are:

1. The time span of the study was very limited to collect all the information.
2. The managers and others in the organization were very busy, so that they cannot share much information.
3. Lack of experience of the persons conducting the study.
4. The manager and staffs could not disclose some data, which were confidential.

## **1.6 Study Plan**

### **Week1 (3may to 7 may)**

During the first week the trainee generate a brief idea about the company under the guidance of Mr. Baby Das ( HR Manager )and he explained the organizational structure of the company. The trainee also visited finance and marketing department.

### **Week2 (10may to 14 may)**

During the second week trainee visited other departments namely Material, HR department and System department and collected the information. Managers of respective department gave a detailed information about processing and functioning of department . And also they gave information 's about the top level management.

### **Week3 (17may to 21may)**

During the third week the trainee visited production department , production unit and observed the assembling of finished product . the questionnaire on the topic job satisfaction was administrated to the employees in the organization.

### **Week-4 (24may to 28may)**

Based on the details collected during organizational study trainee prepared and submitted the organizational report in the company under the guidance of Mr. Baby Das and it is approved by HR Manager.

## **1.7 Chapter Scheme**

- Chapter -1 : This chapter includes Introduction to the study, objectives of the study, study plan.
- Chapter -2 : This chapter deals with industrial profile and its includes world scenario, Indian scenario and state scenario of agro machinery industry.
- Chapter - 3 : This chapter deals with company profile and its include (promoter group and their business history. History of the company stating the objectives and developmental stages since inception. Date of inception, ownership status, capital structure, number of units with details of each unit, product mix of the company, competitors, organization structure, financial performance of the company for the last three years, growth profile, future plans).
- Chapter-4 : This chapter deals with departmental details mainly Marketing, personnel, production, purchase and finance.
- Chapter -5 : This chapter deals with data analysis and interpretations and its include title of the study, introduction to the study, objectives, literature review and theoretical background, research methodology ,limitations of the study.
- Chapter -6 : This chapter deals with the observation of the organizational study conducted at KAMCO as well as findings on the basis of the survey conducted on employee satisfaction.
- Chapter -7 : This chapter deals with the suggestions and conclusion of the study.

**CHAPTER -2**  
**INDUSTRY PROFILE**

## **2.1 Industry profile**

As the independent India looked upon agriculture as the backbone of its economy, the establishment of KAMCO imparted momentum to the agriculture scenario in India. KAMCO products are reaching all over India and are loved and adored by millions of Indian farmers. The company is engaged in manufacturing small agricultural machines mainly intended for the small and marginal farmers in our country. For the last three decades, KAMCO has been meeting the needs and demands of Indian farmers. KAMCO has been successfully engineering the green revolution in India through the manufacture of indigenous and quality agricultural machineries. The company enjoys all Indian market through a network of about 45 dedicated dealers. The company slogan is “A boon for the farmer, a gain for the nation” which is really apt and justified.

In earlier days, the farmers were all done by the farmers itself. It was a really time consuming one, which required lot of labour work. The cost of production was very high and the benefits are not promising. India was backward in the use of modern implements. The phases of mechanization of farming in the country was slow during 1950's. Thereafter, particularly since the mid 1960's with the coming of the new agricultural technology, this has increased. An associated effect of the new technology is the change in the agricultural practices. The preparation of land, the sowing of seeds, the watering of land, the control of seeds, the use of pesticides, the quick harvesting of crops etc....are now done more scientifically than ever before.

## **2.2 World Scenario**

Due to the effect of globalization foreign customers like China and Korea started to introduce their products in the Indian market and as a result KAMCO product has been complete with there foreign products. The product from China is a major threat for the company because of its lower price. But when we consider the quality, KAMCO comes in the first place.

KAMCO export its products mainly to Sri Lanka, Bangladesh, Iran, Afganistan and also to the South African countries. In international market the sales promotion of the company is only through web sites and the products are widely they accepted all over the world.

The global spotlight on tractors manufacturing in terms of unit volume seems to be swinging away from USA, Europe towards India and China where growth in the number of procedures and the total volume of agricultural machinery production in the recent year has been impressive. The Indian tractor industries is largest in the world, according to the one third of the total production. Volume growth in the tractor industry in the past four decades shows a compound annual growth rate (CAGRE). In the long term industrial growth is expected to continue a moderate CAGR of 5% to 7% largely due to the continued trust by the government to increase agricultural GDP.

### **2.3 Indian Scenario**

India looked upon agriculture as the backbone of its economy. The establishment of KAMCO imparted momentum to the agricultural scenario in India. KAMCO products are reaching all over India. The company is engaged in manufacturing small agricultural machines mainly intended for the small and marginal farmers in our country. For the last 3 decades, KAMCO has been meeting the needs and demands of Indian farmers; KAMCO has been successfully engineering the green revolution in India through the manufacturing of indigenous and quality agricultural machineries. The company enjoys all Indian market through a network of 45 dealers.

In 1889, Watts and Kaisar introduced ploughs, corngrinders and chaff cutters Cawnpore (now Kanpur) Experimental Farm in Uttar Pradesh. Sardar Joginder Singh (1897-1946), who was the Agriculture Minister in the Punjab Government (1926-37), introduced the steam tractors in India in 1914 for reclamation of waste land and eradication of 'Kans'.

Today India is regaganised as a leading country in the world for development and manufacture of agricultural equipments. The range of equipments includes tractors, harvesting, threshing equipment, land development machinery, irrigation and drainage pumps, agro processing equipments etc. India is exporting increasing volume of this two various countries includes USA, Africa, Asia etc.

## **2.4 State Scenario**

KAMCO was established in 1973 as a subsidiary of Kerala Agro Industries Corporation Ltd (KAIC) is located at Athani. Subsequently KAMCO become a separate government of Kerala undertaking for the year 1986. KAMCO is having 4 units Kerala at Athani, Kalamassery, Mala and Palakkad. Now KAMCO plays a leading role in supporting the farmers for agricultural developments in the state.

**CHAPTER -3**  
**COMPANY PROFILE**

### **3.1 Introduction**

Kerala Agro Machinery Corporation Ltd (KAMCO), an ISO 9001 company, is a fully owned government of Kerala undertaking under the ministry of agriculture engaged in manufacturing small agricultural machines mainly intended for the small and marginal farmers in the country. Established in 1973, the company has now completed 37 years of service. Company has four manufacturing units now in Athani, Kalamassery (both in Ernakulum District), Kanjikode (Palakkad District) and Mala (Trichur District). Athani unit is the registered office of the company. At present the company employs approximately 568 persons in the four units. The company is working profitably for the last 30 years.

The company was incorporated with the intension of manufacturing and marketing agricultural machines for small and marginal farmers. Company's products now are a 9-12 HP Diesel operated Power Tiller, a power Reaper running on 3.2 HP Kerosine Engine and 9-12 HP Diesel. Athani and Palakkad units manufacture diesel power tillers whereas Kalamessery unit manufacturers Diesel Engine and now Reaper also. The unit, which came up at Mala, recently took up the production of Reapers.

The logo of KAMCO goes as follows

- ❖ A world- class technology for Green revolution.

A boon for the farmers, a gain for the nation

The company enjoys the position of premier manufacturer in the field. The products manufactured are fully indigenised and there is no imported content in any of the items. The machines have acquired a reputation for quality and reliability.

KAMCO is an ISO 9001 organization with the aim of providing quality products at reasonable price to the satisfaction of customer. Company enjoys all India sales through a network of about 45 dedicated dealers. Products are sold on premium at several places. They have acquired a brand preference because of the high quality and reliability associated with each machinery.

Power Tiller is equipment suitable for small farm holdings for basic tilling operations. Instead of conventional ploughing, the Tiller breaks the soil into fine parts, which is highly suited for paddy and wheat cultivation. Originally of Japanese design, the machine has been modified later to perfectly suit to Indian conditions.

Power Reaper is a new concept in the country recommended for harvesting of mainly paddy and wheat. This is a highly economical machine which runs on Kerosene and which will do the job of 20 people very fast. As far as the engine 9 (third product) is concerned, this is 9-12 HP horizontal single cylinder diesel engine suitable for various purposes. It is radiator cooled and the system efficiency is high.

The company plans to diversify its activities further in acquiring technical knowhow and going into regular manufacture, under license, of machines suitable for other agricultural purposes with the small and marginal farmers in mind.

### **3.2 Vision**

KAMCO with over three decades of engineering excellence, stands as the number 1 power Tiller manufacture in India not surprising with four state of the art product plants, an innovation R&D and stringer quality control system rated as one of the best in the country. The technically competent, dedicated management and workforce will go on to ensure that KAMCO shall be the leader for several years to come.

### **3.3 Mission**

- To be an innovative, resourceful and profitable company.
- To meet customer requirements of quality, service and price consistently
- To make "doing business with us easy" and delightful to our customers.
- To provide a congenial and enterpreneurial work environment in which employees can respond to the needs of business and service earn fair rewards and can be satisfied.

### **3.4 Origin of the organization**

The Kerala Agro Industries Corporation Limited (KAIC Ltd) Trivandrum, (Government of Kerala Company) promoted the establishment of Kerala Agro Machinery Corporation Limited (KAMCO). It all began in 1958, when Dr. Rajendra Prasad, the President of India was presented with a 'Kubota Power Tiller' by the Japanese. (M/S. Kubota Limited, Japan, the world's leading manufacturer of Power Tiller and other agricultural machinery). The machine helped to open up new avenues in farm mechanization for a country predominantly agrarian. It was realized that

mechanization of farming operations would be one of the keys to engineering a successful Green Revolution and reliable indigenously manufactured farming equipment became the need of the day. The KAIC Ltd entered into technical collaboration agreement with M/S. KUBOTA Limited, Japan in February 1972. On 15.11.1972, the Kerala Industrial and Technical Consultancy Organization Limited (KITCO) were entrusted with the work of M/S KAIC Ltd, which held the entire paid up capital shares in KAMCO. Even though the company was formed as a subsidiary of KAIC Ltd, subsequently the company has made a fully owned Government company by transferring the shares held by KAIC Ltd.

### **3.5 Growth and development of organization**

A major growth and development of the Organization is that KAMCO has gone to the International Quality Excellence Certificate under ISO 9002 in October 1996. KAMCO is the second public sector under taking in Kerala getting this coveted certificate , and the only public sector under taking undertaking who got ISO 9002 certification justifying the high standards of the products for their three units from 15.03.2002 onwards KAMCO becomes an ISO 9001-2000 registered company by KPMG Quality Registration accredited by the Dutch council for certification.

### **3.6 Present status and future plans of the organization**

Present status of the KAMCO is synonymous with service to the small and marginal farmers of the country. KAMCO through their precision and quality is revolutionizing the small and marginal holdings out the country. Today KAMCO power tiller is the most sought after tiller in India, enjoying over 60% of the market share at national level. The company with its four plants is confidently meeting the demands for KAMCO products in India and abroad. The main markets for the power tiller are at West Bengal, Assam, Tripura, Meghalaya and Manipur.

Future plans of the Organization have a number of diversification plans in the anvil. Its proposed to set up R&D activities which will hope fully help it to develop new products in the future and live up to its promise, that its products will be “ A boon for the farmer and gain for the nation “. The Quality policy of KAMCO is

“Total customer satisfaction through quality products and services with improved technology and employee participation.

The main products of the company are ‘KAMCO Power Tiller, KAMCO Power Reaper and KAMCO Diesel Engine’. KAMCO Power Tiller is a versatile machine used for primary farming operations like tilling, ploughing, weeding, puddling, leveling, hulling, ridging and transporting. KAMCO Power Reaper is a compact small harvesting machine, suitable for harvesting paddy, wheat, barley etc. KAMCO Diesel Engine is used for pumping water at high force.

For the last three decades, KAMCO has been meeting the needs and demands of Indian farmers. KAMCO has been successfully engineering the green revolution in India through the manufacture of indigenous and quality agricultural machineries. KAMCO is also importing agricultural equipments like “Kubota Combine Harvester” and “KAMCO Kukge Rice Transplanter”. The company is making profit for the last 30 years continuously increasing its production, turnover and profit year after year.

KAMCO has established three more units from its internally generated resources. The units are located at Kalamassery in Ernakulam District, Kanjikode in Palakkad District and Mala in Thrissur District. The products that are being manufactured at different units of KAMCO are:

- Athani unit manufacturing Power Tiller and Agria Garden Tiller.
- 1. KAMCO’s Kalamassery unit was purchased outright from SIDCO during 1990 and converted as a viable Diesel Engine unit.
- Palakkad unit produce Power Tiller during the beginning from 1995. The project cost was Rs.4.3 crores.
- As a Part of diversification activity, the company developed a compact small harvesting machine ‘KAMCO Power Reaper’ and its production is carried out at Mala unit in Thrissur district. The project cost of the unit was 4.28 crores.

The Company enjoys the position of premier manufacture in the field. The products manufactured are indigenized and there is no imported content in any of the items. The machines have acquired a reputation for quality and reliability. KAMCO is an ISO 9001 organization with the aim of providing quality products at reasonable price to the satisfaction of customer. The Company enjoys all India market through a

network of about 45 dedicated dealers. Products are sold on premium at several places. They have acquired a brand preference because of the high quality and reliability associated with each machinery.

Power Tiller is equipment suitable for small farm holdings for basic tilling operations. Instead of conventional ploughing, the tiller breaks the soil into fine parts, which is highly suited for paddy and wheat cultivation. Originally of Japanese design, the machine has been modified later to perfectly suit to Indian conditions.

The company plans to diversify its activities further in acquiring technical know how and going into regular manufacture under license, of machines suitable for other agriculture purposes with the small and marginal farmers in mind. KAMCO is an ISO 9001:2000 registered company. The motto of the company is “A boon for the farmers and a gain for the nation”. The present workforce of the company in athani unit is 567.

### **3.7 Milestones of the company**

- 1970- Assembly unit was established at Athani by M/s Kerala Agro Industries Corporation for the assembly of Kubota power tillers in technical collaboration with Kubota ltd., Japan.
- 1973 - KAMCO Ltd. Was established as a wholly owned subsidiary of KAIC.
- 1986 - KAMCO became separate Government of Kerala Undertaking.
- 1992 - Established second unit in Kalamassery in Ernakulam.
- 1995 - Setting up of third unit of KAMCO at Kanjikode in Palakad district.
- 1996 - KAMCO got ISO 9002 certification
- 2000 - Latest additional unit was being started in Mala in Thrissur district.
- 2002 - KAMCO became an ISO 9001-2000 registered company by KPMG quality registration accredited by Dutch council for certification.
- 2003 - Fourth unit at Mala also got ISO 9002 certification.

Today KAMCO Power Tiller is the most sought after power tiller in India. It is made possible by their precision and quality.

### 3.8 Unit wise Business Operation

The business areas operating in KAMCO are indicated in the matrix given below;

Sl. No.	Division / Department	Corporate Set up	Location			
			Athani	Palakkad	Kalamassery	Mala
1.0	Corporate Office	*	*			
1.1	Marketing	*	*			
1.2	Materials	*	*			
2.0	Purchase		*	*	*	*
3.0	Production					
3.1	Assembly		*	*	*	*
3.2	Pretreatment & Ptg.		*	*	*	*
3.3	Machine Shop		*			
4.0	Maintenance		*	*	*	*
5.0	Quality Assurance		*	*	*	*
6.0	Engineering		*			
7.0	Store		*	*	*	*
8.0	Human Resource Management	*	*	*	*	*
8.1	Human Resource Development	*	*			
9.0	Finance	*	*	*	*	*
10.0	Internal Audit	*	*			
11.0	Systems	*	*			
* Applicable in the unit location						

### **3.9 Quality Standards**

Quality standards for each and every component and product have been established by the company and well documented. Vendor's premises and their manufacturing facilities are also periodically assessed. Functionally critical components are subjected to close inspection and observations are documented to ensure tractability at any time.

Quality Assurance Department is equipped with all modern facilities. The company has got a standard room for calibration of all measuring instruments. Fully documented history cards of the measuring instruments are maintained so that periodical calibration of equipments is carried out regularly. The company's policy is to equip itself with all modern inspection and testing equipments as additions as well as replacements. The products are subjected to running tests for a pre-determined duration and only those, which pass the requirements, are accepted and declared ready for dispatch.

### **3.10 Quality Policy**

Total customer satisfaction through quality products and services with improved technology and employee participation. We comply with the requirements of the customers and the applicable statutory regulatory requirements. The effectiveness of the established quality management system is continually improved to enable achievement of the policy.

### **3.11 Product and Service Policy**

- To ensure that quality requirements of the product and service offered are maintained at all stages.
- To create a culture amongst all employees towards total quality concepts productivity through total involvement and commitment of the employees.
- To create healthy working environment for attainment of quality goals with excellence and make quality a way of life.
- To detect and prevent non conformance and defects as early as possible and to eliminate them through appropriate changes to the quality management system.
- To achieve and maintain quality leadership through continuous technology up gradation, improvement in techniques, systems and procedures to meet customer's changing needs.

The objectives of the company are to manufacture in India, either in collaboration with or otherwise import and trade agriculture machinery like Tractors, Power Tillers, Power Reapers, combine harvester, Transplanted, Diesel Engines, pump sets, implements, accessories and spares there to. The objectives also include establishments of engineering workshops repair shops to undertake repairs and servicing of agricultural machinery or other machinery, equipments implements and tools.

