CHAPTER VI

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CHAPTER –VI

CONCLUSION AND SUGGESTION

6.1 Introduction:

It is rightly stated that any business organization and its business are as sound as its people resources. The human resource is the most significant and key factor to utilize the other resources of the business organization. The present study has probed into the existing Human Resource Management Policies and Practices followed in the selected sugar industries. This chapter focuses on the findings and conclusions of the study. The researcher had made some suggestions based on observations and findings. These conclusions may help the sugar industries for the rectification of the Human Resource management Policies and Practices.

6.2 Conclusion

1. The demographic profile of the respondents over the study area, includes majority frequency of the male category with 95.20 percentages whereas the age group of 38 to 48 and 48 to 58 consist of higher portion i.e. more than 40 percent. The caste classification is concern open category is consisting of 58.80 percentages while SC and ST category includes 12.80 and 17.20 percent respondents respectively. In case of education criteria 29.20 percent respondents belongs to post graduate qualification along with 28.80 percent matriculate respondents.

2. According to the classification of the family there are more than 52 percent respondents falling under join family whereas almost 48 percent belongs to nuclear family. As far as the family size is concern the segment of 4 to 6 members in the family is having major portion as compared with other classes i.e. 78.80 percent, at the same time 86.80 percent of the family belongs to the class where 1 to 2 members are earning for the family.

3. Majority of the respondents i.e. 84.80 percent are known to the personnel policy of the factory. It is also observed that the respondents are having better awareness about availability of separate human resource department as well as the recruitment and selection policies followed in the factory, which can be justified with favorable response from 96.40 percent respondents.
4. The medical examination in the selection process there are almost 32 percent of the respondents in the factory who do not aware about this parameter. There are 75 percent respondents in the factory giving positive response on the issue of applying social reservation techniques in the selection process. At the same time all of the respondents in the factory unanimously says that the present process of selection and recruitment is worthy for them.

5. The major selection criteria rely on the advertisement as there are 54 percent of the respondents favoring towards this section. In case of the remaining parameters almost 38 percent of the respondents say that selection process is done through application. There is very low scope in case of other variables such as introduction and employment exchange during the selection process.

6. There is no selection of the worker under the category of daily wages and contractual basis. Therefore it can be seen that there are only two classifications of workers under seasonal and permanent basis. It can be seen that 84 percent of respondents are belonging to permanent basis whereas 16 percent of them are under seasonal basis.

7. The method during the recruitment and selection can be seen in the which suggest that almost 97 percent of the selection are based on the interview method whereas only 3 percent of them are recruited on the basis of written test examination during the process.

8. The nature of job performed by the workers in the factory is clearly seen that there are 44 percent of the job falling under the technical category while 56 percent of the job are of administrative nature.

9. The most vital section of the study which includes opinion regarding education, training and development related to the workers in the factory. As far as the policies utilized in the factory regarding education, training and development, there are 83 percent of the respondents showing favorable response whereas 17 percent of them are not known to the certain policies. In case of motivation provided by the factory regarding undergoing with the further education almost 91 percent provides affirmative response.

10. At the same time it is been observed that 96 percent of the respondents are of the opinion that there is availability of the training facilities at the factory to overcome the difficulties faced
by them. However, only 04 percent of these saying that there are no appropriate arrangements regarding this issue at the workplace. It is quite important to mention over here that as far as the level of satisfaction is concerned regarding education and training facilities, there are 100 percent of the respondents having positive opinion. In this context all of the respondents are of the opinion that the acquisition of new skills enables them to perform their task in better manner.

11. In the present context there is need to observe the method of training followed by the factory for the workers to acquire the additional skills. It is observed that the major focus of the factory is on arranging workshops since 64.80 percent of the respondents belonging to this opinion. In this case the proportion of arranging the seminars as well as job placements is having lower weight age of 18 and 15.60 percent respectively for the purpose of providing training to the workers.

