CHAPTER – I

INTRODUCTION AND DESIGN OF THE STUDY

1.1. INTRODUCTION

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1.1. INTRODUCTION

Human resources have never been more necessary. The competitive forces that we face today and will continue to face in the future demand organizational excellence. To achieve this excellence by focusing on learning, quality, teamwork, and reengineering are driven by the way organizations get things done and how employees are treated. To achieve this excellence we look at the work of Human resources. By designing an entirely new role and agenda that results in enriching the organization’s value to customers, investors and employees, HR can help deliver organizational excellence by helping line managers and seniors move planning from the conference room to the market place, by becoming an expert in the way work is organized and executed, they should be a representative for the employees and finally by helping the organization improve their capacity for change. Creating the conditions for this discussion involves four steps. First HR would define an organizational architecture by identifying the company’s way of doing business. Next HR must be accountable for conducting an organizational audit. The third role for HR as a strategic partner is to identify methods for renovating the parts of the organizational architecture that need it. Fourth and finally, HR must take stock of its own work and set clear priorities. In their new role as administrative experts they will need to shed their traditional image and still make sure all routine work for the company is done well. HR must be held accountable for ensuring that employees feel committed to the organization and contribute fully. They must take responsibility for orienting and training line management about the importance of high employee morale and how to achieve it. The new HR should be the voice of employees in management discussions. The
new role for HR might also involve suggesting that more teams be used on some projects or that employees be given more control over their own work schedules.

The new HR must become a change agent, which is building the organization’s capacity to embrace and capitalize on change. They don’t execute change but they make sure it is carried out. The new mandate for HR requires dramatic change in how HR professionals think and behave. Investing in new HR practices is another way to let the organization know that HR is worthy of the company’s money and attention. Finally, the most important thing managers can do to drive the new mandate for HR is to improve the quality of the HR staff itself. Senior executives must get beyond the stereotypes of HR professionals as incompetent support staff and unleash HR’s full potential. The new role for HR is evident at the company I work for. They are present at any team or companies meeting to make sure any issues the employees have are taken care of. They are the voice of the employees. They are responsible for training the line managers in keeping up the morale of the employees. They take care of any changes that need to be made and we have changes every 6 months.

**Human Resource Management**

Human resource management is the strategic and coherent approach to the management of an organization’s most valued assets – the people working there who individually and collectively contribute to the achievement of the objectives of the business. The terms “human resource management” (HRM) and “human resources” (HR) have largely replaced the term “personnel management” as a description of the processes involved in managing people in organizations.
Human resource management can also be defined as the function within an organization that focuses on recruitment of, management of, and providing direction for the people who work in the organization. As a change agent, it is concerned with the nature of and regulation of the employment relationship at the level of the workplace and broader society. The human resource management model emphasizes:

- The need to search for new ways of working
- The central role of managing in promoting change
- The treatment of workers as individuals rather than part of a collective work force
- The encouragement of workers to consider management as ‘partners’ rather than as opponents – ‘us and us’, rather than ‘us and them’

Theory

The theoretical discipline is based primarily on the assumption that employees are individuals with varying goals and needs, and as such should not be thought of as basic business resource, such as trucks and filing cabinets. It takes a positive view of workers, assuming that virtually all wish to contribute to the enterprise productively and that the main obstacles to their endeavours are lack of knowledge, insufficient training, and failure of process. It is an innovative view of the workplace management, which, asserts that human techniques when properly practiced, are expressive of the goals and operating practices of the enterprise overall.
As an academic theory, the goal of human resource management is to help an organization to meet strategic goals by attracting, and maintaining employees and also to manage them effectively. The key word here is “fit”, i.e., human resource management approach seeks to ensure a fit between the management of an organization’s employees, and the overall strategic direction of the company. The basic premise of the academic theory of human resource management is that humans are not machines; therefore, we need to have an interdisciplinary examination of people in the workplace. That is why fields such as psychology, industrial engineering, industrial and organizational psychology, industrial relations, sociology etc play a major role.