Assembly unit was established in 1970 at Athani by M/s Kerala Agro Industries Corporation for the assembly of Kubota power Tillers in technical collaboration with of Kubota Ltd, Japan. The words dealing manufacturer of power Tillers and other agriculture machinery on expiry of the collaboration, KAMCO manufacturers Power Tillers with their own facilities.

### **3.12 Achievements and Awards**

KAMCO has established three main units Kalamassery unit in Eranakulam district, Kanjikode in Palakkad district and Mala unit in Thrissur district. The Kalamessary unit manufactures diesel engines, the Kanjikode unit produces power Tillers and the Mala unit manufactures power Reapers.

A major milestone for the company was the award of the international quality excellence certificate under ISO 9002 in October 1996. KAMCO is the second public sectors undertaking in Kerala which has obtained this coveted certificate and the only public sector undertaking which has got ISO9002 certificate justifying the high standards of their products. From 15-03-2002 onwards KAMCO has been an ISO 9001-2000 registered company with KPMG quality registration.

### **3.13 Leading Players**

During early periods KAMCO ruled the market .In India VST, Bangalore is the major competitor of KAMCO. Japan, Korea and China are also competing with KAMCO in the same market. Other competitors are Greaves and Srachi.

### **3.14 Future Plans**

KAMCO is looking forward into a more promising future. The main among the future plans is the tractor unit itself. Its proposed site is Athani. Land acquirement procedures are almost over. The project expenses are sought to be met from KAMCO's funds itself. Now KAMCO is the leader in tiller production. Hope they can do it with the tractors also. Tractors are more suitable for large farm lands. So without doubt it will get priority in large scale farming. The tractor unit is expected to be operational within a year itself.

The company has plans to diversify its product line. They have plans to get into the manufacture of food processing machineries also. Presently forty percent of the vendors are giving self certification status on their materials. The company wants to make it a hundred percent so that only random inspection will be required. The demand for company's products is growing. But the plant capacity is not that supportive. So now expansion works are done so that they can meet the demands of the market.

KAMCO is now a multi-product, multi location company with four units in Kerala. The organization has a number of diversification plans under consideration which will help in its future growth and expansion.

## Product Profile

### 3.15 KAMCO Product include:

- Power Tiller KMB200
- Power Reaper 120
- KAMCO AGRIA 602 DE (06) Power Tiller
- Diesel Engine Model ER 90
- Power Tiller IDI

### Power Tiller KMB200

Item Code : 1100002



#### Details:

It is a versatile machine that has radically changed the old labour intensive methods of agriculture, by making almost all farming operations faster, cheaper and easier. Its performance over the years has gained it the reputation of being a complete farming unit. The cost on Tiller is around Rs.110000. The renowned Tiller comes to you with the following in built advantages.

- Simple movements and control for ease of handling
- Perfectly balanced and vibration- free engine to reduce operator fatigue.
- Fail safe safety devices to prevent accidents
- Automatic fuel control to save precious energy
- Distinctive radiator cooling system for continuous operations

- It is faster
- Make cleaner windrows for easier collection
- Reduces loss during harvesting.

### Use

KAMCO Power Tiller is a versatile machine primarily used for preparation of land for farming operations. With suitably designed accessories the machine can be used for a large number of specific operations like tilling, ploughing, weeding, pumping, puddling, leveling, hulling, ridging etc.

### Specifications

Model	:	Engine
Tiller KMB 200		
Type	:	Rotary, diesel-powered, water-cooled, with radiator
HP	:	Continuous
Max	:	12
RPM	:	2000
Fuel consumption	:	1.5 liters per hour
Fuel tank capacity	:	10.70 liters
No. of speeds	:	Forwards
Reverse	:	2
Tilling	:	4
Wheel track	:	Maximum: 930 mm
Minimum	:	690 mm
Tire size	:	6.00 x 12
Ground clearance	:	203 mm
Traveling speed	:	15 kmph (Max.)
Tilling width	:	600 mm
Tilling depth	:	190 mm
No. of blades	:	20
Tilling capacity	:	1 hectare/8hrs.
Overall dimensions	:	L2250 x W: 820 x H: 1030 mm
Weight	:	485 Kg
Light Unit	:	12 volts, 40 Watts

## Power reaper

Item Code : 2100000



Power reaper is manufacture in Mala unit. Power reaper is ideally suited for harvesting of reaps paddy, wheat and similar crops like barley etc. It harvests and make windrows at the rate 3-4 hrs/hectare. It prevents loss of grains while reaping. It gathers sheaves into neat windrows. It can reap farmlands at walking pace. It can be easily lifted and carried by two persons. The fuel used in power reaper is kerosene, cost of operation is the lowest and it helps the farmer to harvest his field at the lowest ever cost. The smooth chain conveyor action delivers plants gently, making clean windrows.

### Use

KAMCO Power Reaper is ideally suited for harvesting of paddy, wheat and similar crops. It harvests and makes windrows at the rate of 3-4 hours per ha. Since the fuel used is kerosene, cost of operation is the lowest and it helps the farmer to harvest his field at the lowest ever cost.

### Specifications

Model	:	KR 120
Dimensions		
Overall length	:	2390 mm
Overall width	:	1470 mm
Height (Up to Handle)	:	900 mm
Weight	:	116 KG
Working Capacity	:	3 -4 hr/hectare (1.2-1.8 hrs/acre)
Applicable Plant Height	:	60-120 cm
Crop release	:	Right side of machine (viewed from rear)
Engine		

Type	:	Single Cylinder, 4 stroke, side valve, Air cooled Engine
Fuel	:	Petrol Start, Kerosene run
Rated HP	:	3.5
Max. HP	:	3.85
R.P.M	:	3600
Specific Fuel Consumption	:	339 gm/H.P hr
Fuel Tank Capacity	:	Kerosene 4 Ltr, Petrol 0.4 liters
Air cleaner	:	Oil Bath Type
Starting	:	Recoil starting
Travel		
Forward speed	:	59.0 m/min
Reverse	:	50 m/min
Applicability	:	Dry field & Wet field
Operation & Control		
Main Clutch	:	Dog Clutch
Harvesting Clutch	:	Dog Clutch
Cutting		
Cutting Device	:	Reciprocating Knife Bar
Cutting Height	:	Adjustable 10-30 Cm grounded level
Cutting width	:	120 cm

### **KAMCO AGRIA 602 DE (06) Power Tiller**

- Item Code: 6100000



**Details:****Use**

- Ideal for paddy /wheat cultivation
- Inter cultivation Applications
- Various land preparations at horticultural farms
- Landscaping
- Gardening
- Potato harvester

**Specifications**

- 330 mm to 1200 mm tilling width
- Low maintenance
- Highly fuel efficient
- Easy controls and operations
- 2 speed pulley belt drive

Engine	:	Petrol
Displacement	:	149 Cc 2 Stroke Electronic
Clutch	:	Belt Stress
Speeds	:	2 Forward
Starter	:	Reversible
Air Filter	:	Oil Bath
Handle Bar	:	Robust And Easily Adjustable Rotary Tiller: Adjustable -33 Cms To 120 Cms
Engine Stop	:	By A Security System Acting Automatically
Transmission	:	By Gear and Chain in Oil Bath
		Weight: 67 Kgs Including Rotary Unit

## **DIESEL ENGINE MODEL ER 90**

Item Code : 1900000

### **Details:**

#### Use

KAMCO ER90 Engine is equipped with Radiator and specially designed die cast multi-blade axial fan. The engine can operate continuously for several hours. It can be used as a prime mover either for stationery or for moving applications.

### **Advantages**

- Economical with minimum fuel cost
- Smooth starting
- Easier operation
- Equipped with radiator
- Less vibration
- Less noise
- Increased durability

### **Specifications**

Type	:	Horizontal Water Cooled, 4 strokes
Number of Cylinder	:	One
Bore x Stroke (mm)	:	95 x105
Displacement (cc)	:	744
Compression Ratio -		
Continuous Rated	:	20
Output (HP/rpm)	:	9/2000
Maximum output (HP/rpm)	:	12/2000
Specific fuel consumption (G/HP - hr)	:	195 (At continuous rated output)
Maximum torque (kgm/rpm)	:	4.5/2000
Cooling System	:	Pressure Radiator type (0.8 Kg/cm <sup>2</sup> natural convection)
Fuel	:	High Speed Diesel Oil

Lubricating Oil	:	SAE 30
Lubricating System	:	Forced Lubrication with Trochoid Pump
Starting System	:	By hand cranking assisted by decompression System
Cooling Water Capacity (Ltr)	:	3.8
Fuel Tank Capacity (Ltr)	:	12
Crank Case Oil Capacity (Ltr)	:	3
Overall dimension (mm)	:	820 x 512 x 640 (L x W x H)
Weight	:	145 Kg

### **3.15 Organizational Structure of KAMCO**

KAMCO was established as a subsidiary of Kerala Agro industries Corporation Limited (KAIC) in 1973 and subsequently became a fully owned government undertaking at Athani, 25 km north of Cochin. In 1958, Dr.Rajendra Prasad, the president of India was presented with a 'Kubota Power Tiller' by M/S KUBOTA Ltd., Japan, the world's leading manufacturer of power tiller and other agriculture machinery.

The Kerala Agro Industries Corporation Ltd., Trivandrum, Government of Kerala company promoted the establishment of Kerala Agro Machinery Corporation Ltd. KAIC entered into a technical collaboration with M/S Kubota Limited, Japan in February 1972. On 15/11/1972, the Kerala Industrial And training consultancy organization Limited(KITCO) was entrusted with a work of 2 crores and a subsidiary of M/S KAIL Ltd., which held the entire paid up capital shares in KAMCO. Even though the company was formed as a subsidiary of KAIC Ltd, subsequently company became a fully owned company by transferring the shares held by KAIC Ltd.

KAMCO has completed its 37 years and is continuously running on profit for the last 30 years increasing its production and profit year after year

A Board of Directors governs the company. Board of Directors includes Chairman, Managing Director and other directors. The Government of Kerala nominates the Chairman of the Board. The Chief Executive Officer of the company is the Managing Director who shall exercise his powers subject to the overall control and supervision of the board. The Managing Director is the topmost official and the Government delegates authority to the Managing Director as may be entrusted and delegated to him from time to time by the board. The Managing Director is the operational head of the company supported by General Manager and Deputy General Managers discharging different functions. Managers and Deputy Managers will assist the General Managers and Deputy General Managers.

The various departments of KAMCO are production, marketing, finance, material, human resource, system, quality assurance. There are seven regional offices for KAMCO at Trichy, Pondicherry, Kolkata, Guwahati, Hyderabad, Ranchi and Bopal.



SM - SENIOR MANAGER  
MGR - MANAGER  
DM - DEPUTY MANAGER  
AM - ASSISTANT MANAGER  
DGM - DEPUTY GENERAL MANAGER  
AE - ASSISTANT ENGINEER  
STR - STORES  
PUR - PURCHASE  
PRO - PRODUCTION  
CH - CHARGE HEAD  
KLM - KALAMASSERY UNIT  
MAL - MALA UNIT  
PAL - PALAKKAD UNIT  
FIN - FINANCE  
CM - CHIEF MECHANIC  
SYS - SYSTEMS  
WA - WORK ASSISTANTS  
AST - ASSISTANTS  
MTL - MATERIAL  
MEC - MECHANIC  
ST - SUPERINTEND  
R&D - RESEARCH AND DEVELOPMENT  
QA - QUALITY ASSURANCE  
SCR - SECURITY  
HRM - HUMAN RESOURCE MANAGER  
ACT - ACCOUNTANT  
ISA - INFORMATION AND SECURITY AND AUDITOR  
DEO - DATA ENTRY OPERATIONS

**CHAPTER-4**  
**DEPARTMENTAL DETAILS**

## **Departments**

Kerala Agro Machinery Corporation Ltd(KAMCO) established in 1973.the company has completed 37 years of services At present the company employees approximately 568 persons in the four units. The company is working profitability for the last 30 years.

KAMCO has the following departments.

1. HRM Department
2. Finance Department
3. Production Department
4. Marketing Department
5. Materials Department
6. System Department
7. Quality Assurance Department

### **4.1 Human Resource Management Department**

This department concentrates more on manpower resources and aim at attaining maximum individual development, desirable work atmosphere and inter-personnel relations, effective moulding of human resources as contrasted with physical resources, and also gives proper training to human resources relating to individual development, particular work, inter- relations, etc.

KAMCO has determined and provided adequate resources needed to implement and maintain the quality management system and continually improve its effectiveness in order to enhance customer satisfaction by meeting customer and other requirements. Man power requirements for production and verification activities are identified, trained and assigned to perform specific tasks which affect quality



## **Functions of HRM Department**

- a. Recruitment and Selection.
- b. Training and Development.
- c. Promotion.
- d. Welfare of the Workers.
- e. Cultural Activities.

### **Recruitment and Selection**

In KAMCO there is a specific recruitment and selection procedure. Recruitment focuses on identifying the right person for the right job.

### **Procedure for recruitment and selection in KAMCO Ltd**

There is no obligation in promoting a person to the position of a person who retired and goes on deputation and in appointing a person to the part after the death of his father/mother, handicapped, sportsmen, etc, according to the retirement policy. According to the present policy the company can recruit people on a temporary basis from the employment exchange.

The employment exchange forwards a list of candidates for the required posts in the unit on their notification to the district employment officer, Ernakulam. According to the number of vacancies, a certain number of candidates will be sponsored by the employment exchange. All the sponsored candidates are advised to appear for a written/practical test and interview at the registered office at Athani on a date fixed by the company. Verification of the certificates/testimonials will commence which will be followed by the written/practical test and interview. Certificates proving one's age, qualification, caste, experience, etc for verification along with a photocopy of each of them should be produced. The travel expenses of SC/ST or other eligible communities will be borne by the company. On the selection and appointment of an employee, intimation will be made by to the employment exchange and updating their records.

This is the procedure followed by KAMCO Ltd for the recruitment and selection of their skillful workforce.

At present, KAMCO is proudly foregoing ahead towards promising future. The ever increasing 'Demand' for the KAMCO products and the 'Trust and

Confidence' vested in them by small and marginal farmers has made it possible for KAMCO to double its production in a short span of time. KAMCO has made a significant contribution towards achieving self- sufficiency in food production. Today, KAMCO proudly rededicates itself to the cause of self- reliance and self-service of the people because, KAMCO's product occupies a place of pride among the forming community throughout India and as well as among competitors who produce such products, for their 'Quality and Reliability'.

### **Training programme of KAMCO Ltd**

- For the workers, workers education programme are conducted under the supervision of the workers education center. For this purpose, a 2 to 3 months training classes are provided to the trade union leaders of the organization who act as the workers teachers. After attending the training programme conducted at the workers education center, they conduct classes to all the workers in the organization by forming them into different batches.
- For the officers at the top level, middle level and supervisory level, management development programme are conducted. Here, training is provided on contract basis of 2 to 3 days by the faculties from different management institution like Kerala State Productivity Council, Center for Management Development, Indian Institute of Management, etc.
- External training is given to the individuals who would be outside the promises of the organization by conducting seminars.
- After the ISO awareness training classes were conducted. The subjects handled in these classes were personality development, personal relationship, transitional analysis and productivity.
- For the new recruits, a 15 days training classes are conducted specialized in orientation training.
- For all the employees from the lower level to assistant engineers, the initial 2 years is their training period for which they get the consolidated pay.
- Based on the Factories Act, ESI Act, Maturity Benefit Act, Income Tax rules, etc all the accountants and dealers are provided training classes.
- A 15 days computer awareness-training programme is conducted with the changing techniques at regular intervals.

## **Employee welfare activities of KAMCO Ltd**

It is the HRM of KAMCO that plans and implements the welfare programme which fully motivate the work force of these company, besides the HRM playing a crucial role within the organizational environment. The welfare amenities are better motivators since they motivate the workforce. The welfare work of KAMCO constitute the efforts of the employees to establish, within the existing industrial system, working and sometimes living and cultural conditions for the employees beyond what is indispensable.

A KAMCO welfare center is functioning within the premises of the organization. There is a monthly cut of rs.25 from the salary of all the employees towards the KAMCO welfare center. The employees and employers towards the Kerala Labour Welfare Fund on a half yearly basis also make a contribution i.e., from June and December salary.

The Employee Welfare Centre of KAMCO Ltd, undertake the following activities.

- Grant in aid is provided to the wards of members in a year.
- Medical treatments benefits are provided. If the employees undergo hospital treatment, which result in absence from duty, cash benefit will be provided to the concerned employee from KAMCO Welfare Centre.
- Retirement benefits are provided. A unique advantage of the KAMCO employees who are retiring is that they get their Provident Fund, Gratuity, Pension and other benefits on the retirement day itself without any delay in the procedure.
- Thus promote education and development of work culture among the community.
- They establish and inculcate educational research programme into the public.
- They render financial assistance to the residents of Nedumbassery Panchayath.
- They promote, facilitate and aid any other subjects of general public utility beneficial to the employees, members of their family and the community to which they belong without any motive for profit.
- They promote family planning measures among the community in the area.

The Welfare activities of KAMCO includes canteen, medical benefit or ESI, PF, Gratuity, Leave encashment, LIC for E/L, Conveyance advance. There is no

salary deduction for Gratuity, only persons who have experience above 5 years are eligible for gratuity.