12. The generation of different ideas from the workers of the factory for effective training. It can be clearly seen that the major idea suggested to improve the training is of organization of the workshops as 62 percent of the respondents are of this opinion. However, there is another section of 34 percent of the workers who are being suggesting towards availability of the tools at the work site for the purpose of better training. At the same time there is very low portion of the workers in case of suggesting financial help and convenient time towards effective training.

13. The various parameters associated with the employees as well as issues related to the work place in the factory. In case of awareness about different commission related to wage, service conditions, labor and welfare social security majority of the respondents i.e. 81.20 percent are giving affirmative response whereas there is low portion of 18.80 percent of the respondents who are not aware about these issues related to their work. As far as the part of payment is concerned, it can be seen that all of the respondents are positively referring that the payment is being given according to the terms and conditions in the factory. There is the similar opinion of all the respondents i.e. 100 percent about timely payments in the factory.

14. There is provision of additional payments in the factory in case of work being done more than the given schedules and the responses suggest that it is fully applicable at the work place. In addition to this the employees in the factory are also getting paid leaves as per the terms and these are eligible for receiving yearly bonus as well. Furthermore, 100 percent of the employees
are member of the credit society in the factory. According to 98.40 percent of the respondents, it can be seen from the table that the facility of cooperative store is available in the factory.

15. In case of additional benefits, 96.80 percent of the respondents say that there is availability of the loan facility for the employees in the factory. All of the respondents are of the opinion that the factory management is organizing socio-cultural program for the employees on the regular basis. According to 98.40 percent of the respondents, there is the provision of financial assistance for the education of children of the employees in the factory. In case of the other aspect about the promotion there are 228 respondents comprising of 91.20 percent are affirmative whereas 8.80 percent of them are saying that they are not getting promotion opportunities in the factory. The majority of the respondents i.e. 96.80 percent are saying that the management is denying the deserving promotion to the employees while only 3.80 percent of them are in favor of this issue.

16. In case of the effect of factory environment and nature of work on factory employees health, there is mix bag of the opinions. According to 145 respondents both the aspects i.e. environment and nature of work are not going to affect on their health whereas 105 of them are saying that these factors are affecting on the health. As per the opinion of 246 respondents i.e. 98.40 percent there is application of labor insurance scheme in the factory along with the provision of housing facilities for the employees.

17. There are two methods of payment, i.e. time based and job based for the purpose of the payment to the workers. It is observed that the factory follows time based method on priority since 92.80 percent of the workers payment is being made according to this method. There is low scope for the job based method of payment since only 7.20 percent of the workers belong to this method.

18. The nature of payment of bonus at the factory as reward of performance of the workers is being depicted in the study. It can be clearly observed that the preference about payment of bonus is in cash since 98.40 percent of the respondents are belonging to this category. There is extremely low portion of 1.60 percent of the workers who are getting the bonus in form of goods whereas there is no provision of payment of bonus in form of shares.
19. It is concerned with the opinion of the workers regarding availability of the leaves during the year. It can be seen that the factory is presently having three classifications of leaves for the workers under casual, medical and situational. In case of casual leaves 223 workers are getting 10 days leave whereas 27 amongst the respondents are availing 15 days leave. There is the provision of four sections ranging from 0 to 25 days leave under medical category, where majority of the workers i.e. 236 are getting 10 days leave. There is very low portion of the workers availing other sections of medical leave. It is also observed that there is maximum number of workers i.e.207 in the factory getting 25 days situational leave while 35 of them are availing 30 days of situational leave.

20. The problems and difficulties of the workers in the factory are being shown in the study. The above segment of the study is one of the major criteria as it is closely associated with performance of the workers at the work place. It can be clearly seen that the worker are not having notable issues as far as education and training, political pressure as well as retirement benefits are concerned. In other words there are not more than 2 percent of the workers having problems and difficulties on account of these parameters.

21. According to the workers, the major area which is creating significant disturbance in the work is personal discrimination as there are 66 percent of the respondents producing this opinion. At the same time the other problematic issue is availability of the medical facilities for the workers. According to the responses there are 30 percent of the respondents facing problems due to non satisfactory arrangements about medical facilities.