Practice

Human resource management (HRM) as a business practice comprises several processes, which used together are supposed to achieve the theoretical goals mentioned above. These practical processes include:

- Workforce planning
- Recruitment (sometimes separated into attraction and selection)
- Induction and orientation
- Skills management
- Training and development
- Personnel administration
- Compensation in wage or salaries
- Time management
- Motivational measures
Promotion and transfer

Workers' participation in management

Travel management (sometimes assigned to accounting)

Payroll (sometimes assigned to accounting)

Employees' Grievance Handling

Personnel cost planning

Performance appraisal.

Trade union and Industrial Relations

1.1.1. Evolution of HRM

As early as in 1800 B.C. itself, ‘minimum wage rate’ and ‘incentive wage plan’ were included in the Babylonian code of Hammurabi. In India too, there has been evidence of the concern for the welfare of workers and also the need to manage them from times immemorial. Kautilya's Arthashastra, written around 300 B.C., had procedures outlined for the selection of ministers and other government officials, the methods to pay workers depending on work produced and also the penalty for wastage of time. Unfortunately, those who have chronicled the growth of management in our country have tried to do it from the 1920s when ‘management’ was for those times a revolutionary concept. In India, it manifested itself in the form of government intervening to protect the interests of the workers through the appointment of labour welfare officers (1931).

In 1948, the Factories Act came into being, which made the appointment of welfare officers compulsory. After World War II, the scope of people management went beyond welfare measures, as expectations of people in independent India started going up. Labour welfare, industrial relations and personnel administration
were all combined to take care of the interest of the people and came to be known as Personnel Management. The five-year plans gave a thrust to the economic activity; the public sector grew at a steady pace and management started becoming more and more professional. In the 1970s, the focus had shifted from the concern of the welfare of people to the concern for the performance of organizations, and by the 1980s, personnel management morphed into HRM as new technologies came to be discussed to manage people and their performances. The two professional bodies, Indian Institute of Personnel Management (IIPM) and National Institute of Labour Management (NILM), merged in 1980 to form the National Institute of Personnel Management (NIPM). The emphasis kept shifting and in 1990, the American Society of Personnel Management renamed itself as The Society of Human Resource Management. HRM had arrived for good!

1.1.2. MAJOR CHALLENGES FACING TODAY’S HR PROFESSIONAL

1.1.2.1. Change Management

Since this is generally not a focal point for HR professional training and development, change management represents a particular challenge for personnel management. The World Federation of Personnel Management Associations (WFPMA) finds that "This may also be the reason why it is cited as the foremost issue as HR continues to attempt to help businesses move forward. An intensified focus on training may be needed to develop added competencies to deal with change management."
1.1.2.2. Leadership Development

As the second of the biggest challenges for human resource management, leadership development needs to be a critical strategic initiative. HR professionals are faced with being expected to provide the essential structures, processes, tools, and points of view to make the best selection and develop the future leaders of the organization. The WFPMA reports that, "Across the globe leadership development has been identified as a critical strategic initiative in ensuring that the right employees are retained, that the culture of the organization supports performance from within to gain market position, and that managers are equipped to take on leadership roles of the future so that the organization is viable in the long term."

1.1.2.3. HR Effectiveness Measurement

This profession also needs to be able to measure results in terms of transaction management, as well as in terms of the positive influence on business. "Utilizing metrics to determine effectiveness is the beginning of a shift from perceiving HR's role as purely an administrative function to viewing the HR team as a true strategic partner within the organization," the WFPMA says. "In fact, the next section reports that survey participants believe a critical future issue for HR will be organizational effectiveness - again supporting HR's critical role as a strategic partner to management."

This world federation also notes that, "Where HR departments have traditionally focused on measuring their own effectiveness; there is an evolving recognition that they can provide organizational value by measuring the effectiveness of the entire business organization. The shift is significant as it represents movement from simply counting the numbers hired to determining the
ROI of collective and individual hires on a long-term basis. Going beyond measuring turnover, this new approach considers 'bad' turnover and 'good' turnover along with the overall cost of replacement hires."

