CHAPTER 6

CONCLUSION AND SUGGESTIONS

6.1 Conclusion

6.1.1 Demographic and Socio-Economic Description of Respondents

The department wise data was collected from Accounts, Cane, Engineering, Establishment, General, Maintenance, Manufacturing, Security and Stores department. The maximum respondents were Maintenance and Cane department (22.54%) followed by Establishment department with 11.4% respondents. The respondents from security stores department were with 10.8% and from Accounts, Engineering and Administration were 5.6% each. The employees of 20 different designations were contacted for responses, Kamdar are in highest number with 23.6% followed by Operator with 16.4% and Chief Engineer and Boiler Attendant are lowest which make .3% each. Gender wise maximum (97.5%) was male and female were only 2.5%. It was informed that female hesitate to join jobs in sugar mill being it in isolated places. A few joined due to death of their husbands who were earlier working in sugar mills in most cases. Government must look into the matter for providing more jobs to female in sugar mills. The distribution of respondents by their service in years shows that maximum (29.4%) respondents have put up service in the range of above 25 years followed by below 25 years with 26.7% and 5-10 years with 26.1%. The respondents taken here are on regular services in sugar mills. The four categories shows that maximum (38.1%) respondents are in the age above 50 years followed by age between 25-35 yrs with 28.9%. The data was collected during off season; hence the available respondents are regular employees of the
mills. The fresh engagement are mostly during crushing seasons, hence the data shows very less young respondents below the age of 25 yrs with just 12.2%.

### 6.1.2 Statistical Analysis Results for General Information

The SPSS 20 was used to have different types of descriptive and dimension reduction analysis. The descriptive analysis for finding frequencies and percentage for variables W1 to W6 was used. The responses shows that 75.6% agree that workers participation should be in practice, 9.7% strongly agree and 14.7% are neutral. So, the majority is of the opinion that wpm should be in practice. Again 76.1% agree that wpm contributes to the development of sugar industry, 7.8% strongly agree and 16.1% are neutral. Almost every employee (98.6%) was of the opinion that wpm policy must be implemented in all the sugar mills out of which the workers who strongly agree that wpm policy should be implemented are 17.5%. The maximum 38.3% strongly agree that union membership should be for all the employees. And 5.6% agree for union membership. The responses for remaining differ as 27.8% are neutral followed by strongly disagree with 15.6% and 12.8% disagree with union membership compulsion. The majority i.e. 56.4% strongly agrees for attending the meetings and 12.5% agree whereas 31.1% are neutral.

### 6.1.3 Relation between Decision Areas where Workers are consulted

Workers’ consultation in decision regarding their work place and consultation in decision on workers’ welfare is highly correlated with ‘r’ value of 0.772. It is followed by workers’ consultation in decision making for their salary with ‘r’ value of 0.712 and consultation before introduction of new machine and equipments with r value of 0.691. The r value in case of consultation in decision making for administration and working hours is 0.641.
From the Regression Analysis it is found that 89.5% workers’ are consulted for their work place or the department, consultation in the case of their welfare is 37.6% , followed by consultation for working hours i.e. 34.8% and lastly consultation in case of administration i.e.23.6%. Thus we find that workers’ participation in management in the form of their direct consultation in meetings is for their work place, followed by welfare decisions and working hours. The workers’ consultation in administrative areas comes at the last. And workers involvement in decision making for introduction of new machine and equipment and workers’ salary is not in practice in sugar industry.

6.1.4 The Impact of Workers’ Participation using Factor Analysis

To find the impact of workers participation in management on different areas the Data Reduction Technique using factor analysis method is done on SPSS 20. Thus remaining variables W13 to W52 are put through factor analysis.

a) Impact of WPM on Productivity

The co relation between Better Training and Acceptance of New Technology is as high as 0.929, the correlation between Low Absenteeism and low accident rates is also very high as 0.919. Again the ‘r’ value for Definite Schedule and New Technology Acceptance is 0.835 and it is same 0.835 for Low Accident Rate and Better Quality. Similarly Clarity of Instructions and Low Absenteeism with ‘r’ value 0.828 and Capable Supervision and Better Training with ‘r’ value 0.734 are highly correlated. Quick Supply of Material and Low Accident rates with ‘r’ value 0.731 and Low Machine Breakdown and Better Quality with ‘r’ value of 0.775 are again highly correlated. Lastly Clarity of Communication and Better Quality with ‘r’ value
0.700 are correlated. Thus it proves that all the above factors supported by workers participation in management lead to productivity.

It means that WPM facilitate better training which leads to acceptance of new technology, WPM reduces absenteeism and also accident rates thus providing better quality, a best contributor to high productivity. WPM endorses clarity of instructions and sponsors definite schedule and enhances better supervision again leading to high productivity.