22. It is seen that the participation of employees in the factory management. It is quite important to mention over here that there are 93.20 percent respondents who participate in the management of the factory while only 6.80 percent are posting negative opinion on this issue.

23. The level of participation from the workers at different areas of the management can be seen from the study, that majority of the respondents i.e. 82.80 percent are involving themselves in job planning segment at the factory. At the same time there is comparatively low participation from the employees in other areas. In case of fixation of production targets there are 16 employees i.e. 6.40 percent of the respondents are participating. However, amongst the
remaining respondents they are either participating in policy determination or wage fixation; but the portion of the involvement is at lower side which is 5.60 and 5.20 percent respectively.

24. The opinion of the respondents regarding human resource management and labor union is satisfactorily about functioning of human resource management is concerned, it can be seen that 98 percent of the respondents are having affirmative response. In case of the labor union 53.20 percent of the respondents are giving positive opinion whereas 46.80 percent of them are not aware about the labor union in the factory.

25. The role of the labor union towards solving the problem of employees in the factory. The above table depicts that, 112 respondents i.e. 44.80 percent of the employees says there is no role of the labor union in solving the problems in the factory. However, on the other side 34 percent of the respondents are of the opinion that the labor union is playing the directive role in solving the problems of employees in the factory. At the same time there are 44 respondents having the opinion that the problems of the employees at the factory are being solved by the labor union in the coordinative manner. There is comparatively much lower involvement of the labor union at the administrative level regarding this issue and it can be seen that there is no destructive actions applied for overcoming the problems of the employees.

26. The opinion of the respondents regarding the role of the labor union is shown. In case of labor union initiative to solve labor problems 133 respondents i.e. 53.20 percent are affirmative towards the role of the labor union whereas 117 of them are saying that this issue is not being considered by the union.

27. The other vital parameter is about effect of role of the union on human relations and factory management, where the majority of the respondents either posting negative opinion or saying non applicability towards the labor union. To be more specific, 48.40 percent of the respondents giving negative response along with 44.80 percent of them are saying that this issue is not being applicable to the labor union.

28. The opinion of the respondents is also considered regarding the appropriateness of the labor union management and its decision making process. In this regard 138 respondents i.e. 55.20 percent are posting positive response about appropriate functioning of the labor union. At
the same time, the remaining 44.80 percent of the respondents are of the opinion that the issue of management and decision making process of labor union is being not applicable.

29. The respondent’s opinion on performance appraisal procedure followed in the factory. It can be seen from the above table that the respondents are quite confident on their opinion regarding various parameters of this segment. On the issue of regular performance appraisal practices in the factory there are 98.40 percent employees giving positive response whereas only 1.60 percent of them are posting opposite opinion.

30. In case of the confidential performance appraisal process applied in the factory 98.40 percent i.e. 246 of the respondents are in favor while 4 of them are not in favor about worthiness of this process. At the same time all of the respondents are unanimously agrees on the parameter of rewards being offered for the employees whose performance is above the average level.

31. At present the factory management is following two categories for the purpose of performance appraisal of the employees and the opinion regarding this are being shown in research. It is quite clear from the table that there is major response of the respondents i.e. 96.80 percent towards application of confidential performance appraisal method. However, there is very low portion of 3.20 percent of the respondents in the factory who are in favor of self appraisal method for performance measurement.

32. The application of the remedial measures towards employees performing below the average level and the respondent’s opinion accordingly. It can be seen from the above table that the major remedial alternative followed in the factory for low performance employees is providing training for the better performance. There are 63.20 percent of the employees posting their opinion in favor of the application of the proper training practices for the improvement in work performance. At the same time 36.80 percent of the respondents are saying that there is the provision of self development for the employee to enhance the skills in better performance at the work place.

33. It can be seen from in the research study that the majority of the 135 respondents comprising of 54 percent says that their work is being appraised by supervisor in the factory. In case of remaining 115 respondents i.e. 46 percent the work appraisal process is being undertaken
by human resource department in the factory. However, according to the responses it can be seen that there is no provision for self appraisal process for the employees.