1.1.3. The International Scenario and Human Resource Management

It is clear from the discussion of China above that there are enormous variations of what we call HRM in different national settings. However, a separate body of knowledge and practice has emerged in recent years with the label of IHRM. The interest in IHRM has paralleled the internationalization of business whereby large corporations increasingly produce and market beyond their countries of origin. This process has also signaled the internationalization of employees as well, which has shifted HRM to a business activity of strategic importance (Myloni 2002: 182). It could be argued that the practice and study of international HRM has evolved alongside globalization; business is operating in an increasingly international environment. In fact, ‘International HRM’ is often the term given to the management of HR in Multi National Corporations (MNCs) (Almond et al. 2004: 606).

If we return to the tasks of HRM outlined above, IHRM concerns the extent to which these core tasks change when HRM is practiced across national boundaries. On this basis, Morgan (1986) presents a model of IHRM based on the interplay between human resource tasks or activities, the national or country

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categories involved in HRM and the categories of employees in an international firm:

- the tasks of HRM (human resource planning, etc.)
- national/country categories involved in HRM tasks:
  - the host country where a subsidiary may be located
  - the home country where the firm is headquartered
  - ‘other’ countries that may be the source of labour, finance and other inputs
- categories of employees of an international firm:
  - host-country nationals
  - parent-country nationals
  - third-country nationals.

In this model, internationalization adds layers of complexity to the task of HRM within a particular firm. Based on the work of Perlmutter (1969)\(^4\), MNCs then face three strategic choices to cope with this complexity: ethnocentric, polycentric and global. An ethnocentric strategy is where a company uses the same HR practices overseas as it does at home. By contrast, a polycentric strategy involves a company following local HR practice in its overseas operations. A global strategy is where a company attempts to implement common HRM policies for all its overseas operations (Myloni 2002: 183). Of course, this implies an element of choice for senior managers and the reality is that hybrid strategies will emerge.

Torrington et al. (2005: 695) argue that International HRM is also concerned with decentralisation:

As an organization increases its international activities, it inevitably steps up the degree of decentralization, but internationalization is not simply a form of decentralization. It is the most complex form of decentralizing operations and involves types of difference – language, culture, economic and political systems, legislative frameworks, management styles and conventions – that are not found in organizational growth and diversification that stay within national boundaries.

A final point about international HRM is that MNCs will also wish to use HRM policies as mechanisms for the central coordination and control of international operations, in addition to shaping the organisational culture (Myloni 2002: 182). Inevitably, there are a number of models of International HRM that attempt to explain how the strategic objectives of the organisation are balanced with local employee needs and values (see Almond et al. 2004).

1.1.4. The Indian scenario and human resource management

One of the noteworthy features of the Indian workplace is demographic uniqueness. It is estimated that both China and India will have a population of 1.45 billion people by 2030, however, India will have a larger workforce than China. Indeed, it is likely India will have 986 million people of working age in 2030, which will probably be about 300 million more than in 2007. And by 2050, it is expected India will have 230 million more workers than China and about 500

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million more than the United States of America (U.S.). It may be noted that half of India’s current population of 1.1 billion people are under of 25 years of age (Chatterjee 2006)\(^6\). While this fact is a demographic dividend for the economy, it is also a danger sign for the country’s ability to create new jobs at an unprecedented rate as has been pointed out by Meredith (2007)\(^7\).

When India’s young demographic bubble begins to reach working age, India will need far more jobs than currently exist to keep living standards from declining. India today doesn’t have enough good jobs for its existing workers, much less for millions of new ones. If it cannot better educate its children and create jobs for then once they reach working age, India faces a population time bomb: The nation will grow poorer and not richer, with hundreds of millions of people stuck in poverty. With the retirement age being 55 to 58 years of age in most public sector organisations, Indian workplaces are dominated by youth. Increasing the retirement age in critical areas like universities, schools, hospitals, research institutions and public service is a topic of considerable current debate and agenda of political parties.