### **Performance Appraisals**

Performance Appraisals are carried out once in a year, in the case of officers. Appraisals are made by the 31st of December and are collected by the 15th of January in the following year. In the case of workers, performance appraisal is carried out when they become eligible for a grade change. During the probation and training periods, appraisals are carried out every quarter. The appraisal reports are then placed before the promotion and recruitment committee. In the case of officers, a three stage appraisal is performed. In the first stage, a self appraisal is carried out by them. This is then followed by an appraisal by the departmental head which in turn is followed by an appraisal by the divisional head.

### **Industrial Relation**

KAMCO has five recognized trade unions. The management has cordial relations with all of them. They are; The KAMC Employees Union which has no political affiliation, KAMCO Employees Union affiliated to CITU, KAMCO Employees Association affiliated to INTUC, KAMCO Employees Federation affiliated to AITUC and KAMCO Employees Centre affiliated to UTUC. As a part of its labor welfare measures, KAMCO provides both statutory or intramural and non statutory or extramural welfare measures.

The statutory measures provided are:

- Drinking water
- Toilets
- Welfare officer
- Washing facilities
- Occupational safety
- Uniforms and protective clothing
- Shift Allowance
- Canteen
- Maternity benefits

- Social Insurance
- Health and Medical facilities

The non- statutory measures provided are

- Educational loans
- Recreation facilities
- Workers Cooperatives
- Vocational training

KAMCO also negotiates periodic long-term settlements with its employees and has implemented three such settlements so far.

### **Grievance handling and discipline**

KAMCO does not have specific grievance handling machinery. Grievances if any may be brought to the notice of the immediate superior. Depending on the seriousness of the grievance, it may or may not be forwarded to the Managing Director who is the final authority. A grievance once redressed cannot be put up before a committee of appeals. Cases of indiscipline are treated in the following manner:

- A memorandum/show cause notice is issued to the employee.
- If the reply received is not satisfactory, a charge sheet is issued.
- Again if the employee is unable to respond satisfactorily, an enquiry is carried out.
- The enquiry report is placed before the HRD committee. Punishments are decided depending on their recommendations.

The most common cases of indiscipline are absenteeism and overstaying of leave. Late coming up to half an hour is allowed. Exceeding that salary cuts are effected.

### **Promotion**

Seniority, merit, efficiency and past performance shall form the basis for grant of Promotion. In promotion area, the company has certain promotion policies. The officers and workers have separate rules for promotion policy. Promotions will be

made by the relevant appointing authority for various posts on the recommendation of the Promotion Committee. Promotions to the posts of Chief Mechanic, Charge hand, Chief Draftsman and Senior Technical Assistant will be by selection based on the assessment for promotion.

Promotions to the posts in G-3 will be by selection through tests and / or interview by the Promotion Committee. Promotion to the post of Assistant Engineer /Supdt. will be by selection through assessment and interview by the promotion committee consisting of Managing Director, General Manager, Deputy General Manager (Mkt.) and Deputy General Manager (Finance) & Company Secretary. Managing Director will be the Chairman of the Committee.

Promotions to the posts of officers in G-8 will be made by the Committee. Promotions to the posts in G-9 and above will be made by a Committee constituted by the Board of Directors with not less than three members and at least one of the members of the Sub Committee should be a Govt. Director. If necessary, the Committee will co-opt experts from outside. The Promotion Committee will consist of the Chairman and Managing Director also.

Promotions will be made only against a vacancy. Promotions will be effected only to the next higher post in the same discipline.

Seniority, performance, educational qualifications and general disposition will form the basis for granting promotion. These will be judged with reference to the personal records and periodical performance appraisals of the employees and interview.

For promotions against each vacancy, a panel containing at least two names should be prepared on the basis of merit-cum-seniority from out of the feeder category / categories. The Board of Directors should approve the panel and appointment will be made by the Managing Director. A panel once prepared should be valid for three years from the date of approval of the Board of Directors.

In order to motivate employees for continued efficient service in the company a scheme will be introduced so that the employees who do not get promotion to higher posts may get a chance for improvements in their grades.

### **Time Office**

The worker category is provided with electronic punching card (G1 - G7) and for the officers category they use attendance register instead of punching cards (G8 - G14). Time office performs the job to prepare the attendance and leave of the employees. The shift timing in KAMCO are as follows:

- |                       |    |                  |
|-----------------------|----|------------------|
| For Workers           | 1. | 7 A.M — 3 P.M    |
|                       | 2. | 11 P.M — 7 P.M   |
| General Shift         | 3. | 9 A.M — 5 P.M    |
| For Office Staffs     | 4. | 9.30 A.M — 5 P.M |
| (On Saturdays)        | 5. | 9.30 A.M — 1 P.M |
| For Security Officers | 6. | 8 A.M — 4 P.M    |
|                       | 7. | 4 P.M — 12 A.M   |
|                       | 8. | 12 A.M — 8 A.M   |

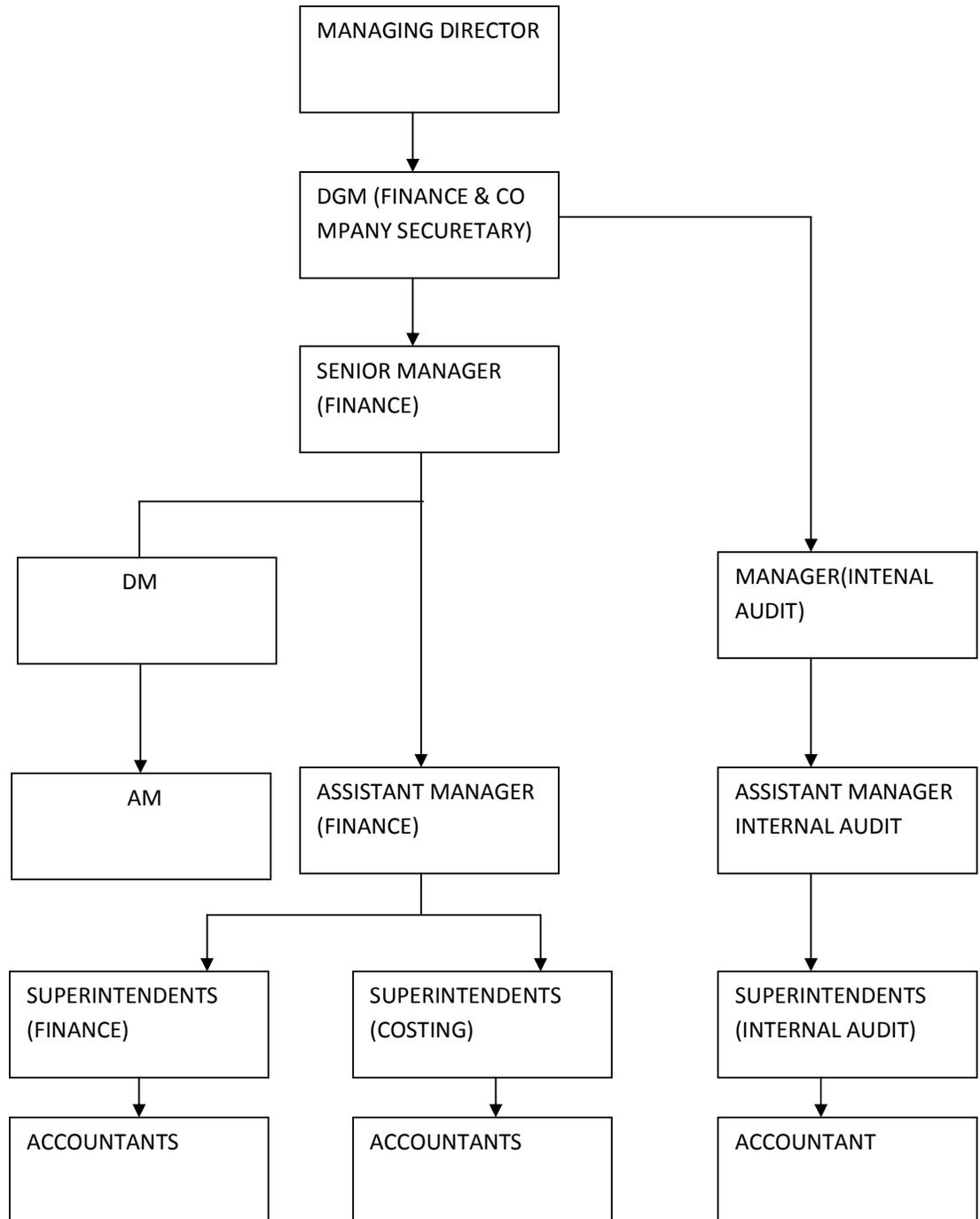
# **FINANCE DEPARTMENT**

## **4.2 Finance department**

Financial performance of an organization is an important factor for the long term survival profitability of any organization. Finance is defined as the provision of money at the time when it is required. Every enterprise whether big, medium or small, needs finance to carry on its operations to achieve its targets. It is the livelihood of an enterprise. Without adequate finance, no enterprise can possibly accomplish its objective.

The Finance Department deals with the procurement and management of funds. This department controls the overall financial transaction of the company. It controls the receipts and payments of each and every activity for all the divisions. In KAMCO, Finance Department plays a major role because in public sector only very few companies are earning profit. KAMCO is a multi crore multiunit organization. It means KAMCO have more than one unit established with their own fund. Surprising thing is that KAMCO is giving dividend and carrying profit for 30 years. The Finance Department keeps a record of everything concerning any expenses or income.

## 4.2 DEPARTMENT STRUCTURE



The important functions of Finance Department are:

- Management of Receipts
- Management of Payment
- Budget and Budgetary control
- Auditing
- Costing
- Statutory transactions
- Management of Receipts

#### **Management of receipts**

Payments from dealers/customers are received only through marketing department. They issue proper receipts customer wise/dealer wise accounting is adopted. There will be a debit outstanding and it must be informed to marketing development once in a month. Insurance, Freight outward, bank negotiations etc are accounted and maintained to arrive at the cost of sales.

#### **Management of payment**

Due to the availability of funds, payment commitments are honored on the due dates. All the payments are supported by approved vouchers. Payments are passed mainly on the basis of IGRR. Advance payments are settled within a time of 45 days. Non – receipts/ delayed receipts extra is brought to the notice of stores for remedial actions. Payments are usually done by cheque/ D

#### **Budget and budgetary control**

The annual budgets of the company are prepared both for the capital and revenue based on the requirements furnished by various units and Departments. The requests of the department are analyzed only after consulting with various departmental heads and Corporate Divisional Management Group and finalized only on the basis of disposition of funds. These budgets are presented before the management for approval. The budget is reviewed half yearly. If some changes are occurred they are submitted to management/ board through a revised budget for approval.

### **Auditing**

Internal audit is mainly based on corporate functioning. Internal audit mainly takes care for the 'CARO' requirements of company's act. 'Watch Dog' for an entire organization. The main function of this department is to ensure that policy decisions of the management is strictly followed by the functional departments and is verified by the internal audit.

### **Costing**

Costing records are maintained as per the Cost Accounting Rules. They are mainly subjected to cost audit ordered by company law board. Costing Department also advises management and departments, which are the potential areas of cost reduction. Mainly costing departments analyses cost of productions on a yearly basis. Costing department advises accounts departments the cost of rejection as per warranty claims.

### **Statutory Transaction**

Sales tax /Income tax/TDS certificates/c-Form/Form-18 etc. are issued. They are properly accounted and proper time settlements are made. Salaries and other payments, remittances and recovery etc. in the case of employee are done in a time.

The finance function of business is concerned with the acquisition and conservation of capital funds in meeting the financial needs and over all objectives of the organization. Finance is the major functions of any business. It deals with the arrangements of adequate amount of capital to achieve the objectives of the enterprise.

## **Functions of managers**

### **Deputy General Manager**

- Submission of strategic matters regarding finance to board for decision. deputy general manager
- Submission of quarterly and annual audit accounts to the board.
- Presentation of dividend decision.
- Financial concurrence on corporate investment decisions
- Overall supervision of day to day functions of department as the HOD.

### **Senior Manager**

- Maintenance of cost records.
- Preparing MIS reports on pricing and costing, leading to cost control.
- Preparation of product wise, segment wise cost records.

### **Manager**

- Internal audit of various activities and submission of periodical internal audit.
- Preparation of quarterly, half yearly and annual financial statement.
- Treasury functions.

#### 4.1 Balance sheet for the last three years

	SD.NO	2009	2008	2007
<b>SOURCE OF FUND</b>				
(a) Capital	1	16146000	16146000	16146000
(b) Reserves & Surplus	2	811293794	740509066	683621559
Loan Fund		Nil	Nil	Nil
Deferred Tax Liability (Net)		4203128	4149867	3733896
<b>TOTAL</b>		<b>831642922</b>	<b>760804933</b>	<b>703501455</b>
<b>APPLICATION OF FUND</b>				
(1) Fixed Asset	3			182199221
a) Gross Block		191577943	186025196	120050947
b) Less Depreciation		132433912	126484213	
impairment loss		433337	303374	266875
		46		

of assets				
c) Net Block		58710694	59237609	81881399
d) Work In Progress		853198	302064	53050
Project expense		2055072	1042887	
(2) Investment in Shares	4	20500000	20500000	20500000
(3) Current Asset Loans & advances				
a) Current Asset	5			
1) Loose tools		436175	385719	535983
2) Inventories		225204092	204090777	194886492
3) Sundry Debtors		261675468	198942050	122042306
4) Cash & Bank balances		358566369	352563054	392246980
5) Other Current Assets		19352164	17939544	13462907
b) Loans & advances	6	16774184	17581080	31659485
		832508853	791502224	754834263
Less Current Liability & Provision				126622874

a)CurrentLiability Provisoi	125703262	101963205	
b) Provision	7282012	10317844	8146737
	132985274	112281049	134768614
Net Current Asset	749523578	679221175	620064602
	1002394	501198	1002394
(4)Miscellaneous Expenditure			
	831642922	760804933	703501455
TOTAL			

# **MARKETING DEPARTMENT**

### 4.3 Marketing Departments

This department ensures that there is a proper flow of goods and services from the company (producers) to the consumers. The products of KAMCO are sold through the dealers, so the marketing department has a direct relationship with the dealers, the products are sold throughout the country through the Agro Industries Corporation of that particular state, the states to which the products are sold are Kerala, TamilNadu, Andhra Pradesh, Maharashtra, Gujarat, Rajasthan, Pondicherry, Chattisgarh, Orissa, Bihar, West Bengal, Assam, Meghalaya, Manipur, Tripura, Uttar Pradesh.

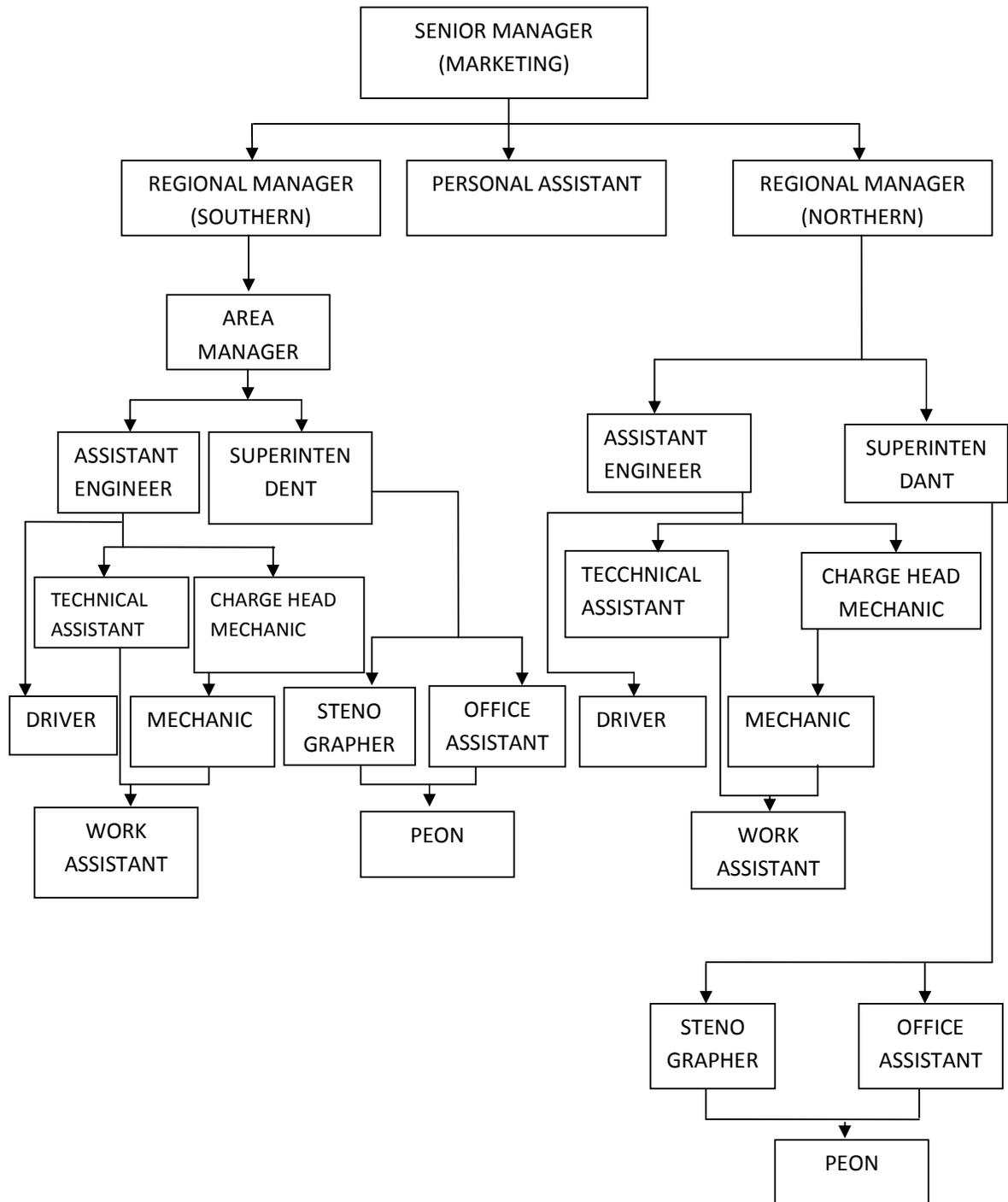
The marketing strategy followed by the department is

- Fixation of targets for each dealers
- . The marketing department has regular contacts with the dealers of each state.
- The dealers are selected based on the certain criteria, i.e, first of all, the climatic condition of the state is taken into consideration, availability of land, etc

The steps followed in the marketing department are

1. Agreement is made between Dealers and KAMCO and then a target is fixed (annual) by KAMCO for the purpose of sales as well as spares.
2. Order is placed by the dealers along with DD or by bank, the dealings of KAMCO is done through Union Bank of India.
3. The marketing department sends the despatch advice to Athani or Palghat.
4. Then the goods are dispatched by the Stores Department.