From the Regression Equation, we can interpret that keeping other things constant, WPM promote Definite Schedule, and if it is followed it raise the productivity by 47.2%, Secondly WPM facilitates Better Training which contribute to 33.3% raise in productivity, WPM sponsor Better quality, which help increase productivity by 29.7%, Clarity of Instructions endorsed by WPM help rise the productivity by 23.3%, due to low machine breakdown productivity improve by 21.3%, capable supervision contributes to 15.4% productivity increase, the low absenteeism and low accident rate due to WPM help rise the productivity by 8% and 4% respectively. The factors such as WPM prop up new technology acceptance, WPM encourage Quick Supply of Material and WPM advance Clarity of communication is not significant for productivity increase. Thus these are dropped from regression equation.

b) Impact of WPM on Job Satisfaction and Motivation

The co-relation between satisfactions with suggestions followed up and Work Place is as high as 0.684 and 0.549 with Help from co-workers. The correlation between satisfaction from WPM Policy and satisfaction with the company’s welfare schemes, Satisfaction from work itself and cooperation among workers is also very high as 0.638, 0.528 and 0.645 respectively. Again the ‘r’ value for work place and
satisfaction from Working Hours, Mill’s Reward Policy, Motivation by Supervisors and satisfaction with Supervisors is 0.575, 0.490, 0.659 and 0.593 respectively. Thus workers participation in management leads to high satisfaction and motivation of workers in sugar industry. Also high correlations among different variables contribute to overall satisfaction of workers. It means that mills having implemented workers’ participation in management have satisfied workers with their work, work place, working hours and their supervisors. Also they get sufficient co-operation from co-workers, their suggestions are followed up by supervisors and also their supervisors motivate them for better performances.

The Regression Equation, we can interpret that keeping other things constant, due to WPM workers are very much satisfied with their work and it contributes to their satisfaction by 39.4%, satisfaction from wpm policy contribute to 39.2% followed by motivation by supervisors for better performance by 38.4%. Satisfaction with Suggestions followed up, Help from Co-workers Satisfaction from Working Hours and Satisfaction from Mill’s Reward Policy contribute 28.5%, 21.5%, 18.5% and 16.5% respectively overall satisfaction. At the lower end satisfaction from supervisor, Cooperation among workers and lastly Satisfaction from Work Place contributes 14.3%, 8.8% and 8.3% to satisfaction and motivation. The satisfaction from welfare schemes is not significant as it is otherwise also expected. So it is dropped from regression equation.

c) Impact of WPM on Peace and Harmony in Sugar Industry

The co-relation between WPM inculcates a sense of belongingness and WPM brings harmony and peace in the sugar mill is as high as 0.987. Again correlation between and WPM spreads positivity and WPM inculcates a sense of belongingness and also
WPM brings harmony and peace in the sugar mill is as high as 0.968. The correlation between problems are solution by supervisor through dialogue and WPM inculcates a sense of belongingness is as high as 0.911. WPM inculcates a sense of belongingness and WPM helps reduction in strikes and lock outs has ‘r’ value of 0.904. Thus it proves that all the above factors supported by workers participation in management lead to Peace and Harmony in Sugar Industry.

From the Regression Equation, we can interpret that keeping other things constant, WPM inculcates a sense of belongingness among workers for the mill by 131.6%, Secondly WPM brings harmony and peace in the sugar mill by 119.8% followed by positivity all around improve peace by 41.5%. The environment of peace and harmony is also due to immediate problems solution by supervisors to the extent of 31.2% and finally reductions in strikes and lock outs contribute to a level of 28.5% to peace and harmony in sugar industry.

d) Impact of WPM on Change Management

The WPM encourages workers’ initiation which further helps in implementation of policy change and their correlation is as high as 0.960. Again correlation between willingness to work in any department assigned by boss leads in introducing new training methods and both are highly co-related with ‘r’ value of 0.907. Also workers’ initiation is highly correlated with introduction of new machines and equipments with ‘r’ value of 0.810 Thus it proves that all the above factors supported by workers participation in management lead to Change Management.

From the Regression Equation, we can interpret that keeping other things constant, WPM helps in introduction of new technology which contributes to change management by 65.7%, secondly wpm encourages workers’ initiation and it helps in
change management to the extent of 48.36%. WPM helps in introducing new training methods by 41.5%, followed by WPM helps in implementation of policy change by 33.2%. And lastly due to introduction of wpm workers are willing to work in any department assigned to them which add to change management by10.8%.

e) Impact of WPM on Cost Control

The co-relation between WPM impact on control of cost of absenteeism and reduction in supervision cost is as high as 0.832. Again correlation between reduction of cost of litigation and reduction in production cost due to wpm are highly co-related with ‘r’ value of 0.822. The correlation between wpm impact on reduction in supervision cost and reduction in training cost are also very high ‘r’ value of 0.746. Thus it proves that all the above factors supported by workers participation in management lead to Cost Reduction in Sugar Industry.