The divergent view, that each society has a unique set of national nuances, which guide particular managerial beliefs and actions, is being challenged in Indian society. An emerging dominant perspective is the influence of globalization on technological advancements, business management, and an education and communication infrastructure is leading to a converging effect on managerial

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mindsets and business behaviours. And when India embraced liberalization and economic reform in the early 1990s, dramatic changes were set in motion in terms of corporate mindsets and HRM practices as a result of global imperatives and accompanying changes in societal priorities. Indeed, the onset of a burgeoning competitive service sector compelled a demographic shift in worker educational status and heightened the demand for job relevant skills as well as regional diversity. Expectedly, there has been a marked shift towards valuing human resources (HR) in Indian organisations as they become increasingly strategy driven as opposed to the culture of the status quo. Accordingly, competitive advantage in industries like software services, pharmaceuticals, and biotechnology (where India is seeking to assert global dominance), the significance of HRs is being emphasized. These relativities were demonstrated in a recent study of three global Indian companies with (235 managers) when evidence was presented that positively linked the HRM practices with organisational performance (Khandekar & Sharma 2005)\(^8\). In spite of this trend of convergence, a deep sense of locality exists creating more robust ‘cross vergence’ in the conceptual as well as practical domain.

1.2 OPERATIONAL DEFINITIONS OF CONCEPTS

Human Resource Management

“Human resource management” refers to all the decisions, strategies, factors, principles, operations, practices, functions, activities and methods related to the management of people as employees in any type of organization.

Human Resource Management Policies

“Human resource management” policies mean general guidelines on human resource functions for action in sugar mills in Tamil Nadu.

Human Resource Management Practices

“Human resource management practices” means the actual practices covering the service conditions of workers, including conventional personnel management practices, which are implemented in the sugar mills in Tamil Nadu.

Employees

“Employees” refer to people working in the sugar mills in Tamil Nadu either on permanent or on seasonal basis. It includes Officers, clerical, semi-skilled and skilled.

Employees' Satisfaction

“Satisfaction” denotes a set of attitudes to a particular thing. Thus, the term satisfaction for the purpose of the study connotes the attitude of the employees of the sugar mills towards their treatment by the superiors.
**Workmen**

“Workmen” refers to people working in the sugar mills on regular or seasonal basis and drawing the salaries as per the Wage Board Settlement of Sugar Industries. Workmen include highly skilled, skilled-A, skilled-B, semi-skilled and unskilled workers.

**Officers**

“Officer” means an employee who was appointed prior to June 1999 and who is drawing salary as per the norms of the State Government.

**Nature of Employment**

“Nature of employment” means the type of work in sugar industry. It can be broadly categorized into regular and seasonal. In regular employment, the employees are provided job throughout the year, whereas in seasonal employment the workers are engaged only during the crushing season. However they are the permanent employees of the sugar mills of much significance.

**1.3. IMPORTANCE OF HUMAN RESOURCE MANAGEMENT IN SUGAR MILLS**

Sugar industry is an agro based industry. Its success depends up on the integration of human resources, capital, equipment and raw material. Yet, human resource is considered a major asset of production, which needs special attention. In India, the policies and practices relating to HRM in Sugar industry focus on the recruitment and selection procedures, training and development, wages, incentives and welfare facilities which are governed by the statutory Acts and legislation enacted by the government and central wage board on sugar industry. The working of sugar industry in all the states of India is regulated by the factory Act.
The problems of human resource in the Sugar industry are peculiar, as most of the sugar factories are located in the rural areas. Sugar mill consist of a significant quantum of human resources. The effective and innovative human resource management is equally important for all types of enterprises. The reasons lie partly in the peculiar growth of small-sized enterprises and partly in the lack of awareness of problems of human resources. Most of the sugar mills are small in size and operations. Therefore, they are not aware of the human resource management practices. However in large-scale public sector, co-operative sector and private sugar mills the chairman and the board of directors is expected to be aware of the human resource management practices.