34. The period of appraisal about the work performance is being shown. According to the study there are three phases of considering work appraisal in the factory out of which majority of the appraisals i.e. 88 percent are being undertaken in the interval of six months. At the same time there is lower portion for the remaining two categories. It is seen that only 6.80 percent of the appraisals are being considered on quarterly basis in the factory whereas 5.20 percent are on yearly basis.

35. In case of the unsatisfactory performance there is the provision of punishments to be given in the factory. It is seen that out of the total respondents 176 are of the opinion that there is no punishment for the employees in the situation of unsatisfied performance and even more there are no cases of dismissal in the factory due to this issue. However, 22.80 percent of the respondents say that the punishment of the transfer is being given to the employees for non satisfaction of their work. At the same time there is low portion of the punishment in form of not giving increment which comes to 3.20 percent whereas the employees getting punishment of demotion is 3.60 percent in the factory.

36. It reflects that the demographic profile of the respondents in this research under the office cedar. According to this table there are 90 percent of the male respondents belonging to male category whereas 10 percent are of female category. As per the classification according to the age group 35 percent that is 7 officers are in between 29 to 38 years of age. At the same time only 4 officers consisting of 20 percent are in age group of 39 to 48 and 9 of them are in the age group of 49 to 60 which is 45 percent of the total respondents.

37. Majority of the officers i.e. 90 percent are belonging to the open class while only 10 percent i.e. 2 officers are under SC category. It is needless to say that there are no officers in the organization falling under remaining categories. According to the classification based on the educational qualification there is 10 percent respondents completed higher secondary education. In case of remaining officers 9 of them are graduates whereas another 9 are post graduate. Further the classification is based on type of family in which 55 percent of the respondents i.e. 11 officers are belongs to joint family as well as 9 officers are under the category of nuclear
family. There is another classification based on the number of earning members in which it can be seen that 90 percent of the officers are having 1-2 earning members in their family whereas 10 percent of them are having 3-4 earning members in the family.

38. The analysis of the responses towards the key element related to selection, recruitment and nature of work. In case of the awareness about the personnel policies in the factory the table reflects 100 percent positive responses since all 20 officers are fully affirmative on this issue. There are 17 officers i.e. 85 percent showing awareness on the availability of the separate human resource department in the factory whereas remaining 3 officers are not aware about such department. At the same time all of the respondents i.e. 20 officers are saying that they are well known about employee’s recruitment and selection policies in the factory.

39. As far as the part of medical examination in the selection process is concerned there are 11 officers i.e. 55 percent have not undergone with this stage while 9 of these officers completed this process. According to the above table there are 75 percent of the officers says that the factory is following government social reservation technique during the selection process whereas 25 percent of them are saying that there is no use of such technique in the process. In this context all of the respondents in the officer cadre refers that the present recruitment and selection process adopted in the factory is worth and having better application.

40. The opinion of the respondents on the issue of way of appointment in the selection procedure amongst the different ways refereed in case of this issue there is similar portion of 45 percent respondents i.e. 9 officers says that the selection is through advertisement as well as through application. However, there are only 2 officers who say that the selection is by way of introduction. There is no selection of the officers through district employment exchange in the factory.

41. The types of employment of the officers in the factory. According to the study it is clear that all of the officers in the factory are appointed on the permanent basis whereas there is no one appointed under other category such as daily, contractual or seasonal basis. Thus all the officers in the factor are recruited and selected on the basis of interview method. It indicates that the process of selection in the factory for the officer cadre do not apply test examination method.
42. The nature of job performed by the officers that is either technical or administrative is indicated in the research. It can be seen that 70 percent of the officers are having their job profile is oriented towards administrative level. However there is lower portion of 30 percent officers operating at technical level of job in the factory.