From the Regression Equation we can interpret that keeping other things constant, impact of WPM on control of cost of litigation is 62.7%, secondly on reduction in cost of absenteeism is to the extent of 39.4%. WPM helps reduction in supervision cost by 60.0%, followed by WPM helps reduction in training cost by 30.2%. And lastly WPM helps control in production cost by 71.4%.

6.2 Suggestions

1. It is observed that female hesitate to join jobs in sugar mill due to security reasons, being these in isolated places. Majority of existing female workers (2.5%) joined due to death of their husbands who were earlier working in sugar mills in most cases. Government must look into the matter for providing more jobs to female in sugar mills also ensure that these are
secured places to work. More reservations can be provided to female workers in clerical posts and day jobs.

2. The youth are almost rare in sugar mills permanent staff. The fresh engagement are mostly during crushing seasons, hence the data shows very less young respondents below the age of 25 yrs with just 12.2%. The workers above 35 yrs of age are more than 58%. The sugar mills are totally dependent on youth available on adhoc basis or seasonal workers. It is suggested that government must give immediate attention towards new recruitments, which is now made up by hiring people on contract or adhoc basis.

3. Every worker is required to be aware about wpm, its benefits, and contribution to the development of the organization. They must take initiative for its proper implementation and not just for formality sake.

4. Workers are highly consulted for their Work Place or the department, followed by consultation in the case of their welfare and working hours but least in case of administration. Thus we find that workers’ participation in management in the form of their direct consultation in meetings is for their work place, followed by welfare decisions and working hours. It is suggested that workers involvement in decision making for introduction of new machine and equipment and workers’ salary is not in practice in sugar industry which has to be taken care of.

5. From the analysis it is revealed that wpm helps in enhancing productivity through definite Schedule, better training, better quality, clarity of instructions, low machine breakdown, capable supervision, the low absenteeism and low accident rate respectively. It is suggested that clarity of
communication and timely supply of material can also contribute to higher
productivity if given care of. Also the impact of wpm on each variable
contributing to productivity should be individually given attention to enhance
it.

6. The impact of wpm on satisfaction and motivation of workers is highest with
the work itself; followed by satisfaction from wpm policy, motivation by
supervisors for better performance, Suggestions followed up, help from Co-
workers, Working Hours and Satisfaction from Mill’s Reward Policy. The
impact on satisfaction from supervisor, cooperation, and satisfaction from
work place was at lesser side, which needs to be improved. The satisfaction
from welfare schemes is not significant and it is the area where workers
involvement could be maximum.

7. The impact of wpm on peace and harmony is praiseworthy in sugar industry
especially in respect of wpm inculcates a sense of belongingness among
workers for the mill and it brings harmony and peace in the sugar mill. The
immediate problems solution by supervisors needs attention so that a message
for all around positivity is spread. The impact on reductions in strikes and
lock outs need immediate thought of the management.

8. The impact of wpm on change management by introduction of new
technology and workers’ initiation is appreciable. But need improvement in
introducing new training methods and implementation of policy change.
Workers willing to work in any department assigned to them need more
counseling.
9. The impact of wpm on cost reduction by the way of cost of litigations, reduction in cost of absenteeism, reduction in supervision cost and overall production cost is all right. But it is suggested to utilize wpm in reduction of training cost.

6.3 Limitations and Further Scope of Study

The data was collected from a limited numbers of respondents and mainly from the permanent employees and in off season of 2014 and 2015. The larger sample size could prove more honest results and more closer to the truth. This study is based on the opinion and feedback from employees as the quantitative data was not accessible. The quantitative information from the sugrafed could not be managed. The representation in case of women and youth was very low. Also the workers with less numbers of services are of entirely different opinion about the wpm and its impact in comparison to workers with more numbers of years of service. The data is analyzed using SPSS 20 for simple statistical analysis. Factor analysis has been the sole tool utilized. May be the same data analyzed using another technique provide different results.

There are ample scope for further research on this topic with different prescriptive. This study is based on the opinion and feedback from employees as the quantitative data was not accessible. The Inter mills comparison, private sugar mills vs co-operative sugar mills may be compared. Individual impact can be more systematically researched. Again time series analysis with quantitative data may be analyzed. The effect of wpm on marketing strategies can be another area of research. The government policies and their impact on functioning of sugar mills can be studied.