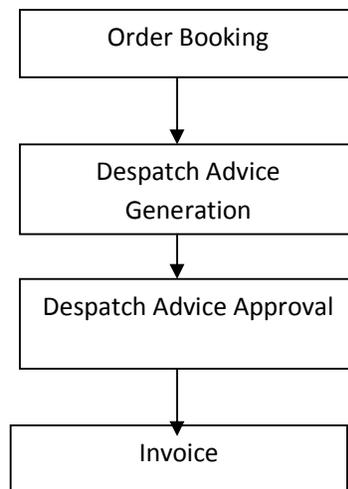
### 4.3 DEPARTMENT STRUCTURE



## Dealers

The company has 47 dealers all over India. New dealers appointed to cover selected districts in Tamil Nadu, Karnataka, Maharashtra, Orissa and Andhra Pradesh. And in other states the company has dealership. The dealer will get Rs 7000 per tiller and wants to provide three free service to the customers. The dealers target depends upon the area. If a dealer exceeds their target they will get incentives depends the excess quantity

### Process Flow Chart of Marketing Department



### Process followed

#### 1. Order Booking

The order booking should contain the details regarding the document type, the region, payment terms, dealer, whether despatch is made through approved carriers or by person or by Rail or Road or Courier.

#### 2. Dispatch Advice Generation (DAS)

After the order is been booked the despatch advice generation is prepared for the stores department, which contains the details of the region of delivery, material type, store, sales orders, choosing of the components.

### **3. Dispatch Advice Approval**

By preparing the despatch advice approval, it is understood that the goods have been agreed for despatch from the stores department, the despatch advice approval will be send to the stores department.

### **4. Invoice**

The invoice will be generated by the marketing department and then sent to the stores department. The invoice consists of the rates and accounts, payment details, order details such as order number, Despatch Advice Generation number, invoice number, item code, item name, order quantity, despatch quantity.

The documents at the time of despatch is the Invoice, Lorry Receipt, Covering letter showing the Insurance number, copy of insurance, DAS. These documents will be sent to the accounts department, then these documents will be sent to the dealers by courier.

These are the functions the takes place in the marketing department of KAMCO.

### **Major Dealers in India**

#### **1. West Bengal**

Govt.-West Bengal Agro Industries Corporation.  
Pvt.-Friend's Machinery and spares Ltd

#### **2.. Assam**

Govt.-Assam Agro industries Development Group.  
Pvt.-Chem Trade India Pvt Ltd.

#### **3. Tripura**

Govt.-Tripura Horticulture group  
Pvt.-Krishishilpa Udyog

#### **4.Maghalaya**

Pvt.-Stanly Roy Constructions

#### **5. Kerala**

Kerala Agro Industries Corporation.

### **Sales Promotion Activities**

In India all the state government has their own dealership in selling the product. Through website all sales promotion activities in International market hase been carried out.

## **Competitors**

During early periods KAMCO ruled the market .In India VST, Bangalore is the major competitor of KAMCO. Japan, Korea and China are also competing with KAMCO in the same market. Other competitors are Greaves and Sracchi.

## **Advertising**

Advertising is also a part of promotion. In every budget company allocated nearly 50 Lakhs for advertising. Signboards and local newspapers are the major channels of advertisement. Company also gives financial helps to the dealers for advertisements.

## **Environment Analysis**

As it is a public Ltd company KAMCO has certain limitations. They cant do more to the environment protection. The all new DI engine will reduce pollution and it also reduce the fuel consumption than the ordinary engine.

## **Functions of manager**

### **Senior Manager**

- Presenting market strategy to the board
- Obtain management approval for the target fixed.
- Developing customer loyalty
- Reporting performance for the board for review
- Arranging press conference annually

### **Regional Manager**

- Preparation and implementation of product
- Fixing target to managers
- Implementation of market pan
- Arranging dealer meets

### **Area Manager**

- Achieving targets
- Good customer relation
- Ensure customer satisfaction

# **PRODUCTION FUNCTION**

## 4.4 Production Department

The production is the largest department of the company. Under the production department there are mainly three sections:

- 1) Assembly shop
- 2) Machine shop
- 3) Maintenance department

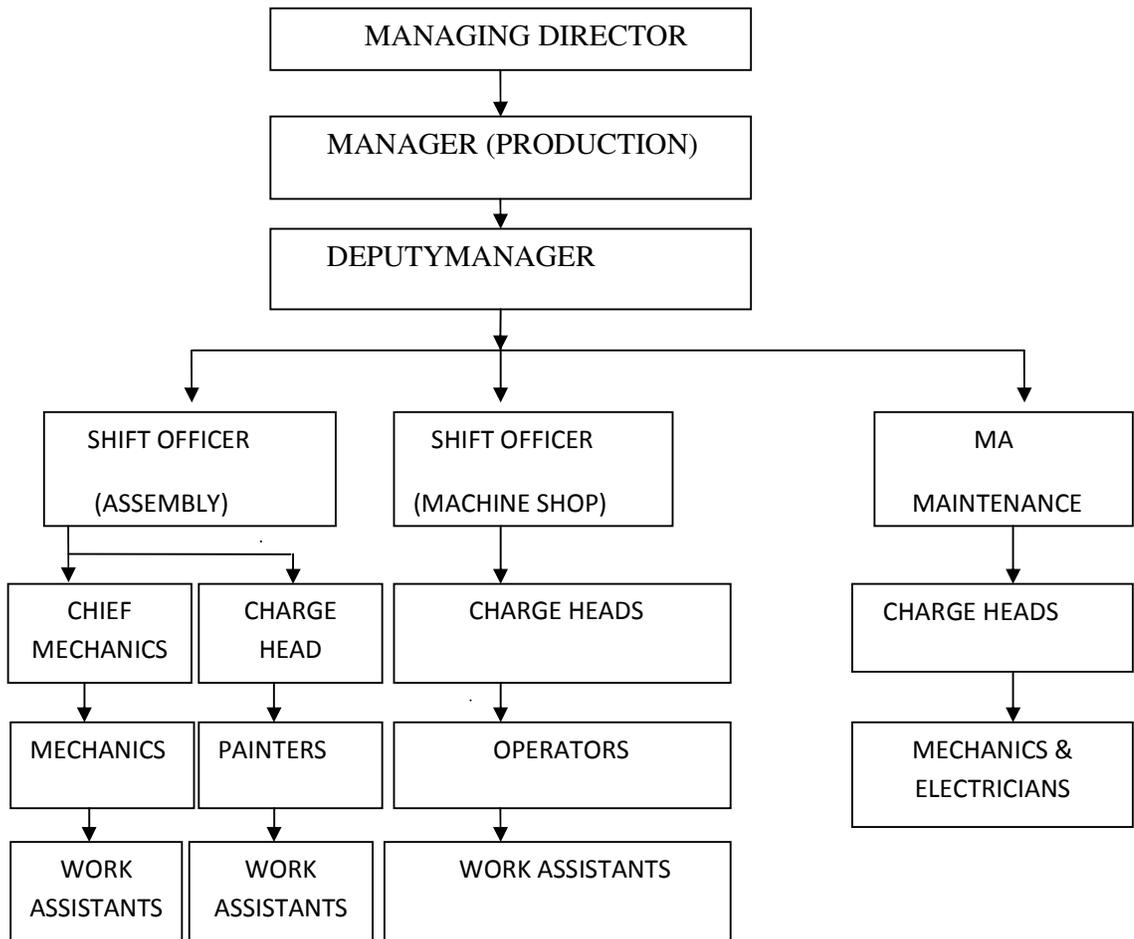
The major functions of the production department are machining, assembling and maintenance. Mainly 13 components are machined in machine shop.

The major raw material suppliers of KAMCO are from Coimbatore, Karnataka, Mumbai, Bangalore, Delhi and Chennai. Major portion of the raw materials constitute castings. The target for the current year is around 10000 tillers. And this target is fixed by board of directors. There are around 250 employees in production department. The material handling equipments used in KAMCO are conveyors, stacker, pallet truck, pallet trolley, fork lift, cranes etc.

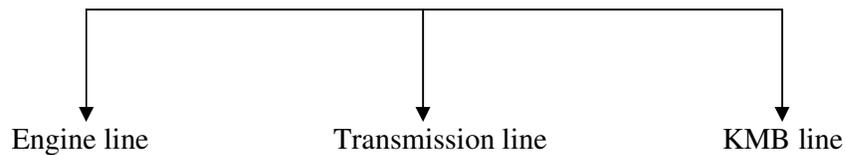
Company has a modern machine shop with Special Purpose Machines (SPM), which ensures conformity with prescribed quality standards. The materials purchased by the Purchase Department, are then send to the stores. From there the materials are forwarded to the Q.A. department. From Q.A Department the materials are forwarded to the machine shop. In the machine shop, the process like milling, drilling, boring etc are done. From the machine shop the finished products are not directly send to the assembly. It is send to the assembly only after the inspection in Q.A. department and are then kept in stores.

Assembly is one of the major sections in production department. A chief mechanic is present in this section. The engine assembly is one of the major works in the assembly. After testing the assembled engines, it is sent to the painting section. Through different transmissions in the assembly we get the finished product. Assembly section mainly consists of three areas.

#### 4.4 DEPARTMENT STRUCTURE



## Assembly section



There are 4 work centers in the engine line and 3 work centers in the transmission line.

In KAMCO, they are using a good advanced painting shop. The process undergone there is called 7 tank pre-treatment process. This process is mainly done to clean surface by removing oil and grease.

### Tank pre-treatment processes

#### Process 1: Degreasing

In this process the item or product that is to be cleaned is dipped in the tank with chemical at 60-degree temperature for about 20-25 minutes.

#### Process 2: Water rinsing

Here the item is simply rinsed with water for about 2 minutes.

#### Process 3: Acid treatment

Again the item is dipped in a solution containing 35% HCL for about 20 minutes. This is mainly done to remove rust.

Process 4: The component is again passed through two cold-water tanks and rinsed.

#### Process 5: Phosphating

Again the item is dipped in a solution containing phosphate content for about 45 minutes. After this process the surface of the component will be completely cleaned.

#### Process 6: Water rinsing

The component is washed with water.

#### Process 7: Passivation

Here the component is dipped in a solution containing chromic acid for about 20 minutes.

After cleaning the components it will go for painting through a conveyer belt and after painting it will go to the oven through the belt. Mainly they are using two colors for painting, one is Ash and the other one is Post office Red.

The population of tiller is about two and a half lakhs and the weight of tiller is 430 kgs consisting of 740 components. The final product, tiller is finally checked to see whether there is leak or produces abnormal sound.

The maintenance measure followed here is total preventive maintenance (TPM) which is a Japanese concept. Under maintenance department there are two types of maintenance rooms. They are civil maintenance and electrical maintenance. Once in 90 days maintenance is done. Another major aspect of KAMCO is zero down time, that leads to continuous production.

In this company 67% is considered as minimum productivity for an employee. An employee is considered eligible for getting production incentive only if he crosses this minimum productivity line. During early periods 3000 tillers were produced, but now it has been raised to 8500.

Production planning is carried out when the production budget is made. Production figures are decided upon at the beginning of the year. Production quotas for each month are to be met. The daily requirement of production is communicated by the Manager (Production) to the shift supervisors. Daily production figures may be flexible as long as the monthly quotas are met.

## **Functions of manager**

### **Production Manager**

- Fix the parameters of production department.
- Responsible for solving the problems related to production.
- Optimization of production costs.
- Modification of production plants.

### **Deputy Manager**

- Ensuring whether production is as per order and fixation of monthly targets according to requirements.
- Inspection of incoming materials.
- Communication with the shift officers for the daily requirement of production.

# **QUALITY ASSURANCE DEPARTMENT**

## 4.5 Quality Assurance Department

Company keep good quality in their all products with the help of quality assurance department. For a company trying to more its presence felt in the international marker through quality products and services, quality management system should be at work. The company follows its ISO 9001-2000 standards. It is mainly for the quality.

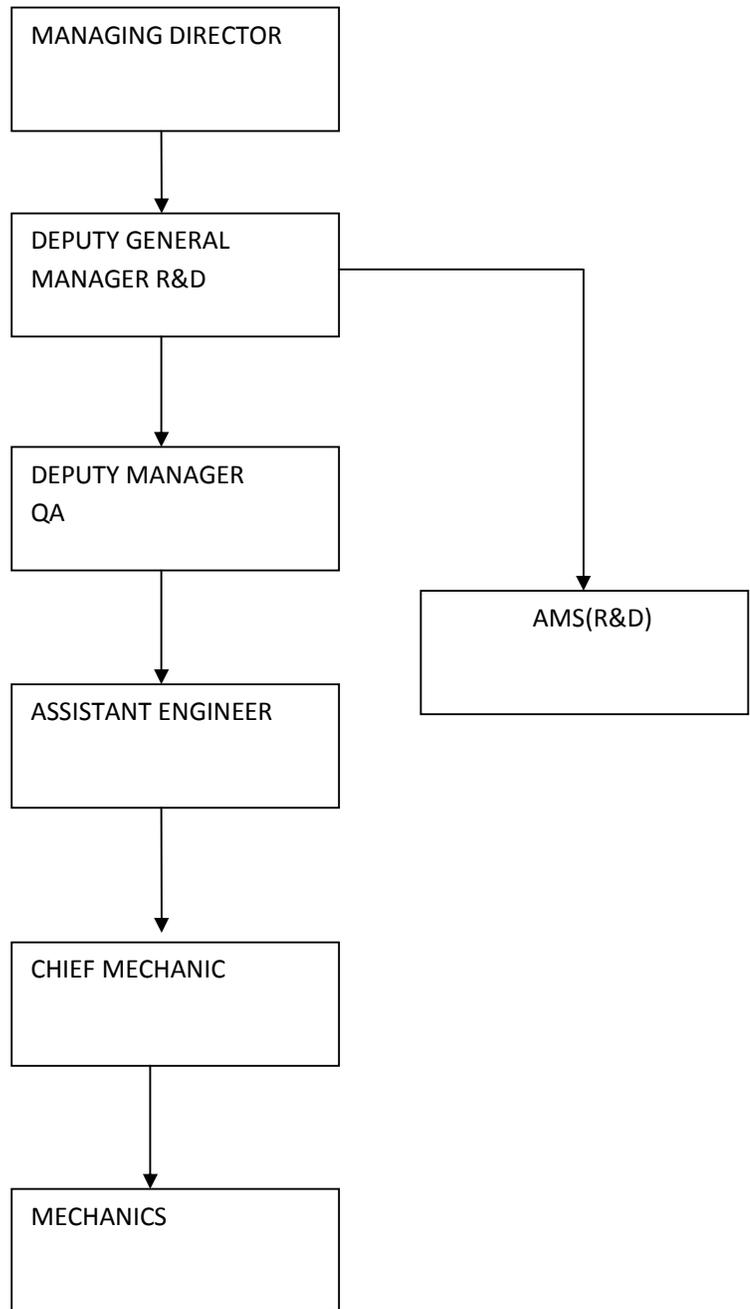
Materials and the components from the vendor are received in the stores department. And Accounts as inward receipts in the hands of stores (IGRR) This IGRR NO: Delivery Chelan No: date, name of the vendor, quality grade of the vendor etc. with this receipt the stores department handed over the components to the quality assurance department. From here starts the function of Q.A department. In Q.A department there is all specification of the components, to know these components have all the specification that are needed for production.

