CHAPTER-V
SUMMARY OF FINDINGS, SUGGESTIONS AND CONCLUSION

5.1. INTRODUCTION

The sugar mills are the steering power of the economic development of the nation. The sugar mills have demonstrated its commitment to social causes by increasingly taking up social responsibilities. The findings of progress of sugar mills in India and Tamil Nadu, review of HRM practices of sugar mills are presented here.

5.2. FINDINGS

Sugar Mills in India and Tamil Nadu

1. India is the second largest producer of sugar in the world. The only stipulation is that there should be a minimum distance of 15 kms between an existing sugar mill and a new mill. It is observed that the state-wise number of sugar factories in operation in India in the year 2008-09 is 504 and it increased to 527 in 2012-13. About 50 million sugarcane farmers and about 2 million skilled/semi skilled workers are involved in activities, mostly in the rural areas.

2. In Tamil Nadu there are 39 sugar mills; among them 19 are private. 7 Private sugar mills are engaged in sugar production, cogeneration, distillery and chemicals and remaining the 12 mills are engaged in sugar production only.
3. The total area under sugarcane in India has, shown a progressive increase from 4411 thousand hectares in 2003-04 to 4944 thousand hectares in 2012-13.

4. In 2003-04 the yield of sugarcane was 67.4 per hect./M.T. However, it was 68.6 per hect./M.T. in 2012-13. The sugarcane production slightly increased by 1.2 percent because of the variety of seed, less number of skilled labourers etc.

5. The cumulative effects of non-payment to cane growers, drought and crop disease are the reasons for a sharp decline in India’s sugar production from 12690 thousand tonnes during 2006-07. However, during the year 2012-13 it increased to 24394 thousand tonnes.

6. This caused imports of about 1.24 lakh tonnes of raw sugar by manufacturers in 2007-08 and 16.00 lakh tonnes imports in 2009-10. From the year 2003-04 the exports of sugar in India had a downward trend but in 2009-10 the export increased to 49.57 lakh tonnes.

7. In the year 2003-04 partial control policy was adopted by the State Government the levy was 40 percent, free sale 60 percent and minimum cane price was fixed at Rs.52.70 per Qtl. From 2007-08 to 2012-13 levy was brought down to 10 percent and free sale was boosted to 90 percent, but in the year 2007-08 the minimum cane price was fixed at Rs.69.50 per Qtl. and in 2012-13, Rs.81.18 per Qtl.

9. The total area under sugarcane cultivation in Tamil Nadu has, therefore, shown a progressive increase from 306 thousand hectares in 2003-04 to 306 hectares in 2006-07 and 352 hectares in 2012-13.

10. The yield of cane in Tamil Nadu was 110.3 per Hect./M.T. in 2003-04, it has decreased to 108.9 per Hect./M.T. in 2012-13. Sugarcane requires 700-1200 mm of rainfall annually (irrigation is necessary if the rainfall is less than this level) and good drainage.

11. The sugarcane produced in Tamil Nadu has increased from 33800 thousand tonnes in 2003-04 to 38346 thousand tonnes in 2012-13. During the year 2008-09 sugarcane production fell to 17656 thousand tonnes.

12. In Tamil Nadu’s sugar production increased to 338 thousand tonnes during the 2003-04, but it decreased to 242 thousand tonnes in 2007-08. However, during the year 2012-13 it increased to 2192 thousand tonnes.

13. There was a nominal increase in the sugar factories from 36 in the year 2003-04 to 39 in 2012-13, of which the number of private sugar mills was 19 in 2012-13. It is observed that over a period of 10 years from 2003-04 to 2012-13, only three private sugar mills were established.
14. In 2003-04 the sugar mills in Tamil Nadu crushed 19594 thousand tonnes of sugarcane. However, the percentage of cane crushed by the sugar mill is 9.24 percent in 2010-11. The average recovery of sugar in whole State was 8.83 percent in 2003-04 and the recovery of sugar was 9.32 percent in 2012-13.