43. The responses towards availability of training and development facilities for human resource in the factory are recorded. In case of the level of awareness amongst the officers about the policies in the factory related to education, training and development there are 100 percent affirmative responses from the respondents. On the issue of motivation in factory towards undertaking further education 90 percent i.e.18 officers showing positive response whereas 10 percent of these say that there is no such motivation.

44. As far as the training facility is concerned to resolve the difficulties during the work it can be seen from the table that all of the officers are of the opinion that such training is available for them. In case of present provisions towards education and training faculties in the factory there is 100 percent level of satisfaction amongst the officers. It can be also indicated form the table that all of the present officers are ready to acquire new skills to bring more sophistication in their work.

45. The application of different methods of training in the factory. It can be seen that there is adoption of three methods of training out of which undertaking workshops is more often used in the factory since there is higher portion of 55 percent of the officers are of this opinion. According to 35 percent of the officers the other method which is used in the factory is conducting seminars for providing better training for these officers. There is marginal portion of 2 percent officers towards the application of job placement as a method of training to be used in the factory.

46. As far as the inputs to be provided from the officers for the purpose of providing better training the responses are shown. It can be clearly seen from the above table that the majority of 90 percent of the officers are of the opinion that the organization of workshops is the better method for effective training. However, there are only 10 percent of the officers who are suggesting that there is requirement of proper tools in the factory to provide effective training.
There are no suggestions from the side of officers towards providing financial help and to have convenient or spare time to undertake the effective training.

47. The responses from the officers about various issues related to the employees such as welfare, promotion, benefits, etc. are found. In case of the awareness of the officers related to different commission about wage, service conditions; labor welfare social security, the response is 100 percent affirmative. At the same time there are similar responses found from the officers in case of regularity of the payment as well as these payments as per terms and conditions.

48. There is a marginal difference in the opinion about receiving additional payments for doing work more than the given schedule. 18 officers i.e. 90 percent say that they get additional payments in this case whereas 10 percent of them posting negative opinion. As far as the issue of leave pay and regular bonus is concerned all the officers unanimously posting positive responses. In case of the membership of the credit society 18 officers are being the part of this while remaining are not yet benefited by such membership. All of the officers in the factory are availing the facility of cooperative store along with presenting themselves in the socio-cultural programs organized by the factory.

49. The benefits of the loan facility is availed by 18 officers in the factory whereas 10 percent of the officers are not yet getting such facility. Similarly the financial assistance provided by the factory is also restricted to the 90 percent of the officers only. Apart from these issues the other vital factor of promotion is being offered to 80 percent i.e. 16 offers of the factory whereas remaining are not been promoted towards upward position. However, the other fact which can be reviled from the table is that no officer denied by the factory for the desired promotion.

50. There are 18 officers who respond that the factory environment and nature of work affects on their health. The factory is applying labor insurance scheme for all their workers. In case of providing housing facility 65 percent i.e. 13 officers are of negative opinion while only 7 officers are saying that they are getting such facility from the factory.

51. It is refers that all of the respondents from the officer cadre are getting their pay on time based method and there is no provision of job based payments followed in the factory. Further all of the respondents from the officer cadre are getting their payment of bonus in cash and there is no provision of bonus payment in form of goods or shares in the factory.
52. The responses related to the problems and difficulties faced by the officers in the factory. It can be seen that the major problem for the officers is due to the personal discrimination in the factory since 13 officers prominently raised this issue. The other problem faced at the workplace is availability of the medical facilities as 6 of the officers refer that there is need of better arrangements in this regard. However, there are not many issues from the officers about retirement benefits, education and training as well as political oppression in the factory since they are not facing difficulties due to these factors.

53. As far as the participation of the officers concerned in the factory management It is depicts that all the officers are satisfied on this issue. It refers that these officers are being part of the factory management and they are being taken into consideration from time to time for the purpose of better execution of work.

54. The role of officers and participation in the factory management. It can be seen that the major participation of these officers is in policy determination at the factory since 60 percent i.e. 12 officers are belonging to this category. There is participation of 20 percent of the officers in case of job planning also in the factory. However, there is very little role is to be played by the officers in case of bonus fixation and deciding about production targets and goal since only 10 percent of the officers are being involved in it.