Quality Assurance clarifies the components into two critical component and non critical components. Critical components are crank shaft, all engine parts, gear wheels etc. non critical components are nuts, bolts, and screws etc. The clarification is mainly for ignoring the practical difficulty in checking. Complete inspection occurs in critical components and only sample inspection in non critical components. Practical difficulty in checking non critical components is the problem there from here the production department as their requirements takes the components.

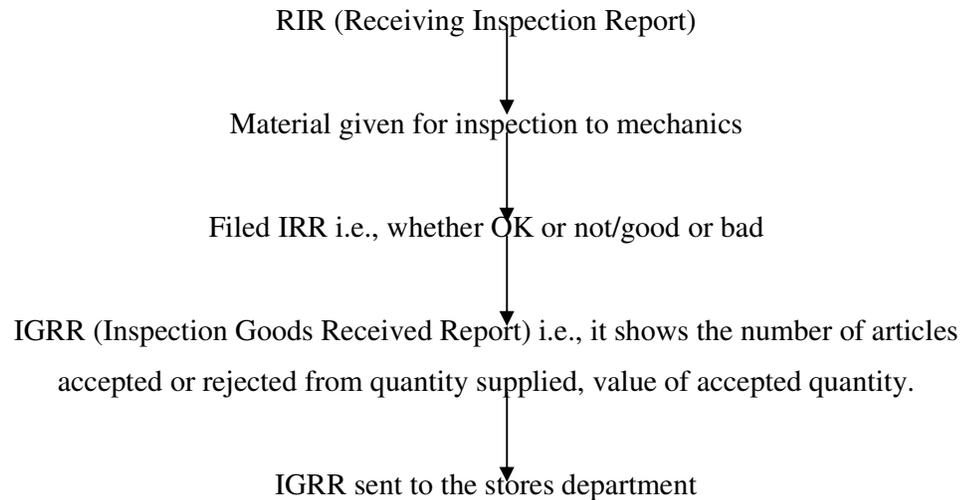
After getting a finished product from the assembly department for the final checking. If it is “OK” it is gone to the store. From these the machine will enter into marker through dealers.

Calibration cell:-Q.A departments are equipped with all modal facilities. The company has a calibration cell to check and correct the measurements of all measuring instruments.

## 4.5 DEPARTMENT STRUCTURE



This department functions with the objective of ensuring that 'QUALITY' is maintained for each product of the organization.



#### **Procedure for quality assurance department**

- 1) Production plan, sales plan and requirements plan emerges from the annual business plan /budget. New requirement of machinery, equipments, tools, guards, jigs and fixtures also emerge from the business/budget.
- 2) Concerned departments make resources plan comprising of new equipments and up gradation of existing infra structure and submit proposals to managements.
- 3) Resources plan can also be need, based on the market situation and customer feed backs.
- 4) For approval of the proposals, management's takes into account selection of equipment, the improvement in quality/productivity aspects and the justification put forth by departments connected.
- 5) The management approval with corrections if any are forwards to concerned for implementation of the programmer.

## **Functions of Managers**

### **Deputy General Manager**

- In charge of the quality assurance department
- To venture into and obtain quality certification by accredited agencies of repute
- To retain ISO certifications by undergoing quality audits periodically.
- Develop and implement quality policy, update it periodically and get them approved by board.

### **Deputy Manager**

- In charge of day to day quality check by census sample method as per quality policy
- To see that the expenses are within budgeted levels
- Recommend timely rectification steps.

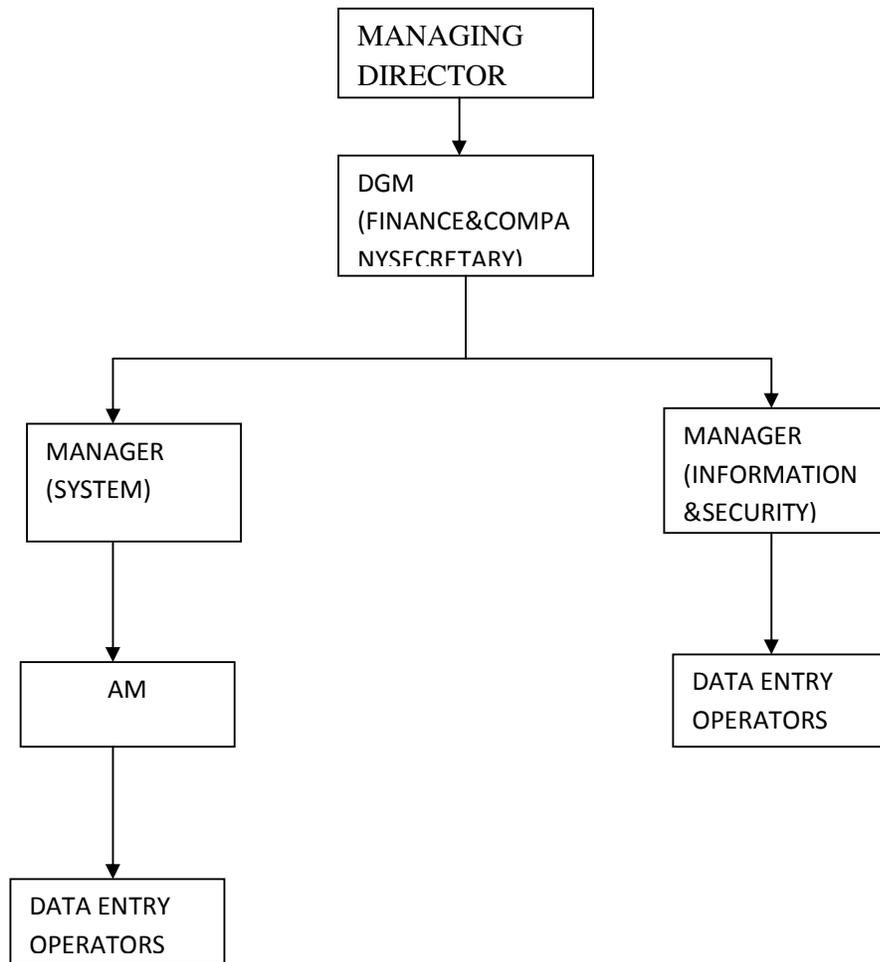
# **SYSTEM DEPARTMENT**

## **4.6 System Department**

The company has a system department all the four units of the company are connected through internet and all the four units have their servers. In this corporate unit each department is connected through a LAN. The system department uses a customer ERP (Enterprise Resource planning ) package, backend with oracle. Company's system department is not as much developer, so it is not used in any part of production. There is an inbuilt MIS function in this ERP package and this package are divided into different modules . Each module if for each department, by the help of these modules, departments can transact the data's and it makes the work easy.

The module incorporated in the ERP package used are the finance module, Marketing module, purchase processing and inventory module, HRM module and the maintenance module. The components of the various module are as follows.

#### 4.6 DEPARTMENT STRUCTURE



### **Finance Model**

1. General finance.
2. Payroll and incentive administration
3. Material purchases.
4. Sales
5. Payables & Receivables.
6. Exclusive cash balance reporting.

### **Marketing model**

1. Order booking.
2. Invoicing.
3. after sales service

### **Purchasing procedure and inventory model**

1. Purchase processing.
2. Material requirements
3. Receipt accounting
4. Inventory transactions
5. Finished good evaluation
6. Product quality and raw material quality
7. Material rejection.

### **Human resource management model**

1. Personal history including employee's details and service details.
2. Payroll processing
3. Training
4. Attendance and incentives including time office, leave, encashment details etc .

### **Maintenance model**

1. Equipments maintenance.
2. calibration.

The systems dept is also in charge of training and up gradation of IT skills of employees on a periodic basis. Efforts are on to integrate the costing function into the ERP package with a provision for product cost analysis.

# **MATERIAL DEPARTMENT**

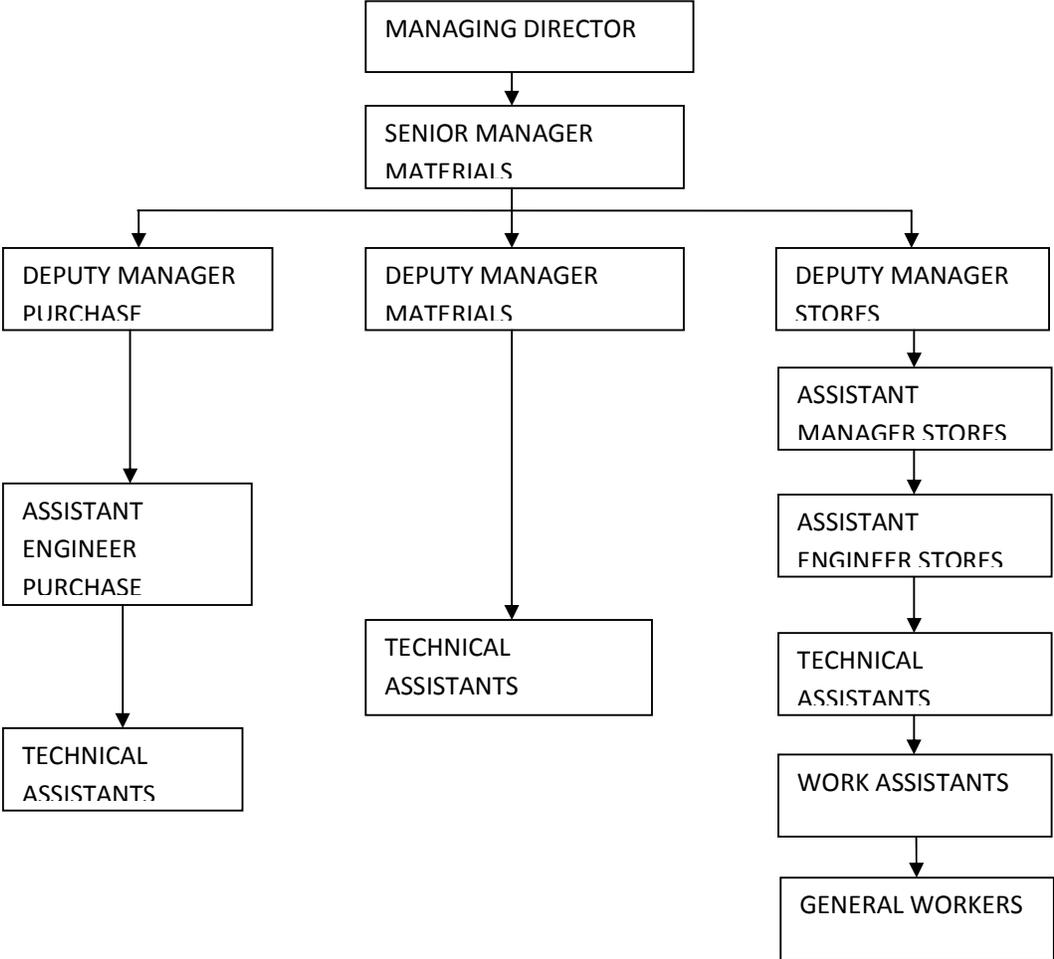
## **4.7 Material Department**

The materials department has the charge of all inflow and outflow of materials used for the production purpose. Stores department keep the materials from their vendor for the required quality. All the functions of these departments come under one roof. The company has around 250 qualified vendors. Company gives the best vendor award for the best vendor. It will help the company to get the quality materials in the right time.

Company has regular suppliers and they are ready to give materials as per the requirements of the company. As stated the company has more than 200 regular suppliers. The suppliers are classified into 3 categories A, B and C. company gives these grades to the vendor depends upon some factors. They are the best quality giving at the materials at right time and keep good relation with the company etc.

If a supplier gets “A” grade that means the company trust the vendor. After that the company takes the same product from the vendor who with out initial inspection. So the vendor who gets “A” grade has certain commitments with the company. They want to keep the relation with out any interruption. So they want to give quality goods at right time. By receiving the material from vendors purchase department keep that materials in the stores and it is handled over to the quality assurance department. A corporate purchase system is followed in KAMCO. All the other unit gives their material requirement to the head office (Athani Unit) and the head office’s purchase department purchase the material for all the other three units.

**4.7 DEPARTEMENT STRUCTURE**



KAMCO's material and stores department function as follows:

1. Purchase of materials
2. Receipt and inspection of the materials
3. Storing of the materials
4. Issuing of materials
5. Accounting of materials

### **Receipt, Preservation and Issue**

Receipt- Incoming material through Road, Air, Water by men with thala or bill. Lorry receipt/ Bill of loading/ Air consignment or by courier, registration post.

- a) Materials received and kept in receiving store.
- b) Prepare RCV (Receiving Control Voucher).
- c) Present to Quality Assurance.

### **Inspection and Goods Receipt Report (IGRR)**

The materials supplied, accepted, rejected, received are got inspected, then the IGRR is prepared. After this process the materials is moved to the Acceptance Store/ Rejected Store.

Preservation- it is within the acceptance store in definite place as is concerned and in the required condition (i.e., oiling if necessary, it is done in the store itself).

Issue- issuing is done to the party, plant (unit), department (assembly) or production based on monthly target. Then the issue receipt slip is received from the department.

The finished goods which are produced are transferred from the assembly to the store, the finished goods are stored in a open place and a record is kept, which consists of the chassis number, engine number. These materials are then dispatched as per the requirement from marketing department. Finally keeping a record of the number of materials received, stored, dispatched, balance lift etc. Payment is made to suppliers within 30 days from the date of receipt.

### **Documents**

- 1) Store issue request: issued by the department requesting for the issue of raw materials.

- 2) Store issue acknowledgement: This is issued in response to the store issue request.
- 3) Receipt Control Voucher: When a material is received to the store RCV is issued.
- 4) Receiving Inspection Request: Issued in demand of the initial inspection
- 5) Inspection Good Receipt Report : IGRR is given only the product qualify the quality standards in the inspection.

Only after the IGRR the material is send to the store. From there it goes to the assembly/production department. After a tiller is made again an inspection request is issued. After the inspection the product transfer note is issued. Now the tiller goes to the main store. From there it goes to the sales.

## **Functions of Managers senior**

### **Manager(Marketing)**

- In charge of materials department
- Responsible to ensure the availability of all raw materials, spaces, equipments etc, so as the production can function smoothly.
- Reporting the inventory control measures to the board.

### **Deputy Manager (Purchase)**

- To avoid stock out situation of essential items in the ware house
- Product inventory is kept to the minimum level as possible.
- To avoid obsolescence of inventory by timely action.

### **Deputy Manager(Store)**

- Responsible for item wise accounting and control of various inventory items.
- In charge of ware house issues and receipts
- Property inventory control by EOQ max-min, recorder level etc.
- Keeping and maintenance of warehouse items
- Periodical reporting

### **Deputy Manager(Material)**

- In charge of receipt of materials
- Materials inspection

## **4.8 SWOT analysis based on organizational study**

SWOT analysis has been defined as 'a conceptual framework for a systematic analysis that facilitates matching the external threats and opportunities with the internal weaknesses and strengths of the organization.' SWOT stands for strengths, weaknesses, opportunities and threats.

### **Strengths**

- Financially sound
- No loan capital
- Good management
- Dedicated work force
- Good incentive scheme
- Good industrial relation
- Strong and accepted products
- Fully computerized
- Good budgetary control
- Qualified and skilled labor
- Good production facility
- Country wide sales and service networks manned by qualified and trained personnel
- The products of KAMCO are comparatively better in quality than other Indian manufacturers
- Extensive marketing network through dealer

### **Weakness**

- lack of technological up gradation and automation.
- For the recruitment and selection, the time delay will come.
- Dependable on slow scales growth
- Lack of formal technical training to the workers.
- Political interference
- All products are mainly based on agricultural goods. The agricultural field has become dull and affect the business.
- Thrust on IT application is not adequate.

### **Opportunities**

- Government support
- Diversification programs
- Dominating shares

- Safe internal market
- Collaboration can be made by reputed Agro
- Boom in farming mechanization
- Good brand loyalty

**Threats**

- Government policies
- High competition from Chinese and Korean product(low cost)
- LPG – Liberalization, Privatization, Globalization
- Growth of private enterprises in the sector
- Invasion of spare parts market by the suppliers
- Earning of agriculture is very less
- Lack of recognition for farmers

## **CHAPTER -5**

# **DATA ANALYSIS AND INTERPRETATION BASED ON THE TOPIC JOB SATISFACTION AMONG EMPLOYEES**

## **5.1 Introduction**

The workers sense of achievement and success is generally perceived to be directly linked to productivity as well as personal wellbeing. The term job satisfaction was brought to limelight by Hoppock. Job satisfaction describes how much an individual is happy with his or her job.

Job satisfaction refers to ones feeling towards ones job. It can only be inferred but not seen. Job satisfaction is determined by how well outcomes meet or exceeds expectations. S satisfaction in ones job means increased commitment in the fulfillment of formal requirements. There is greater willingness to invest personal energy and time in job performance.

Scientific management also had significant impact on the study of job satisfaction. Job satisfaction is the end feeling of a person after performing a particular task. To the extent that a persons job fulfills his dominant needs and is consistent with his expectations and values, the job will be satisfying. The feeling would be positive or negative depending upon whether need is satisfied or not. Job satisfaction is in regard to ones feelings or state of mind regarding the nature of their work.

The study was carried out in KAMCO Ltd,Athani to under stand the level of job satisfaction among the employees. This is an attempt to ascertain opinion of employees about job satisfaction.

## **5.2 Objective of the study**

### **Primary objectives**

- To analysis the level of job satisfaction among the employees at KAMCO Ltd.