Profile of Employees

1. The total of all the three sugar mills of employees, Officers occupy 8.5 percent of the respondents, Clerical 23.8 percent and Semi-skilled 34 percent and Skilled 33.7 percent. Thus it is inferred that Semi-skilled and Skilled groups are large number in the sugar mills.

2. There were only few female employees in all the three mills. In the Kallakurichi co-operative sugar mill (13.2 per cent), in Perambalur sugar mill only (6.8 per cent) and Sakthi sugar mill (14.5 per cent) of the female workers worked. Out of three sugar mills Sakthi sugar mill had the highest percentage (14.5 per cent) of female workers. Therefore it is clear men workers outnumber women workers. The reason for the larger number of male employees is that sugar industry is essentially a labour-intensive industry, which requires more physical work. Further, as per the provisions under Factories Act, 1948, no woman shall be allowed in any factory except between the hours 6 a.m. and 7 p.m. It prevents employment of women in sugar mills during the other period of the day. Hence, the number of women employed is less.

3. Thus it is clear that in the Perambalur co-operative sugar mill, largest number of employees is in the age group of up to 30 years. It is identified
that majority of the employees were in young age groups, they are ready to work more and increase the productivity. Hence, the majority of the all the three sugar mills employees were up to the age of 30 years and age of 31 – 40 years.

4. The respondents up to the educational standard of H.Sc. and Diploma/ITI are very largely employed in all the three sugar mills. Hence, the majority of the respondent from the H.Sc. and Diploma/ITI worked in all the sugar mills because sugar mills require more number of workers under the category of the skilled and semiskilled workers.

5. The employees with the service of 11 to 20 years are found in large number among the respondents. Hence, all the sugar mills are having majority of employees 11-20 years of service because in the recent years only all the sugar mills produce more number of sugar products and fully utilize the crushing capacity generating more employment.

6. The employees with the salary of Rs. 10,001-20000 are found to be the largest number among the respondents. Hence, all the three sugar mills were having employees less than 20 years of service getting a salary from 10,001 to 20,000.

7. The total of all the three sugar mills, it indicates that married employees represent 53 per cent, unmarried employees constitute the remaining 47 per cent. Therefore it is very clearly understood that most of respondents are married.

8. The total of all the three sugar mills, Employees having 1 and 2 dependants represent 55 per cent while employees with the 3 or 4 dependants are 29
per cent and the employees having 5 and 6 represent 10 per cent and the employees with 7 dependants are 6 per cent. It is identified the employees who have 1 and 2 dependants are the largest number among the respondents.

9. The regular employees represent 63.2 per cent and remaining employees 36.8 per cent. Therefore it is very clearly understood that regular employees are very largely employed in sugar mills.

**Frequency Findings**

10. Human Resource department of the mills are efficient enough to forecast the outcome of the manpower planning in the opinion of 53 per cent of the employees and the mills are predicting the impact of technology on manpower in the opinion of 61.1 per cent of the employees, while they are incapable of managing effectively manpower planning in terms of inadequate supply of manpower, under utilization of existing manpower and in accurate forecasting future manpower requirement.

11. Mill wise analysis of perception of the respondents reveals the fact that the employees of Kallakurichi mill are neither satisfied nor dissatisfied with regard to overall performance of HR department of sugar mills in dimension of manpower planning. The respondent of Sakthi mill are dissatisfied with the manpower planning aspect of the mill while those of Perambalur sugar mill are highly satisfied in regard to Human Resource Planning.
12. A casual enquiry with the employees concerned surfaced the fact that the mill administrations exhibited the partially the selection process coupled with the failure to adhere to follow the reservation policy in true letter and sprits. They also regretted that they were not properly given orientation training immediately after their selection which resulted in learning the job assigned very late.

13. The respondents forming (67.8 per cent) are unhappy with the organizing the training programme for them. As regards regularity of conducting refresher training, the subjects constituting 74.8 per cent are dissatisfied implying that mills are not keen in organizing training programme periodically. With respect to training infrastructure too, the respondents forming 65.1 per cent are dissatisfied with the availability of training infrastructure.