55. The level of satisfaction and awareness is recorded with reference to officer union and human resource management. There is 100 percent satisfaction from the officers about human resource management department in the factory and the work procedure followed under this department. However the table also shows that at present the factory is not having officers union.

56. It has been already referred that there is no officer union in any factory. It is shows that there is no role of officer union in case of solving the problems of the employees in the factory. There is no existence of officer union in the factory as a result of that all of the officers not having any assistance for resolving their problems. Similarly the relevance of this union is neither in case of human relations and factory management and nor in case of decision making process.

57. The opinion of officers on the performance appraisal procedures in the factory. It can be seen from the table that 100 percent officers are of the opinion that performance appraisal
practice followed in the factory on regular basis. Similarly all of the officers are in favor of adopting confidential performance appraisal in the factory is really worth for them. At the same time 90 percent of the officers are responding positively towards the practice of rewarding employees on the basis of better performance in the factory.

58. There are 90 percent of the officers who are of the opinion that confidential performance appraisal system is followed in the factory. At the same time 10 percent of the officers say that performance measurement is done on the self appraisal basis. The review of the performance appraisal is being taken in the factory and there is provision for corrective actions in this regard. It is observed that instead of self development opportunity providing training is preferred in the factory. According to the opinion of 100 percent officers the method of training is applicable in case of performance is below the average level.

59. The performance appraisal work is being undertaken by either supervisor or HRM department. It can be seen that majority of the officers i.e. 65 percent refers that human resource department conducts the work of performance appraisal whereas only 35 percent of the officers are of the opinion that this work is being conducted by supervisor. However, there is no provision of self appraisal of the performance of the officers in the factory.

60. The period in which the performance appraisal activity undertaken in the factory. There is no provision of considering the performance appraisal either quarterly or half yearly in the factory. There are 90 percent of the officers refers that the activity of performance appraisal is conducted on yearly basis whereas only 10 percent of the officers say that performance appraisal is being observed at the time of promotion.

61. The course of action in case of unsatisfactory performance of the officers in the factory. According to the study it is quite amazing that factory management do not opt for any stoppage of increment or demotions or transfers in such cases. Even more as per the opinion of 90 percent officers there is not punishment at all for those employees whose performance is unsatisfactory. However, just 10 percent of the officers sat that the action of dismissal is being taken from the management for such non performance of the employees.

In the management of the business organization, there is the priority of ensuring its visibility. The products or services of the business organization should cater to the demands of the society
to insure the organizations continuance. In a labour surplus economy, the tendency has been to concentrate more on production aspects.

The focus of human resource management is in on people at work. It is indeed a very vast and wide area and covers broad activities. Some of these are individual oriented.

6.3 Suggestions
In this part of the study the researcher is providing and presenting the following suggestions relating to Human Resource Policies and Practices based on findings of the research study.

1. The Human Resource Management Policies are framed by the Board of Directors, Managing Director and Human Resource Managers of the sugar factories with due considerations of Government policies designed for sugar industry. So here the researcher would like to suggest that the Trade Union should also be concerned while designing and formulating the Human Resource Policies to maintain transparency and to avoid the disciplinary issues in future in the organization and to maintain good human relationship and satisfaction among employees.

2. Sugar factories should arrange the seminars, conferences and workshops with the traditional practices of giving and communicating human resource policies to their employees and staff so that they will aware good enough human resource management policies of the business organization.

3. From the views given by employees, nowadays sugar factories are facing a tough competition from foreign countries sugar industries and private sector sugar factories, sugar factories should recruit and select the post graduates and even professional skilled people.

4. Sugar factories should try to recruit and select candidates who have acquired enough and required degrees and diplomas for the services of sugar factories. Sugar factories may also try to motivate existing employees and staff to acquire such degrees, diplomas and ultimately knowledge and skills.