### **Secondary objectives**

- To find out the level of satisfaction with respect to various job related factors.
- To find out whether working in group increases job satisfaction.
- To suggest way to improve job satisfaction of employees

## **5.3 Importance of the study**

Job satisfaction is one of the important factors that have drawn attention of managers in the organization as well as academicians. Various studies have been conducted to find out the factors which determine job satisfaction and the way it influences productivity in the organization. Through there is no conclusive evidence that job satisfaction affects productivity directly because productivity depends on so many variables, it is still a prime concern for manager.

## **5.4 Scope of the study**

The study on job satisfaction is intended to understand the level of satisfaction with respect to various job related factors. The scope of the study is confined to employees at KAMCO, Athani.

## **5.5 Area of the study**

The study cover the area include the premises of Kerala Agro Machinery Corporation Ltd, Athani.

## 5.6 Theoretical Background

Job satisfaction refers to one's feeling towards one's job. It can only be inferred but not seen. It is often determined by how well outcomes meet or exceed expectations. Satisfaction in one's job means increased commitment in the fulfillment of formal requirements. The term job satisfaction and job attitudes are typically used interchangeably. Both refer to effective orientations on the part of individuals towards their work roles which they are presently occupying. Positive attitudes towards the job are conceptually equivalent to job satisfaction, and negative attitudes towards the job indicate dissatisfaction.

Job satisfaction is dynamic; it can decline even more quickly than it developed. Managers therefore, cannot establish the conditions leading to high satisfaction now and then neglect it, for employee needs may change suddenly. Managers need to pay attention to job satisfaction constantly.

### Definitions

“job satisfaction is the combination of psychological, physiological and environmental circumstances that causes a person to truthfully say I am satisfied with my job.”

-Hoppock -

“A pleasurable or positive emotional state resulting from the appraisal of one's job or job experience.”

- Ferd Luthans -

“Job satisfaction will be defined as the amount of overall positive feelings or affect that individuals view their jobs.”

- Fieldman & Arnold -

“job satisfaction is the amount of pleasure associated with a job. If you like your job intensely, you will experience high job satisfaction. If you dislike your job intensely, you will experience low job satisfaction”

- Andrew Brin -

“job satisfaction is the set of favorable or unfavourable feelings with which employees view their work.”

-Keith Davis &Newstrom-

According to Stephen P.Robbins, job satisfaction means a collection of feelings that an indiv ideal holds toward his or her job. There are four factors conducive to high level of job satisfaction they are:-

- a) Mentally challenging work
- b) Equitable rewards
- c) Supportive working conditions
- d) Supportive colleagues

Job satisfaction may be considered as a dimaension of morale and morale could also be a source of satisfaction. So satisfaction is the end feeling which may influence subsequent behavior. Thus job satisfaction will give a clear picture about an employees general attitude towards job.

There are three dimensions to job satisfaction:

- Job satisfaction cannot be seen, it can only be reffered. It related to ones feelings towards ones job.
- Job satisfaction is often determined by how will outcome meet the expectations or exceed the expectations.
- Job satisfaction and job attitudes are typically used inter changeably.

### **Theories on job satisfaction**

The main theoretical approaches to job satisfaction are as follows:

- Equity Theory
- Need Fulfillment Theory
- Two Factor Theory
- Discrepancy Theory
- Equity Discrepancy Theory
- Social Reference Theory

### **Equity theory**

Under this theory it is believed that a person's job satisfaction depends upon his perceived equity as determined by his output balance in comparison with the input output balance of others. Every individual compares his rewards with those of a 'reference group'. If he feels his rewards are equitable with others doing similar work, he feels satisfied. Job satisfaction is a function of the degree to which job characteristics meet the desires of the reference group. Equity theory takes into account not only the needs of the individual, also the opinion of the reference group to the individual looks for guidance.

### **Need fulfillment theory**

According to this theory a person is satisfied when he gets from his job what he wants. The more he wants something or the more important it is to him, the more satisfied he is, with he receives it. In other words, "job satisfaction will vary directly with the extent to which those needs of an individual which can be satisfied." job satisfaction is positively related to the degree to which ones needs are fulfilled.

### **Two – Factor Theory (Motivator-Hygiene Theory)**

Frederick Herzberg's Two factor theory attempts to explain satisfaction and motivation in the workplace. This theory states that satisfaction and dissatisfaction are driven by different factors-motivation and hygiene factors, respectively. Motivating factors are those aspect of the job that make people want to perform, and provide people with satisfaction, for example achievement in work, recognition, promotion opportunities. These motivating factors are considered to be intrinsic to the job, or the work carried out. Motivating factors include aspects of the working environment such as pay, company policies, supervisory practices, and other working conditions.

While Hertzberg's models has stimulated much research, researchers have been unable to reliably empirically prove the model, with Hackman & Oldan suggesting that Hertzberg's original formulation of the model may have been a methodological

artifact. Furthermore, the theory does not consider individual differences, conversely predicting all employees will react in an identical manner to changes in motivating/hygiene factors. Finally, the model has been criticized in that it does not specify how motivating/ hygiene factors are to be measured.

### **Discrepancy Theory**

According to this theory job satisfaction depends upon what a person actually receives from his job and what he expects to receive. When then rewards received are less than the expected rewards it causes dissatisfaction. In other words of Locke, "job satisfaction and dissatisfaction are functions of perceived relationship between what one wants from one job and what one perceives it is actually offering". In other words, satisfaction is the difference between what one actually received one what he feels he should receive.

### **Equity Discrepancy Theory**

This is the combination of equity and discrepancy theory. Lawler has adopted the different approach of discrepancy rather than the ratio approach of equity theory. From equity theory, the concept of comparison has been selected to serve as an intervening variable. Under this theory, satisfaction is defined as the difference between the outcomes that one feels he should receive in comparison with others. When the individual feels that what he actually received is equal to what he perceives he should receive, there is satisfaction.

Thus an individual's reception of his reward is influenced by the more than just the objective amount of the factor. This model reveals that a person's perception of what he should receive is influenced by the inputs and outputs of other. If his inputs are similar to those of reference groups but his outcomes are less, he is likely to be dissatisfied.

### **Social Reference Theory**

Reference group defines the way an individual looks at the world. According to this theory job satisfaction occurs when the job meets the interest desire and requirements of a person's reference group. In other words, job satisfaction is a function of the degree to which the job meets the approval of the group to the individual looks for guidance in evaluating the world and defining social reality.

### **Affect Theory**

Edwin A. Locke's Range of Affect Theory(1976) is arguably the most famous job satisfaction model. The main premise of that satisfaction is determined by a discrepancy between what ones want in the job and what one has in a job. Further, the theory states that how much one values a given facts of work moderates how satisfied/dissatisfied one becomes when expectation are/aren't met.when a person values a particular of a job, his satisfaction is more greatly impacted both positively and negatively compared to one who doesn't value that facet.

### **Dispositional Theory**

Another well- know job satisfaction theory is the Dispositional Theory. It is a very general theory that suggest that people have innate disposition that cause them to have tendencies toward a certain level of satisfaction, regardless of one's job. This became a notable explanation of job satisfaction in light of evidence that job satisfaction tends to be stable over time and across careers and jobs. Research also indicates that identical twins have similar levels of job satisfaction.

A significant model that narrowed the scope of the Dispositional Theory was the core self-evaluations model, proposed by Timothy A. judge in 1998. Judge argued that there are four core self-evaluations that determine ones disposition towards job satisfaction:self esteem, general self-efficacy, locus of control, and neuroticism.this model states that higher level of self-esteem(the value one places on his/her self) and general self-efficacy (the belief inones own competence) lead to higher work satisfaction. Having an internal locus of control (believing one has control over his/her own life, as opposed to outside forces having control)leads to higher job satisfaction. Finally, lower levels of neuroticism lead to higher job satisfaction.

## 5.7 Research Methodology

### 1. Research Approach

The present study was aimed to understand the level of job satisfaction among employees at KAMCO. Survey method was used for the study.

### 2. Research Design

Research design is a plan that specify the sources and type of information relevant to the research problem. It is the conceptual structure with in which research is conducted. The study is a descriptive study in which the researcher went through the state of affaires existing in the company.

Research design consists of decision on three accepts of the research.

- a) Data collection design
- b) Sampling design
- c) Data analysis design

### Data collection design

#### i. Data Sources

The sources through which data were collected can be classified as:

- Primary sources
- Secondary sources

#### Primary sources:-

The primary data was collected from the employees at KAMCO through self administrated questionnaire.

#### Secondary source:-

- Company journals
- Magazines
- Internet
- Books
- Report by research scholars
- Internal publications
- Branches

## **Sampling Design**

- **Population**

In KAMCO there are around 600 employees are there from that I took only 30 employees for the survey.

- **Sample size**

Sample size is the number of items to be selected from the population. From total 600 employees I select only 30 employees as sample. And it consists of 20 factory staff and 10 company executives.

- **Sample unit**

A sample unit is a employee in KAMCO Ltd. Sample unit refers to a decision has been taken before selecting the sample.

- **Sampling method**

The methodology adopted in the study was the survey method. Data are collected using questionnaire method.

## **5.8 Limitations of the study**

- As the study was conducted for academic purpose, the time of the study was limited to four week for conducting the study.
- The study is limited by the knowledge and experience of the researcher of on the project.
- Due to the office working for 24 hours in different shift basis it was difficult to get some of the respondents in the day time.
- Personal bias and perception may could the response of the individual.
- Sample may not be the true representation of the population.

## **5.9 Questionnaire Analysis**

The duration of the project was for a period of one month in KAMCO Ltd. For conducting the survey select 30 of the total employees from the company as a sample.

This questionnaire was prepared to check the job satisfaction level of the employees in KAMCO. It includes 15 questions related with job satisfaction; it consist of both open ended and closed ended questions. It help to save the time of employees and researcher. It circulated among 30 employees in KAMCO.

Analysis of data was done through charts, diagram. There in the analysis percentage of responses were taken in to consideration. The researcher hopes that this study will give a clear picture about the present job satisfaction level of the company. This study intends to suggest ways and means to improve the job satisfaction level of the company.

1. The first question was, asked to identify the working practice in the organization

**Table no:-5.1**

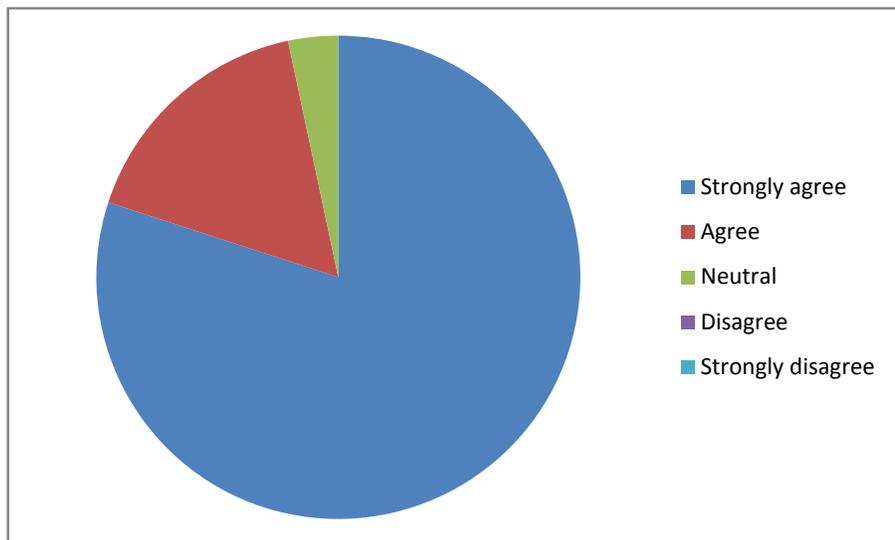
Working practices in the organization

SL NO	PARTICULAR	NO:OF RESPONDENT	PERCENTAGE
1	Strongly agree	24	80%
2	Agree	5	16.66%
3	Neutral	1	3.33%
4	Disagree	0	0
5	Strongly disagree	0	0

Source:-survey data

**Figure. No :-5.1**

Working practices in the organization



**Inference**

As per the table above it is evident that 96.6% of the respondents are satisfied with the working practices in the organisation and only 3.3% give neutral opinion with it.

- The second question was asked is to identify the degree of independence associated with your work?

**Table no:-5.2**

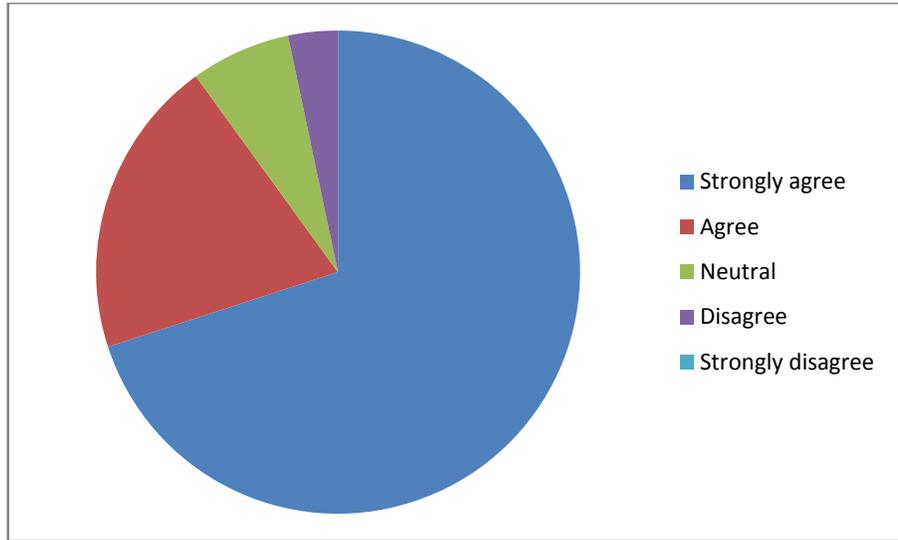
Degree of independence associated with work

SL NO	PARTICULAR	NO:OF RESPONDENT	PERCENTAGE
	Strongly agree	21	70%
	Agree	6	20%
	Neutral	2	6.66%
	Disagree	1	3.33%
	Strongly disagree	0	0

Source :-survey data

**Figure. No :-5.2**

Degree of independence associated with work



Source:-survey data

### **Inference**

90% of the employees agreeing that degree of independence associated with work and only 10% of the employees were disagree with it.

3. The third question was asked to find out the working hours in the organization is satisfied with the employees or not?

**Table. No -5.3**

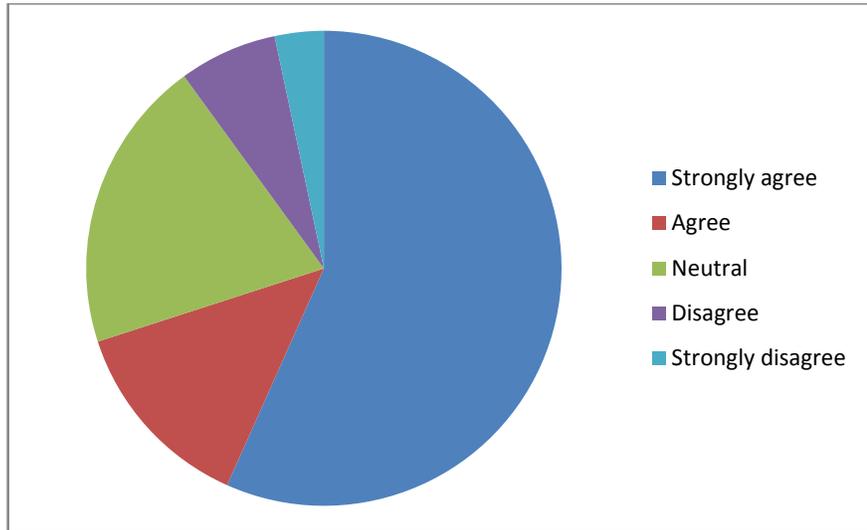
Working hours in the organization

SL NO	PARTICULAR	NO:OF RESPONDENT	PERCENTAGE
	Strongly agree	17	56.67%
	Agree	4	13.34%
	Neutral	6	20%
	Disagree	2	6.66%
	Strongly disagree	1	3.33%

Source:-survey data

**Figure. No:-5.3**

Working hours in the organization



Source:-survey data

**Inference**

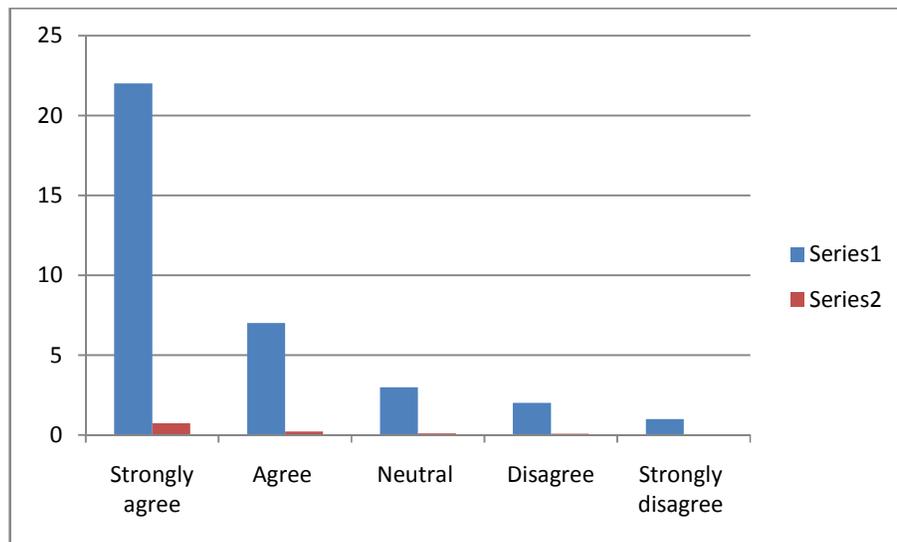
More than 70% of the employees are satisfied with the working hours in the organisation, 20% of the respondents are half blank and only 10% of the employees are dissatisfied with it.