The absence of a strong human resource management has caused the emergence of most of the drawbacks of sugar industry sector and created problems of stability and growth and has also retarded the process of development. Introduction of a proper human resource management system has now become necessary, as the conditions of the economy have changed considerably, requiring introduction of new technology. Human resource management is both the foundation and fountain of developing sound infrastructure-professionalized management in sugar industry sector. In this way, the human resource management plays a crucial role in the implementation of strategic management of sugar industry sector, which is human-centered, value-led and culture-dependent. The sugar industry sector institutions in the country are yet to develop systematic personnel policies. There are no arrangements at present for long-term manpower planning and consequently for staff development. Lack of a systematic approach to
recruitment of personnel, training and placement has been one of the impediments in professionalization of management.

1.4. STATEMENT OF THE PROBLEM

Human Resource Management plays a vital role for the existence and survival of any industries. The success or the failure depends on the employee perception, attitudes and moral of the employees, which they have about their industries. Furthermore, it also depends upon the industries objectives & planning, working conditions, motivation, trade union and industrial relations, Performance Management, and working condition in the organization. Today organizations are existing in a stiff competition and the organizations are facing problems in the areas of new technological, shortage of resources power, energy etc.

In spite of all the above things the organization has not been planning the human resources based on future expansions and requirements. Thus, they need to implement training and development programmes due to retain the employees for a longer run. Employees are the great asset of any organization.9

The training and development, proper recruitment and selection, fair wage system, performance appraisal, welfare measures are the key components in the success of any industries. In order to take care of these measures Human resource management department are established. Because HRM is a proactive measure carried out in the organization it helps to achieve productivity and profitability. But various research findings in the fields of psychology, behavioral sciences had concluded that these factors are not concentrated in many industries.10

In order to achieve the objectives of the organization, the management has to motivate the employees through performance appraisal, employees’ grievance handling, participative management, based on performance management to provide promotion and transfer, and working conditions. So, these activates are very essential for the smooth functioning of any industries.11

The labour welfare measures will make the employee to feel that industry is giving much importance to them and in turn loyalty and commitment also will increase. When these are developed the satisfaction towards the work will also be very high; otherwise the industries have to take much care in the areas of labour welfare measures, and industrial relations and trade union of the industries to avoid dissatisfaction of the employees.12

The sugar industry is quite unique in many aspects, so it cannot be compared with any other. Because the nature of the work, the working condition, the environment in which the employees exposed are entirely different. The employees are easily prone to accidents and health hazards. So the employer has to safeguard by providing welfare, safety, training and performance appraisal measures to improve their efficiency and productivity. So an attempt is made in this study to what extent human resource management is contributing for the satisfaction of the employees in the sugar industry.

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1.5. SCOPE OF THE STUDY

The scope of the study is to evaluate the human resource management practices of top three sugar mills (1 Public, 1 Private and 1 Co-operative) in Tamil Nadu based on their turnover. The reason for the selection of sugar mills is that Tamil Nadu State stands fourth in sugarcane production next to Karnataka, Maharashtra and Uttar Pradesh. However, in the percentage of sugar extracted from cane, Tamil Nadu stands first. In this study the researcher has identified the following specific key areas of Human Resource Management Practices to know their impact on Sugar mills in Tamil Nadu like: 1.Human Resource Planning, 2.Recruitment and Selection, 3.Training and Development, 4.Wages and Salary Administration, 5. Working Conditions, 6.Motivational Measures, 7.Promotions and Transfers, 8. Labour Welfare Measures, 9.Workers’ Participation in Management, 10.Performance Management, 11.Employees’ Grievance Handling, 12.Trade union and 13.Industrial Relations.

The researcher has focused on the above key factors only and has not covered other aspects which earlier studies have concentrated on. Realizing the imperatives of improving human resource management practices of the sugar mills in the context of better future for a developing economy like India, an attempt has been made to look into remarkable human relations through effective human resource management practices.
1.6. OBJECTIVES OF THE STUDY

The specific objectives of the study are as follows

1. To study the progress of sugar mills in India and Tamil Nadu.

2. To study the personal profiles of the respondents’ which influence the human resource management practices of the selected sugar mills in Tamil Nadu.