14. Out of five variables the respondents are highly dissatisfied with fairness of the wage (72.5 per cent), the scale of pay (71.3 per cent), bonus (48.3 per cent) and acknowledgement of work efficiency of employees through pay (63 per cent). In other words, the existence of dissatisfaction in these vital variables has potential to tell upon the work performance of the employees. Now-a-days private sectors sugar mills are pursuing variable pay component to recognize the high potential employees in addition to the regular pay.

15. The employees under present study across the sugar mills are highly satisfied with regard to working conditions (49.3 per cent), working hours (73 per cent), working environment (49.8 per cent), job security (64.1 per
cent), safety measures (70.8per cent) and organization climate (68.8per cent). The positive perception of the employees augurs well for healthy work climate. The indifference and apathy of sugar mill administration with regards to safety aspect of the workers and infusion of new knowledge to workers in the light of ever growing technology is evident in terms of poor perception of respondents.

16. Out of 10 variables measuring the motivation of employees, the sugar mills are faring well in the opinion of majority of the employees in pursing of the goals (71.8per cent), Encouragement of the individual creativity (63.5per cent), Opportunity for employees to seek out ideas (55per cent), Job security of employees (57.8per cent) and Recognition of group to set its own pace (52.5per cent). However, there is negative motivation prevailing in the mill under study in the matter of adequacy of incentives (65.1per cent), poor job description (47.1per cent), insufficient delegation of authority and responsibility (79.5per cent) and lack of reward systems (67.6per cent).

17. It can be seen from the table that the employees forming (74.6 per cent) have opined that sugar mills under survey are according priority to existing employees in the matter of filling up the vacancies arising in the sugar mills. Similarly the respondents constituting (52.8 per cent) are of the view that the sugar mills give due consideration to the work performance of the employees concerned in making promotion decisions. The respondents with (66.3 per cent) perceive that they have bright promotional prospects and the employees numbering (60.6 per cent) is quite satisfied with fairness
of promotion and transfer policies. However, employees (68.0 per cent) under survey are of the opinion that they are not clear about transfer and promotion policies.

18. Accordingly there exists a favourable climate with regard to availing the leave entitled in the opinion of employees representing (55 per cent); drinking water facility (67.5 per cent); parking facility (72.5 per cent), festival advance (77.8 per cent), allowing the use of community hall (72.5 per cent) and supply of uniforms (56 per cent). However, the welfare facilities with regard to medical facility (76.3 per cent), canteen facility (70.1 per cent), rest and lunch room (47.3 per cent), recreation (73.3 per cent), facilities for children’s education (62.1 per cent), and sanitation facilities (76.8 per cent) are far from satisfaction in the views of two third majorities of respondents. It can be inferred that the sugar mills under study fail to provide the basic welfare facilities due to be implemented by them.

19. Around 70 per cent of the employees opined that the participative philosophy is not practiced in any of the mills sugar industry. It is also evident that the mills under review do not conduct any meetings or carry on any discussion with the workers on the work related matters as (54.8 per cent) of workers respondent negatively on these aspects. The poor functioning of suggestion schemes and absence of opportunities to contribute suggestion are absolutely nonexistent in the perception of employees constituting (75.1 per cent) and (68.3 per cent) respectively. However, it is consoling to note that the collective bargaining system exists
in the sugar mills. Perhaps the statutory compulsion in the matter of forming collective bargaining mechanism might have forced the mills to institutionalize this forum.

20. The sugar mill administration did not follow the practice of fixing performance standard unilaterally. Employees numbering 53.3 percentage opined that the sugar mill administration is sincere in initiating remedial action to correct the underperformance of employees. The democratic spirit of sugar mill management is evident in discussing the outcome of performance appraisal with employees in the perception of number of employees forming 53.3 percentages.

21. The absence of well organized grievance system is obvious from the response of the respondents numbering 70.3 percentages. The fact that the employees who experience grievance do not shy away from lodging grievance petition with the management is apparent from the response emanating from the employees constituting 68.3 percentages. A vast majority of the employees 65.8 percentage is of the opinion that the system is not effective in redressing the grievances of the employees.