4. The fourth question was asked to find out the salary paid from the organization?

**Table. No:-5.4**  
Salary paid from the organization

SL NO	PARTICULAR	NO:OF RESPONDENT	PERCENTAGE
	Strongly agree	22	63.33%
	Agree	7	23.33%
	Neutral	3	10%
	Disagree	2	6.66%
	Strongly disagree	1	3.33%

**Table. No :-5.4**  
Salary paid from the organization



Source:survey data

## Inference

80% of the respondents were satisfied with the salary paid from the organization. Only 20% of the respondents were disagree with it.

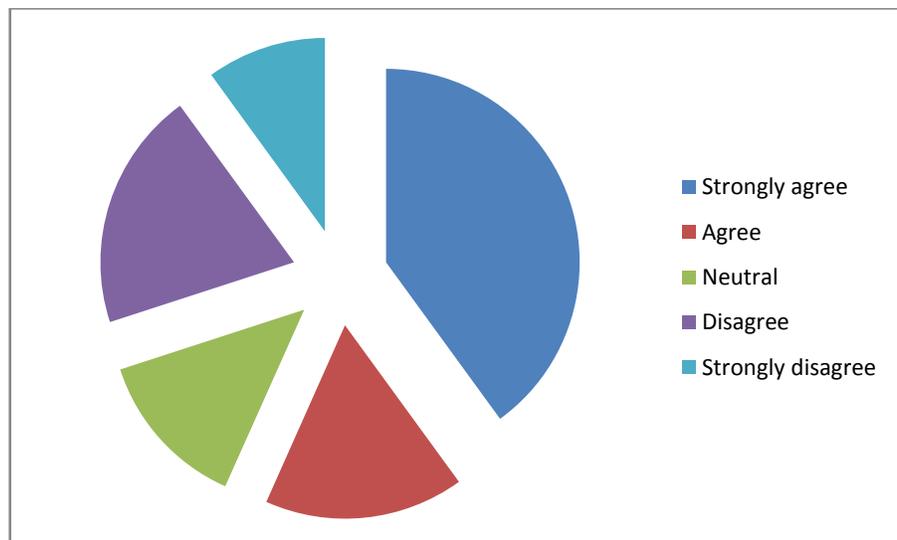
5. The fifth question was to find out the quantum of leave is satisfied to the employees or not?

**Table. No -5.5**  
Quantum of leave

SL NO	PARTICULAR	NO:OF RESPONDENT	PERCENTAGE
1	Strongly agree	12	40%
2	Agree	5	16.67%
3	Neutral	4	13.33%
4	Disagree	6	20%
5	Strongly disagree	3	10%

Source:-survey data

**Figure. No :-5.5**  
Quantum of leave



## Inference

As per the above table 50% of the employees are satisfied and only 25% of the employees are not satisfied with the quorum of the leave provided by the organization.

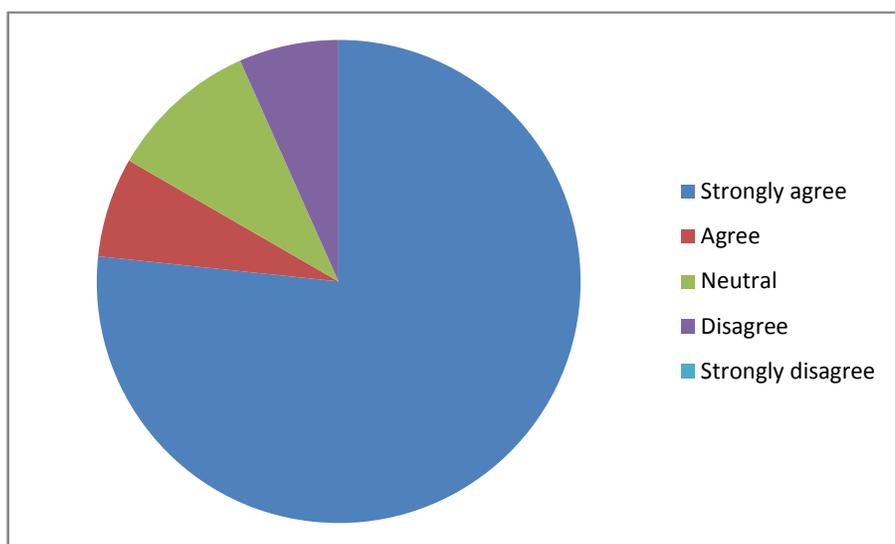
6. The sixth question was asked to find out Are you satisfied with the prevailing safety measures enhances job satisfaction?

**Table. No -5.6**  
prevailing safety measures

SL NO	PARTICULAR	NO:OF RESPONDENT	PERCENTAGE
	Strongly agree	23	76.67%
	Agree	2	6.66%
	Neutral	3	10%
	Disagree	2	6.67%
	Strongly disagree	0	0%

Source:- survey data

**Figure. No 5.6**  
prevailing safety measures



### Inference

More than 80% of the respondents are agree, 10% gave neutral opinion and 6.6% were not satisfied with their prevailing measures provided by the company.

7. The seventh question was asked to find out weather the employees are satisfied with defined responsibilities assigned about their work?

**Table. No 5.7**

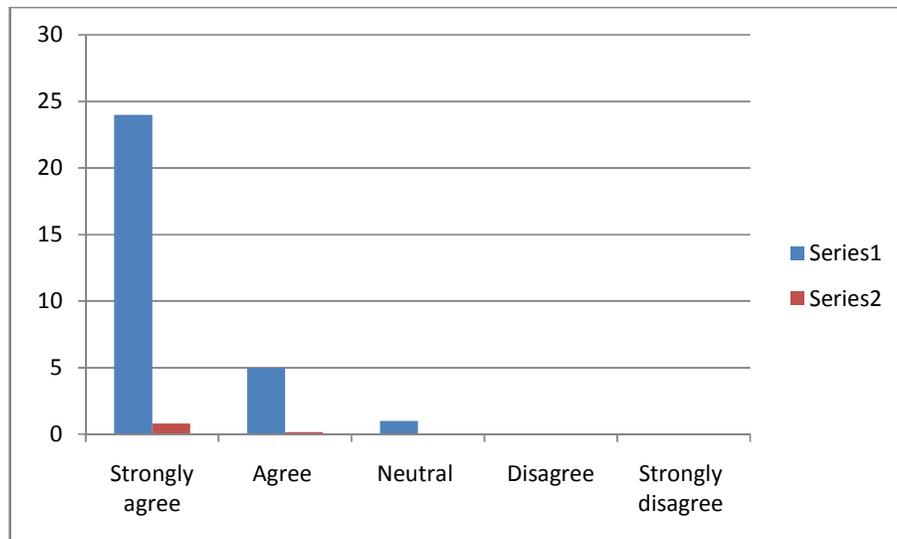
Responsibilities assigned about their work

SL NO	PARTICULAR	NO:OF RESPONDENT	PERCENTAGE
	Strongly agree	24	80%
	Agree	5	16.67%
	Neutral	1	3.33%
	Disagree	0	0%
	Strongly disagree	0	0%

Source:-survey data

**Figure. No:-5.7**

Responsibilities assigned about their work



**Inference**

90% of the employees were satisfied with the degree of responsibility about there work assigned by the organisation. And only 3.3% of the respondent were gave neutral opinion.

8. The eight question was asked to find out whether the employees are satisfied with the benefits (health insurance, life insurance,...etc)provided by the organization

**Table. No -5.8**

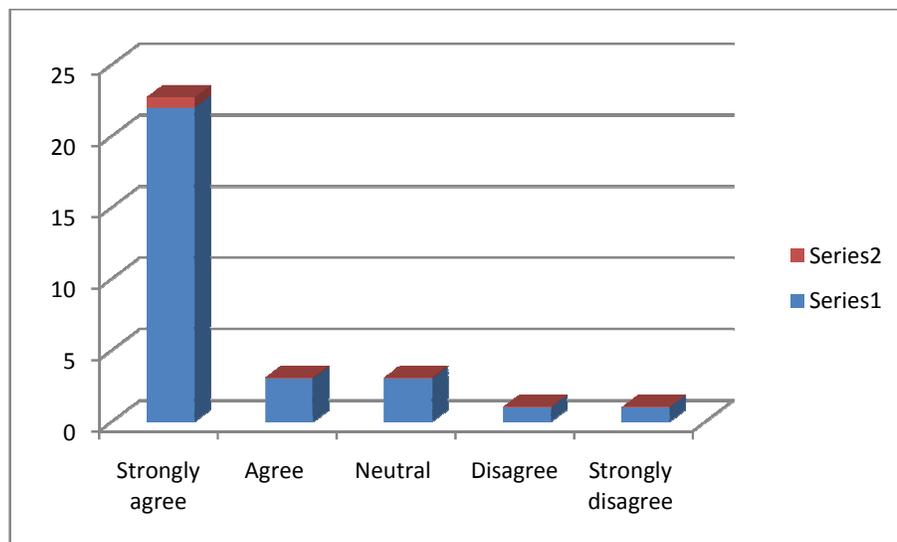
Benefits provided by the organization

SL NO	PARTICULAR	NO:OF RESPONDENT	PERCENTAGE
	Strongly agree	22	73.33%
	Agree	3	10%
	Neutral	3	10%
	Disagree	1	3.33%
	Strongly disagree	1	3.34%

Source :-survey data

**Figure. No:-5.8**

Benefits provided by the organization



**Inference**

83.3% of the respondents were satisfied ,10% of the respondents were half blank about the benefit that provided by the organisation. Only 6.67% of the respondents were disagree with the benefit that is provided by the organisation.

9. The ninth question was asked to find out Rewards that you get from the organization

**Table. No :-5.9**

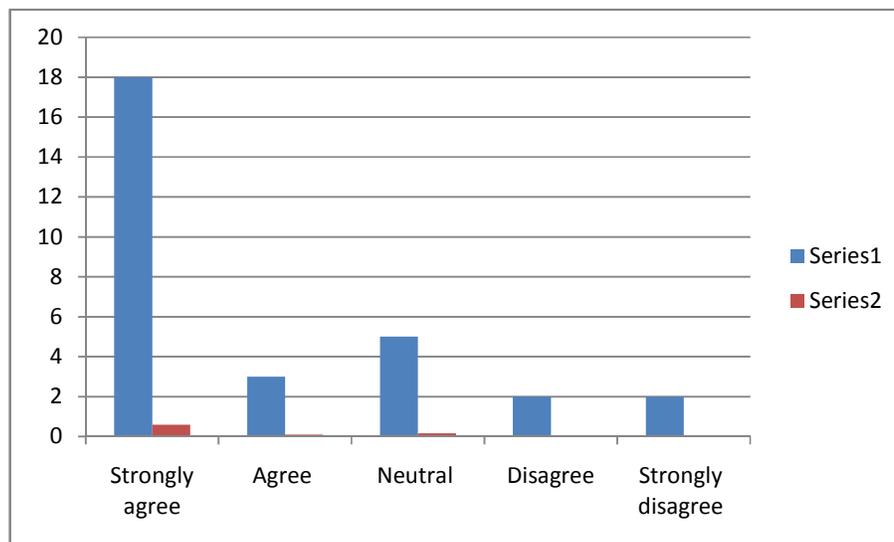
Rewards that employee get from the organization

SL NO	PARTICULAR	NO:OF RESPONDENT	PERCENTAGE
1	Strongly agree	18	60%
2	Agree	3	10%
3	Neutral	5	16.67%
4	Disagree	2	6.66%
5	Strongly disagree	2	6.67%

Source:-survey data

**Figure. No:-5.9**

Rewards that employee get from the organization



**Inference**

More than 70% of the respondents were satisfied and only 20% were disagree with the reward that employees get from the organisation.

10. The tenth question was asked to find the Working environment inside company

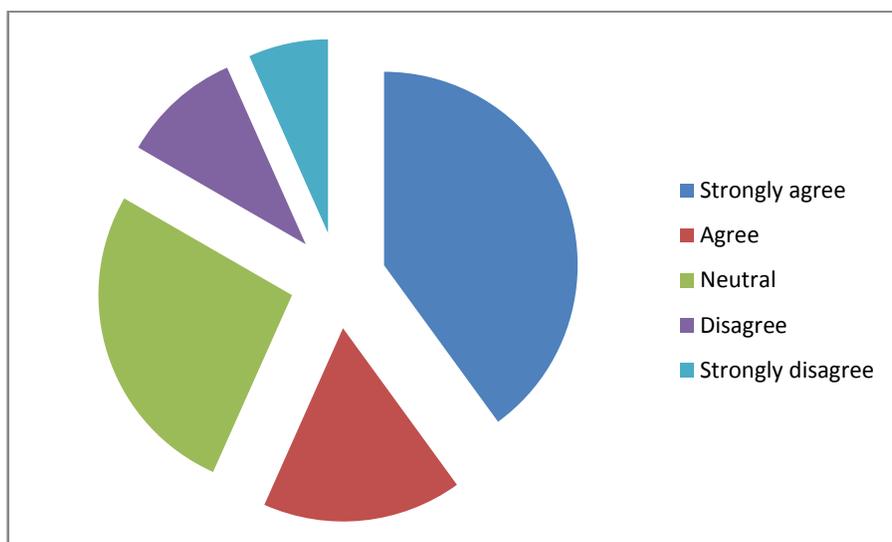
**Table. No 5.10**  
Working environment

SL NO	PARTICULAR	NO:OF RESPONDENT	PERCENTAGE
1	Strongly agree	12	40%
2	Agree	5	16.66%
3	Neutral	8	26.67%
4	Disagree	3	10%
5	Strongly disagree	2	6.67%

Source:-survey data

**Figure. No:-5.10**

Working environment



**Inference**

As per the above table it is clear that 56.66% of the respondents are satisfied, 26.67% of the respondents gave neutral opinion, 10% were disagree and 6.67% of the respondents are strongly disagree about the working environment inside the company.

11. The eleventh question was asked to study how effect full additional training and education provided by the organization.

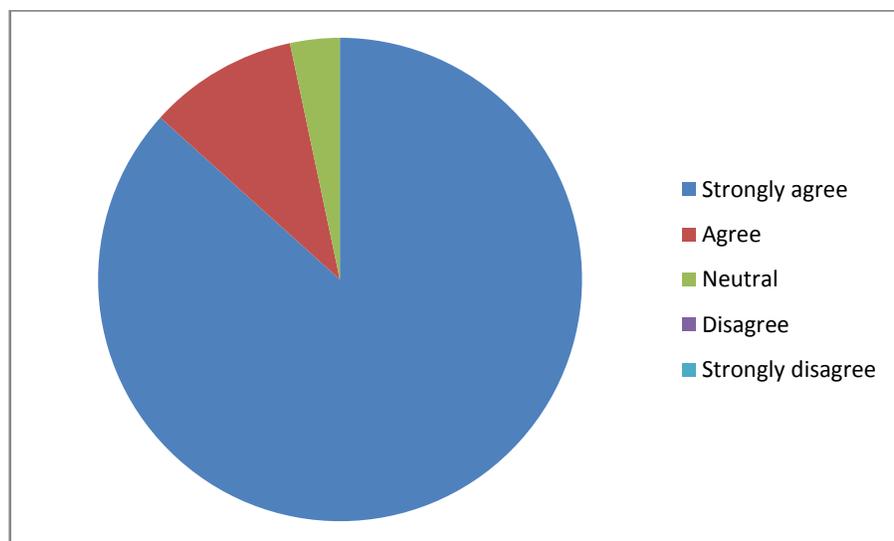
**Table. No 5.11**  
Additional training and education

SL NO	PARTICULAR	NO:OF RESPONDENT	PERCENTAGE
1	Strongly agree	26	86.67%
2	Agree	3	10%
3	Neutral	1	3.33%
4	Disagree	0	0%
5	Strongly disagree	0	0%

Source:-survey data

**Figure. No :-5.11**

Additional training and education



**Inference**

More than 90% of the respondents are satisfied, 3.33% gave neutral opinion. Additional training and education to the employees provide by the organization.