3. To examine the identified factors of human resource management practices in the selected sugar mills in Tamil Nadu in respect of employees view.

4. To suggest appropriate measures to improve good human resource management practices of sugar mills in Tamil Nadu.

1.7. HYPOTHESES

NULL HYPOTHESES (H₀)

H₀₁. There is no association between personal profiles of the respondents and the opinion on human resource management practices in sugar mills.

H₀₂. There is no significant difference among the average level of opinion of employees about the human resource management practices practiced in selected sugar mills.

H₀₃. There is no relationship between the factors of HRM practices identified for the study.
1.8. RESEARCH METHODOLOGY

Sampling

There are 27 private sector sugar mills, 1 Public sector sugar mill and 15 co-operative sugar mills in Tamil Nadu. The study is restricted based on highest Cane Crushed (year 2010-2011) to one public sector, one co-operative sector and one private sector sugar industrial units in the Tamilnadu viz., Perambalur Sugar Mill, Eraiyur, Kallakurichi Co-operative Sugar Mills Ltd., Moongilthuraipattu, and Sakthi Sugar Mill, Sakthinagar. Stratified random sampling method was adapted for the study under employees classification as administrative/non-technical and technical. The administrative/non-technical was classified into officers and clerical, technical classified into semi-skilled and skilled were chosen. The samples of respondents are selected from total employees of three sugar mills which amounts to 35 percentage drawn from different stratum. From the above selected units total number of employees were 1139. The questionnaires were issued and collected from 400 employees of the selected sugar industrial units, for the calculation purpose sample was confined to only employees. It can be easily understood from the following Table.

<table>
<thead>
<tr>
<th>Employees Categories</th>
<th>Administrative/ Nontechnical</th>
<th>Technical</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Officers</td>
<td>Clerical</td>
<td>Semi-skilled</td>
</tr>
<tr>
<td>Perambalur</td>
<td>23 (8)</td>
<td>127 (44)</td>
<td>165 (58)</td>
</tr>
<tr>
<td>Kallakurichi</td>
<td>33 (12)</td>
<td>88 (31)</td>
<td>106 (37)</td>
</tr>
<tr>
<td>Sakthi</td>
<td>39 (14)</td>
<td>56 (20)</td>
<td>116 (41)</td>
</tr>
<tr>
<td>Total</td>
<td>95</td>
<td>271</td>
<td>387</td>
</tr>
<tr>
<td>35% of Total</td>
<td>34</td>
<td>95</td>
<td>136</td>
</tr>
</tbody>
</table>

Sources: The South Indian sugar mills association, Chennai.
The current study is pragmatic in nature based on survey method. The primary data were collected from employees from three sugar mills. A pilot study was conducted during July 2011, with 25 technical and 10 administrative/ non-technical in three sugar mills. The secondary data were collected mainly from journals, reports, books, and records of the sugar mills. More relevant secondary sources were collected from Indian Institute of Management, Bangalore, ICSSR (Indian Council of Social Science Research) New Delhi and Vellore Institute of Technology, Vellore.

**Statistical Tools of Analysis**

The ultimate objective of the study was to evaluate the human resource management practices of sugar mills in Tamil Nadu. In order to analyze prevailing human resource management practices in the sugar mills, various statistical techniques such as Chi-square, Correlation, Factor Analysis, ANOVA have been used with the help of SPSS. To arrive at possible solutions simple percentage analysis was also employed.