22. Employees numbering 59.8 per cent are firm that the trade union is a potent force to represent the needs of the work force to the management. However, 64.5 per cent of respondents are dissatisfied with the functioning of trade union. In the opinion of 71.6 per cent, multiplicity of trade unions causes conflict among the workers. The concept of having one union representing the entire work force is welcomed by 65.5 per cent of
respondents. The relationship climate in the industrial relations sphere is found to be good in the perception of 66.1 per cent of workers.

23. The loyalty factor of the employees is very weak with 62.8 per cent of the respondents expressing negative response in this regards. Perhaps lack of employment opportunities in the sugar industry forces them to stick to the mill they are employed. There is no doubt that the most of the employees may switch to alternate employment if opportunities arise. The poor treatment of the employees is evident with 62.0 per cent of employees expressing negative response in this aspect.

24. One of the sources of stain in the relationship between employer and employee is workload. As far as the sugar mills in the study are concerned, 57.1 percentages of the respondents perceived that they are satisfied with the implementation of employees wellness programme while vast majority of workers in terms of 65.5 percentages are dissatisfied with poor implementation of WPM programmes. Similarly a scant regard by sugar mills under study for flawed implementation of grievance system is stressing the relationship between the employer and employee in the views of 63.5 percentages of employees.

25. A three fourth majority of employees 68.8 per cent are satisfied with the functioning of collective bargaining system. As far as job satisfaction is concerned, a majority of employees constituting 61.1 percentages moderately satisfied the with job. Thus, job dissatisfaction of the employees under survey is evident.
STATISTICAL FINDINGS

CHI-SQUARE ANALYSIS

Chi-Square Test

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From the above discussions the researcher infers that personal profile like trade and designation, gender, age, educational standards, length of service, monthly salary, marital status, no. of dependants and nature of employment of the respondents and the perceptions of the respondents relating to human resource management practices significant association. Thus, the above hypotheses of the chi-square test have been rejected.

Analysis of Variance (ANOVA)

The researcher found the results from the ANOVA, there is a significant variance among all the factors identified towards human resource management practices in selected sugar mills in Tamil Nadu. Thus, all the hypotheses have been rejected.
Correlations

Results of correlation analysis reveal that the correlation between human resource management planning and Motivational measures and Labour welfare measures were positively correlated and highly significant, the correlation between recruitment and selection and Promotion and transfer, Labour welfare measures and Trade union were positively correlated and highly significant, the correlation between training and development and Workers’ participation in management was positively correlated and highly significant, the correlation between wages and salary and promotion and transfer and performance management were positively correlated and highly significant, the correlation between working conditions and employees grievance handling was positively correlated and highly significant, the correlation between motivational measures and human resource management, labour welfare measures and employees grievance handling were positively correlated and highly significant, the correlation between promotion and transfer and recruitment and selection, wages and salary, labour welfare measures, workers’ participation in management and employees’ grievance handling were positively correlated and highly significant, the correlation between labour welfare measures and human resource management, recruitment and selection, motivational measures and promotion and transfer were positively correlated and highly significant, the correlation between workers’ participation in management and training and development and promotion and transfer were positively correlated and highly significant, the correlation between performance management and wages and salary was positively correlated and highly significant, the correlation between employees’ grievance handling and working conditions,
motivational measures and promotion and transfer were positively correlated and highly significant, the correlation between trade union and recruitment and selection was positively correlated and highly significant. The rest of the pairs of correlations between factors show that most of the factors were positively or negatively correlated and not significant.

**Factors Analysis**

The employees’ satisfaction pertaining to the Human Resource Management Practices is highly contributed significantly only from the seven sets of components out of thirteen; such as Recruitment and selection, Wages and salary, Motivational measures, Promotion and transfer and Labour welfare measures. Therefore these components are very vital in the HRM practices of the sugar mills of the study.