12. The twelfth question was asked to find out whether job satisfaction increase with long years of experience

**Table. No :-5.12**

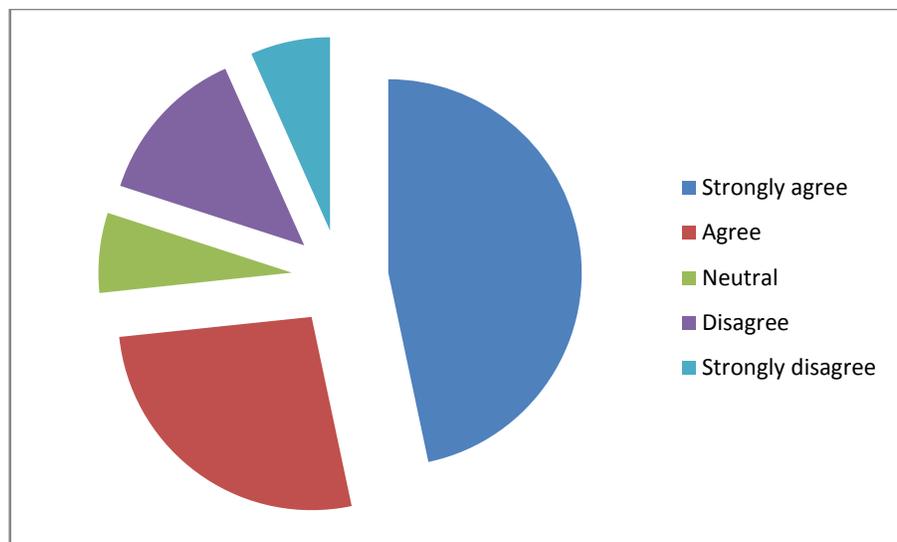
Whether job satisfaction increase with long years of experience

SL NO	PARTICULAR	NO:OF RESPONDENT	PERCENTAGE
1	Strongly agree	14	46.67%
2	Agree	8	26.67%
3	Neutral	2	6.66%
4	Disagree	4	13.33%
5	Strongly disagree	2	6.67%

Source:- survey data

**Figure. No:-5.12**

Whether job satisfaction increase with long years of experience



**Inference**

More than 60% of the respondents were satisfied and only 20% of the respondents were dissatisfied about the question job satisfaction increases with long years of experience.

13. The thirteenth question was asked to find out whether the manager provide employees continuous feedback to improve your performance?

**Table. No :-5.13**

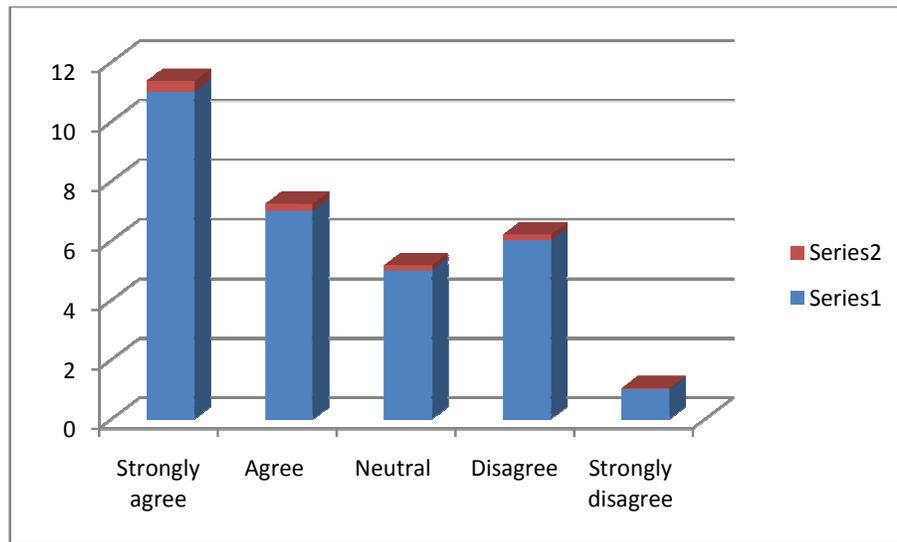
Manager provide employees continuous feedback

SL NO	PARTICULAR	NO:OF RESPONDENT	PERCENTAGE
1	Strongly agree	11	36.67%
2	Agree	7	23.33%
3	Neutral	5	16.67%
4	Disagree	6	20%
5	Strongly disagree	1	3.3%

Source:-survey data

**Figure. No:-5.13**

Manager provide employees continuous feedback



**Inference**

only 50% of the respondents were satisfied about the feedback provided by the managers, and remaining of the employees were dissatisfied with it.

14. The fourteenth question was asked to find out whether working in groups have positive effect on job satisfaction?

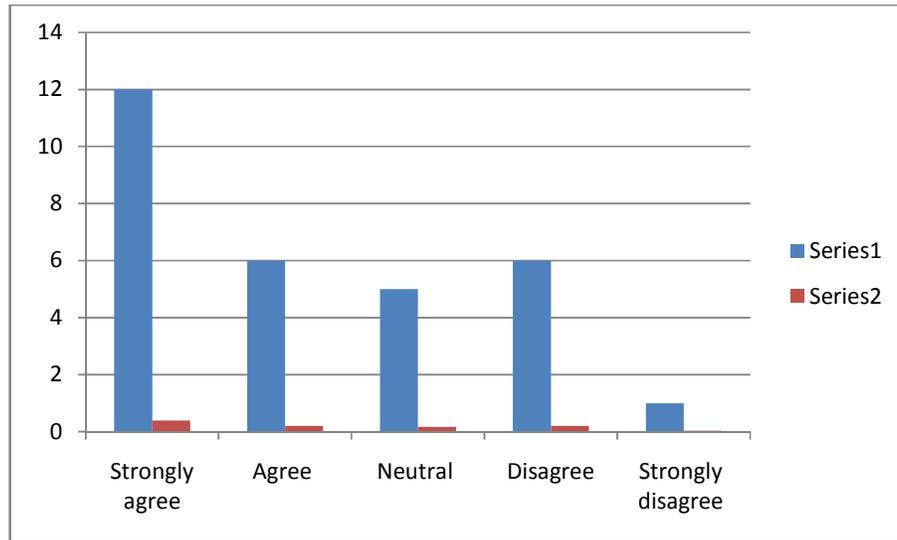
**Table. No:-5.14**

Working in groups have positive effect on job satisfaction

SL NO	PARTICULAR	NO:OF RESPONDENT	PERCENTAGE
1	Strongly agree	12	40%
2	Agree	6	20%
3	Neutral	5	16.67%
4	Disagree	6	20%
5	Strongly disagree	1	3.33%

Source:-survey data

**Figure. No:-5.14**



**Inference**

60% of the respondents are satisfied, 16.66% of the employees were half-blanked and only 23.33% of the respondents were dissatisfied with working in a group has positive effect on job satisfaction.

**CHAPTER -6**  
**OBSERVATIONS & FINDINGS**

## Observation

KAMCO is working on profit for about 3 decades. Significant factors of success can be summarized as follows

- Quality Standards

KAMCO maintains a quality standard from the very early days so that quality is now considered of being a part of the brand name. It is due to this quality that the company can still hold on a larger market share in spite of all new competitors in the field.

- Customer satisfaction:

The quality of the products and the service KAMCO offers is excellent. The company maintains a very good customer relations network through the dealers. The dealers are also trained to deal with the machines and for repairs so that customers can get service from the local dealers itself

- Incentive system

KAMCO maintains a transparent incentive system which can promote healthy competition among the workers. By introducing such a system efficiency became a need of the worker too. It also offers incentives for dealers who cross a particular target.

- Professional approach

The company has a professional approach and is very successful in applying the principles like VED, FSN, JIT etc.

- Dealer network

KAMCO has a very large dealer network in India. The dealers, with the support of the company go for promotional activities in their region. Thus they

highly helps in sales promotion. The incentive system offered to them makes them more motivated towards the target.

➤ Efficient management

The management of the company ensures the welfare of the workers and introduces new measures to keep them more focused. They try to avoid unnecessary political intrusions into the system. The healthy relations they maintain with the trade unions are also a cause of the company's success.

- The company has good production facility.
- The company has financially sound. KAMCO is one among the rare companies in the country which is running with increasing profit for the last 30 years.
- KAMCO is maintaining better relations with in and outside the organization.
- The work force of the company is qualified and skilled. And they played a major role in the success of the organization.
- The company is not at all environment friendly. in last day news paper there is a declaration that the company is not disposing waste properly
- Another important factor which trainee have found is the image and good brand name in the mind of the customer.
- There is strong political interference with trade union and all ,KAMCO running efficiently and effectively.
- Superiors are very co-operative with the workers.
- There is a formal channel of communication.
- Utmost care is given to the employees and very much concern about there safety.

### **6.3 Findings**

- Most of the employees were satisfied with the working practices in the organization.
- with there work.
- Most of the employees were satisfied with working hours in the organization.

- Majority of the employees were admitted that their compensation matches with their responsibility and the job they do.
- Employees were highly satisfied with the quantum of leave provided by the organization.
- Among the total respondents most of the respondents were satisfied with the prevailing safety measures provided by the company.
- Most of the employees who participated in the survey responded that they got proper responsibility assigned related to their work.
- From the opinion collected it is clear that the benefits offered by the company is comparatively favorable for the employees.
- Employees were satisfied with the work environment provided by the company.
- Most of the respondents have the opinion that they are encouraged to develop new and more effective ways to do their work because they have additional training and education.
- 50% of the respondents are of the opinion that job satisfaction does not increase with long years of experience.
- 60% of the employees strongly agree that their managers provide them with continuous feedback to improve their performance
- Majority of the employees believe that working in groups have positive effect on job satisfaction.

**CHAPTER -7**  
**SUGGESTIONS**

## Suggestions

- The company can try to maintain the relationship among employer and employee and also try to solve their work related problems.
- The management can try to maintain the satisfaction levels of employees towards the benefits offered.
- The management can adopt workers participation management system for improving the satisfaction level of employees.
- Management can conduct counseling sessions to have interactions with the employees so that the supervisors can know the job satisfaction level of employees.
- Management should take care of the employees as well as their feelings, don't give importance only to the work they do.
- Computerization of various departments can be done. The systems department is not completely set up. If a well knit department set up it will make various processes more easily
- Company can concentrate a bit more on exports. Now the company is working with the needs of domestic market. A few more promotional activities can make them an international brand.
- Now the company is having a few products only. It is better to have a diversified line of products as the market trends keeps on changing
- New partnerships and international tie ups can foster the company's growth
- Implement latest strategies like supply chain management etc.
- Develop new strategies to strengthen dealers

## **Conclusion**

Kerala Agro Machinery Corporation Ltd (KAMCO) was established in the year 1973 as a wholly owned subsidiary of Kerala Agro Machinery Corporation Ltd (KAIC) Trivandrum, For manufacture of agricultural machinery FOR Specifically power tillers and diesel engines it is an ISO 9001-2000 company KAMCO has different units situated at Athani, Kalamassery, Palakkad, and mala. The main products of the company are KAMCO power tillers, KAMCO Power reapers and KAMCO Diesel engine. In spite of threat from imported and indigenious makes of power tillers KAMCO power tiller continues to be the preferred choice of farmers attaining the moderate market share for the year. Power reaper also had been able to catch the imagination of the small farmers the response for the newly launched D1 Super power tiller is very encouraging diversification of products and service is an essential prerequisite for success. KAMCO is the 8<sup>th</sup> profit making company in the state government.

The organization study was helpful in getting an understanding of the organization structure, various departments and their function in a factory and the overall operations of organization. The study enabled to collect much more information about the organization and have helped in knowing the practical situation prevailing in the company.

This study also help me to understand the level of job satisfaction in the company. Job satisfaction may be defined as the level of satisfaction that an employee gains through performing a particular job. Job satisfaction is useful to improve production, organizational effectiveness etc. I would like to conclude that ,their are few problems faced by the employees in the organization that cases certain level of dissatisfaction to employees. It would be better if the organization may follow certain procedure and provide special benefit to the employee due to which they may feel fully satisfied by the working conditions.

## **7.1 Summary of latest Annual Report**

### **Performance**

The year 2008-09 recorded a production of 9647 power tillers and 1293 power reapers as against production of 8646 power tillers and 1113 power reapers during the year 2007-08. During the year 2008-09, 9742 power tillers and 1492 power reapers were sold as against 8932 power tillers and 1154 power reapers during 2007-08. Spares and accessories sales recorded 5.71% increase over the previous year. The total turn over of the company increased from Rs.101.22 crores to Rs. 120.28 crores. During the first half of 2008-09 material cost showed an increasing trend. During the second half of 2008-09, economic recession all over the world hit the Indian economy also to a very great extent. In spite of the recessionary tendency which adversely affected the production of engineering and automobile industries, the company could improve the sales mainly because of the improved quality of the product. The company could also reduce the material cost to some extent due to reduction in the price of steel in the open market as an impact of economic recession. Over all, increase in the volume of production and reduction in the material prices in the 2<sup>nd</sup> half of 2008-09 enable the company to increase the operating profit by 23.8% over the previous year. Present trend indicates that sales during the coming year can be further increased provided there is price competitiveness.

**7.2 Questionnaire for measure job satisfaction among the employees of  
KAMCO Ltd Athani**

Date:

Dear Sir/Madam

I am a, second semester MBA student of Sree Narayana Gurukulam College of Engineering, Kolenchery. As part of my organizational study I am conducting a survey on the topic job satisfaction among the employees at KAMCO Ltd. Kindly spare a few minutes to responses to the questions given below. I assure that your response will be kept confidential and will be used only for the purpose of the study.

Yours faithfully

Priya Antony

**( Please rate your satisfaction against each job related factors given below. Indicate your responses with a tick ( ) in the appropriate boxes.)**

No:	Job related factor	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
1.	Working practices in the organization					
2.	Degree of independence associated with your work					
3.	Working hours in the organization					
4.	Salary paid by the organization					
5.	Quantum of leave					
6.	Prevailing safety measures					

7.	Responsibility assigned related to your work					
8.	Benefits (health insurance, life insurance,....etc) provided by the organization					
9.	Rewards that you get from the organization					
10.	Working environment					
11.	Additional training and education					

12. Do you opine that job satisfaction increase with long years of experience?

Strongly agree  Agree  Neutral  Disagree  Strongly disagree

13. Does your manager provide you with continuous feedback to improve your performance?

Strongly agree  Agree  Neutral  Disagree  Strongly disagree

14. Do you opine that working in groups have positive effect on job satisfaction?

Strongly agree  Agree  Neutral  Disagree  Strongly disagree

15. Do you have any suggestions to improving job satisfaction:

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**Classification Details**

Age	:	<input type="checkbox"/> Below 30	<input type="checkbox"/> 30-40
		<input type="checkbox"/> 40-50	<input type="checkbox"/> 50-60
Sex	:	<input type="checkbox"/> Male	<input type="checkbox"/> Female
Education	:	<input type="checkbox"/> below SSLC	<input type="checkbox"/> SSLC
		<input type="checkbox"/> Diploma in Engg	<input type="checkbox"/> Graduate
		<input type="checkbox"/> Professional	<input type="checkbox"/> PG <input type="checkbox"/> Other
Years of service:		<input type="checkbox"/> below 10 yrs	<input type="checkbox"/> 10-20 yrs
		<input type="checkbox"/> 20-30 yrs	<input type="checkbox"/> 30 yrs and above
Monthly Income:		<input type="checkbox"/> below Rs10000	<input type="checkbox"/> Rs 10000-15000
		<input type="checkbox"/> Rs 15000-20000	<input type="checkbox"/> Rs20000-30000
		<input type="checkbox"/> Rs 30000 -40000	<input type="checkbox"/> Above 40000

operation

Thank you for your co-

### List of public information officers

Unit	Name of PIO	Designation	Address
Athani	Shri.K. Jolly Thomas	Manager (HRM)	Reg. office: Athani –683585, Ernakulam Dist, Kerala State Tele: 91484- 2474301 to 2474305 Fax: 91- 484- 474589 E-mail: kamco@ satyam.net.in
Palakkad	Shri. Johnson M. Kuriakose	Asst. Manager (Purchase)	KAMCO Palakkad Unit New Industrial Development Area, Menonpara Road, Kanjikode P.O., Palakkad – 678 621, Kerala State. Tele: 91 491- 2567253, 2567258 Fax: 91 491- 2567242
Kalamassery	Shri.A. Abhimanew	Manager (Kalamassery Unit)	KAMCO Kalamassery Unit Industrial Development Plot, South Kalamassery – 683109, Ernakulam Dist, Kerala State. Tele: 91484- 2555001, 2543328 Fax: 91- 484- 2558633
Mala	Shri. A. Unnikrishnan	Deputy Manager (Works)	KAMCO Mala Unit Naithukudy , Mala – 680 732. Trissur Dist, Kerala State. Tele: 91 480- 2892506, 2892507 Fax: 91 480- 2892213

### Capital Structure

Authorized share capital	Rs. 200 lakh
Paid up capital	Rs.15,00,900
Equity share @ 100 each (161460 in numbers)	Rs 161.46 lakh
Fully paid up	Entirely held by govt. of kerala

### Sales Revenue

Sales revenue	2008-09	2007-08
Kamco Power Tiller	9930.36	8300.56
KAMCO Power Reaper	858.21	636.59
Kamco-Agria Garden Tiller		8.68
Diesel Engine	4.46	7.30
Spares and Accessories	1235.47	1168.73
TOTAL SALES	12028.50	10121.86

## Contribution to government by way of taxes and duties

The company's contribution to the exchequer; by way of taxes and duties are summarized below.

contribution	2008-09(Rs in Lakh)	2007-08(Rs in Lakh)
Sales tax and excise duty (net of credit)	152	223
Income tax and FBT	404	303
Total contribution	556	526

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