5. As employees get retired by rotation due to their age, sugar factories should start recruitment to fill the arising vacancies out of the retired employees.

6. To attract fresh blood, ideas and skills sugar factories should go for campus recruitment and selection from colleges and professional institutions.

7. Training should be given to newly directors of the sugar factories so that they should aware about their role as well as their duties regarding human resource management functioning.
8. The basic assumption underlying the use of tests examination in selection is that individuals are different in their job, related abilities and skills, and that these skills can be adequately and accurately measured. So, the sugar factories are suggested to adopt scientific method for recruitment and selection like group discussion, psychometric tests, assessments centre and so on.

9. In order to work in effectively and efficient way training is essential to employees and staffs of the sugar factories. Here sugar factories should provide on the job training with other training methods to all employees to give required changing technical skills and practical knowledge.

10. Before an organization actively begins recruiting applicants, it should have knowledge of the sources of supply and methods of tapping them. The sources of supply do not remain constant but vary from time to time with changing business environment. So, here the researcher suggests that the sugar factories should adopt modern methods of sources of recruitment.

11. Sugar factories should apply the government social reservation policy to give the justice to the society and to meet the social responsibility of the business organization.

12. The sugar factories under consideration of study are located in the rural areas. The employee working in the factories belongs to local area. It is also found that the employees especially the worker category remain absent during the cultivation and harvesting period of the crops. Here the minimum wages are paid to the workers and if the workers are paid fair or living wage this will be an attraction and there is a possibility that the rate of absenteeism will be reduced.

13. Research suggests that more emphasis is to be given for incentive linked performance to reduce absenteeism. As the sugars factories are losing faith in case of security of the employees.

14. The employees are aware about the retirement benefits they get and so, the workers are following the practice of withdrawing themselves from the service after every five years to gain the gratuity and some workers withdraw their services after ten years to gain the P.F. and again they rejoin the services.
15. Here the researcher suggests that the sugar factories should work out plans like employees stock option programme. The sugar factories are suggested to implement the modern Human Resource Management practices like quality circle, total quality management etc, to motivate the employees and to reduce day to day problems and difficulties pertaining to their jobs and the sugar factories.

16. Employees should be taken to private sugar factories for visit to observe their working so that they can implement some of their good working practices to improve and enrich their workings.

17. The sugar factories are suggested to provide a dress code to their employees and staff too. Sugar factories should aware good enough of providing employee welfare facilities to their employees.

18. For increasing the efficiency and productivity of the sugar factories and their employees, they should adopt computerization for its various operations where necessary and possible.

19. Promotion means higher responsibility. Therefore, before promoting an employee to higher position, training should be given to such employee.

20. Promotion of existing employees should be followed by the sugar factories. This will help the existing employees of the sugar factories to show their abilities and capabilities.

21. Sugar factories should approach the state and central government through association for getting the financial support, technical skills and various human resource management policies and practices.

22. The sugar factories are suggested to provide on the job training to their employees.

23. The sugar factories should promote scientific selection methods for better work, like application blank, various selection test, reference check, physical examination and competitive exam related to job.

24. Each sugar factory should take initiative to enjoy a good and healthy human relationship and to maintain peaceful environment. The management should take care of physical health of employee from high temperature and different types of pollution.
25. To take care of air pollution, water pollution, dust pollution, machinery noise and smoke and fumes which cause different types of hazards.

26. The sugar factories should take rightly efforts to improve and increase safety measurement.

27. Facility such as gymkhana, housing, local transport, primary school, garden fresh drinking water should provide near by the work place.

6.4 Scope for Further Research

As demand for sugar and its byproducts are increasing day by day, hence human resource management practices under sugar factories is gaining importance worldwide. In this regard considering various factors there is wide scope in the following areas.

- Further research can be conducted for finding suitability of various computerized applications in the field of HR department of sugar industries.
- In order to upgrade HR practices in sugar industries there is scope to apply matrix organization structure within the HRM department.
- The further research can also be conducted on comparison between HR policies and practices in private and cooperative sugar factories.