**Period of the study**

The primary data were collected during 2010-11. The secondary data cover a period of 10 years from 2001-2002 to 2010-11.
1.9. PROFILE OF SUGAR MILLS


**Performance of Sugar Factory** Plant – KCP & BINNY.

<table>
<thead>
<tr>
<th>Season</th>
<th>2010-11</th>
<th>2009-10</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Crushing Capacity (M.T.)</td>
<td>2500</td>
<td>2500</td>
<td>2500</td>
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<tr>
<td>Cane Crushed (Lakh M.T.)</td>
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<td>4.36</td>
<td>4.85</td>
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<td>Sugar Produced (Lakh/Qtl.)</td>
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<td>3.81</td>
<td>4.63</td>
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<tr>
<td>Sugar Recovery (%)</td>
<td>8.57</td>
<td>8.74</td>
<td>9.53</td>
</tr>
<tr>
<td>Molasses Produced (Lakh/Qtl.)</td>
<td>2.10</td>
<td>1.90</td>
<td>1.75</td>
</tr>
</tbody>
</table>


**Performance of Sugar Factory** Plant – WIL

<table>
<thead>
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<th>Season</th>
<th>2010-11</th>
<th>2009-10</th>
<th>2008-09</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crushing Capacity (M.T.)</td>
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<td>3000</td>
<td>3000</td>
</tr>
<tr>
<td>Cane Crushed (Lakh M.T.)</td>
<td>3.45</td>
<td>2.33</td>
<td>3.33</td>
</tr>
<tr>
<td>Sugar Produced (Lakh/Qtl.)</td>
<td>3.04</td>
<td>1.96</td>
<td>3.01</td>
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<tr>
<td>Sugar Recovery (%)</td>
<td>8.79</td>
<td>8.40</td>
<td>9.05</td>
</tr>
<tr>
<td>Molasses Produced (Lakh/Qtl.)</td>
<td>1.54</td>
<td>1.08</td>
<td>1.55</td>
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Performance of Sugar Factory Plant – WIL, TRIVENI, BHEL, NHEC & SATWIK.

<table>
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<th>2009-10</th>
<th>2008-09</th>
</tr>
</thead>
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<td>Crushing Capacity (M.T.)</td>
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<td>7500</td>
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<td>Cane Crushed (Lakh M.T.)</td>
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<td>10.00</td>
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<tr>
<td>Sugar Produced (Lakh/Qtl.)</td>
<td>14.46</td>
<td>9.33</td>
<td>12.72</td>
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<tr>
<td>Raw Sugar Processed (Lakh M.T.)</td>
<td>---</td>
<td>8.12</td>
<td>3.55</td>
</tr>
<tr>
<td>Sugar Recovery (%)</td>
<td>9.57</td>
<td>9.33</td>
<td>9.20</td>
</tr>
<tr>
<td>Molasses Produced (Lakh/Qtl.)</td>
<td>7.01</td>
<td>5.79</td>
<td>7.66</td>
</tr>
</tbody>
</table>

1.10. LIMITATIONS OF THE STUDY

This study has the following limitations:

1. The study was conducted in the State of Tamil Nadu. As the industrial environment varies from place to place, caution may be exercised while extending the findings of the study to other areas.

2. The human resource management practices are a vast subject consisting of a number of practices. The most common practices that are implemented in the sugar mills only were considered in this study. Further, the conclusion drawn is specific and cannot be universalized.

3. As stated earlier, a period of ten year from 2003-2004 to 2012-13 has been selected for this study because of the constraints of time and only three mills have been selected and studied. Hence the conclusion drawn is specific and cannot be universalized.
1.11. CHAPTER SCHEME

In the First Chapter, Introduction and Design of the Study, evaluation of HRM, major challenges, operational definitions of concepts, importance of HRM practices in sugar mills, statement of the problem, scope of the study, objectives, hypotheses, scope of the study, research methodology, profile of sugar mills and limitations have been discussed.

The Second Chapter deals with review of literature and presents the previous studies related to the objectives of the present study.

The history and progress of sugar industries in India and Tamil Nadu is presented in the Third Chapter. The history of sugar industry, sugar industry: global sugar scenario, Indian sugar scenario, progress of sugar industry in India and Tamilnadu and summary are presented in this Chapter.

An analysis and interpretations of human resource management practices of the sugar mills have been dealt with in the Fourth Chapter.

The fifth Chapter gives summary of findings and suggestion of the study. The problems encountered by the employees and appropriate measures to be taken to improve the human resource management practices of sugar mills are presented in this chapter.