

CASE

A CONGLOMERATE DAWNS - MR. BAPUSAHEB JADHAV

Case Published as annexure to the article, 'Corporate Social Responsibility: Proximity to Human Resource Management', published in, HRM Review, IUP (ICFAI University Press) Publications, Vol. X Issue IV April 2010, pp. 25-31, ISSN 0972-5148.

Mr. Parshuram Shankarrao Jadhav, affectionately known as Bapu, born on 10th April 1937 at Kolhapur, Maharashtra in a poor mension's family. Owing to untimely demise of his father Bapu was an early dropout from school in fourth standard itself. He had no alternative but to look for a job even at a tender age of twelve. His first job was of a servant, which he continued for six long years toiling hard on a paltry sum of rupees six. He could recognize the need of developing skills to get better opportunities and managed to learn machining work. Honesty and Hard work were the attributes that made him rise in the hierarchy. He became a trainee worker earning salary of rupees fourty per month. He shifted few jobs for good payments. Bapu worked on different positions and established relations with many people in industry due to his personal traits. Once he was called by renowned industrialist to manufacture cylinder heads, which was an arduous task. At that time only one unit was trying hands on cylinder head. Bapu proved his expertise by producing a quality product. The advise from this industrialist was a turning point in his life as it resulted into the origin of a conglomerate of Saroj Industries. The company was started with the capital of Rs. 6700/- in 1964. After this Bapu never looked back and went on excelling the technological, humane and social heights. As a person he was always ahead of times may it be his childhood employment, delivery schedules of cylinder heads, which he manufactures, or payment of advance income tax.

His appetite for constant growth and improvement made him vigilant. He collected new techniques from visiting technical exhibitions domestic and abroad and reading books. His milestones in life can be narrated as -

1975 – Introduced shell moulding technology first time in industry.

1977 – Shifted unit to MIDC area.

1984 – Installed channel type furnace.

1986 – Established induction furnace

1992 - Saroj Engineering Pvt. Ltd.

1994- Visit to GIFA exhibition, Germany.

1995 – Inception of Saroj Castings Pvt. Ltd.

At present the turnover of group companies has crossed limit of rupees twenty crores.

Bapu has very clear policies based on honesty and quality products. Even recession could not have any effect of the spread of business, as the unit has never given customers an opportunity to complain. The trait that helped Saroj Industry to be ahead of competitors was beating deadlines and performing ahead of time schedules.

To their credit Saroj Castings have bagged export orders from the companies in U.S. and U.K.

The foundation of his entrepreneurship has been so sound that even today he does not mind donning boiler suit and sorting out problems of any of his employees

Bapu always quotes, “We are not big on manpower but the tally of 225 employees of our company are one family. As it is apparent for a family; not to state sharing is common practice whether it is joys or food. One more characteristic of an organization is that there is no positional hierarchy in terms of senior or junior. His leadership is enhanced by his polite and generous approach; it is reflected in his conversation with employees.

He has been enormously successful in tying the personal bonds between the workers and as a result they work like a joint family. He has thus developed personal bonds with workers and their families. He is always there for workers in their times of need and despair. The help from him comes spontaneously without quid-pro-quo.

These instances have boosted team spirit and have motivated employees on great scale. Consequently all of employees work sincerely. Till date Saroj Iron holds few employees who have been witness of its growth right from its inception. Few employees accompanied Bapu to his visits to Germany for GIFA exhibition. Every year he visits the GIFA exhibition. He has traveled extensively throughout the world spanning almost all the countries owing to his zest for to upgrading foundry and machining setup with latest technology. One striking factor in the success trail of Company is that, they never had to advertise for personnel, preference is always given to family members of workers. Fresh employees are preferred who are then trained in unit.

Saroj group has never faced the problem of strike. A meticulous planning has been done for employees future. Even if at present Saroj group decides to close down business, provisions have been made to pay the same salary to all its employees till they attain superannuation.

Bapu has put win-win philosophy in to practice. There are many feathers in his cap and to demonstrate a few truck-transporting business of Cylinder Heads to Rajkot was given away to his driver. Another Pattern Maker business situated close to his factory was given away to an independent shed with all the equipment. Following the same suit one of his fellow workers is now operating a shot blasting equipment in MIDC. Tempo transporting materials from Kolhapur to Shirol is now in the ownership of his driver. This is the way he has helped many of his employees to grow, prosper and to scale greater heights. He has assumed social commitment and extends help for valid causes. He has helped many foundry men by extending technical assistance, sharing his experience and his role does not stop here, he assists them financially too). A persona par excellence, Bapu gives the credit of his success to his employees, mother and friends who have helped him in this onerous endeavor.

The long trail of hardwork, endeavour and zest to do best of Bapusaheb has been recognized by society at large. He is recipient of prestigious honours for his innovation, quality, honesty and social work. To name a few, FIE Foundation Award, Felicitation Award from Institute of Indian Foundrymen, Karveer Bhushan from Kolhapur Municipal Corporation and Rashtriya Kar Samman and Honest Tax Payer from Central Government of India.

Despite the laurels he has won and the position he has attained, he makes it a point to arrive at factory at 10 am, starts his day with a pooja of the deities and the equipments. Then comes a visit onsite to factory plants for inspecting work and interaction with employees.

His sons Deepak, Ajit and Bharat are all groomed up in his mould and now they are helping him in the expansion and spanning of business.

(The case has been prepared on the basis of published documents collected from the authority of M/s. Saroj Iron Industries, MIDC, Shirol, Kolhapur, Maharashtra, India)