**Multidimensional Scaling**

The multi dimension graph shows graphical plotting of the distances between the various factors in human resource management practices where performance management, industrial relations, working conditions, motivational measures, training and development, human resource planning, and promotion and transfer were in positive co-ordinate and factors like workers participation in management, trade union, employees grievance handling, wages and salary and recruitment and selection were found to be in negative co-ordinate.

**Proximity Matrix**

The motivational measures were closer to all the factors of human resource management practices indicating the fact that all the factors are closely related to motivational measures.
5.3. SUGGESTIONS

1. The sugar mills should refurbishment of existing performed employees and make them appreciated by means of promotions and other planned developmental programmes for improving the employees’ capabilities. An organizational performance can develop through HRM practices by significant intervening of employees’ capabilities. It can be done by proper forecasting and performance appraisal.

2. The recruitment and selection is not properly practiced as per the constitutional rights of the employees. The sugar mills should regret their previous selection, they should need to revamp their recruitment and selection policy, and after the selection they should provide appropriate training to new employees and promoted employees.

3. The sugar mill should prepare a schedule for training programme for every year cyclically. It will boost many things like employees’ morale, individual development, career development and organizational development. Despite, affordable infrastructure being there, but it is not properly utilized for the training purpose. The management should make it to gather for the organizational development.

4. The sugar mills administration should focus on evolving a satisfactory compensatory policy ensuring fairness of pay, bonus, pay scales and variable component. Hence, the sugar mills administration should focus on evolving a suitable compensatory policy.
5. The mills have to take all out steps to put in place the safety mechanism mandated by the law and to put in place mechanism to update the knowledge of workers in sugar mills.

6. The mills under study have to adopt right incentive method to encourage the employee to part with the discretionary efforts of work force. The confusion in job description should be eradicated by drawing the job description by taking into the account all aspects connected with the job. The employees should be clothed with adequate authority to turn out better work. The mill should put in place recognition programme to encourage high potential employees. Overall the motivation climate is good in terms of positive motivation scores in the majority of the variables.

7. The sugar mill administration should clarify the rules relating to transfer and promotion policies to ensure transparency in promotion and to avoid vindictive transfers.

8. The sugar mills of the study should improve their due provisions of welfare facilities to empower them socioeconomically.

9. The sugar mills should enforce the employees to implement their suggestive measures with regard to schedule of planning, decision making and immediate tasks.

10. The performance appraisal is the practice of corrective measures in an organization in order to enhance the existing performance level. It should be frequently followed on in every nodal activities of the organizational objectives.
11. To solve all the three sugar mills grievances of dissatisfied employees of the three sugar mills "grievance redress cells" should be established in every sugar mill with representatives of employees and the management. The redressal cell should consider the grievances of the employees and solve the problems immediately. This will improve the employees’ morale.

12. The trade union should improve the activity through minimizing political intervention among the employees by the way of frequent recreation activity, worker’s participative decision making mechanism implementation, motivation of the management to identify a member free from political parties. It will lead to create the employee morale, worker’s participative management, team work, organizational commitment and minimized disputes among the employees or possible as per the opinion of the respondents of the study.
5.4. CONCLUSION

Among the 3 sugar mills of the study, the human resource management practices are found to be more effective in Sakthis sugars Ltd., moderately effective in Perambalur Sugars Ltd., and less effective in Kallakurichi Co-op. Sugars mills Ltd. The present study “A Study on HRM practices in Sugar Mills with special reference to Tamil Nadu” has highlighted the positive aspects like wages and salary administration, working conditions, promotion and transfer, performance management and trade union. However the present study has established obviously that certain other factors like human resource planning, recruitment and selection, training and development, motivational measures, labour welfare measures, workers’ participation management, employees’ grievance handling and industrial relations have played a limited role in human resource management practices in sugar mills selected for the study. If the negative factors of human resource management practices have to concentrate to transform into positive then it will improve the productivity of the organization. Thus, the research concluded that the overall human resource practices are satisfactory in Sugar Industries selected for the study.
5.5. SCOPE FOR FURTHER RESEARCH

The study can be done on the followings aspects:


