CHAPTER-VII

CONCLUSIONS

&

RECOMMENDATIONS
6.1 CONCLUSIONS:

In this chapter, an attempt is made to conclude on the basis of the observations and also the basis of information collected from different sources.

1] Background Information

i) Age- This observation reveals the fact that most of the respondents in the sugar co-operatives are from the age group 30-50 years and have considerably experience in the sugar industry.

ii) Education- Study shows that all the respondents in different categories are qualified in their respective field.

2] Recruitment and Selection:

i) It was found that the sources most of (87.9%) the recruitment is through personal recommendations which shows that sugar co-operatives don’t have professional approach for recruitment and selection.

ii) It is found that various tests such as Written test, Medical test and other test are not conducted at the time of selection of the employees. It was found that only Oral test is used in the selection procedure, which shows that the selection procedure in the sugar co-operatives is affected by the influence of the local people. The management should try to minimize such influence.

iii) The sugar co-operatives should not promote scientific selection method.

3] Training and Development:

It is found that employees are trained apprentice and on- the job training. Most of (73.3%) the HOD’S and All MD’S are not given any training before joining.

4] Working Conditions:

It was found that majority of respondents are satisfied with working hours (100%), rest intervals (100%), leave provision (100%) and leave procedure (98.2%).
5] Promotion and Transfer:
   i) It was found that all the respondents are satisfied with promotion policy.
   
   ii) It was found that most of (79.1%) the respondents are promoted on seniority bases.
   
   iii) It was found that very few of the respondents are promoted on efficiency (10.1%) and seniority cum efficiency (10.8%) basis.
   
   iv) The study shows that all the respondents in the sugar cooperatives agree that there is transfer policy in the sugar cooperatives and everybody knows it.
   
   v) The study shows that 54.2% respondents give opinion about transfer procedure were fair.

6] Employee-Employer Relations:
   i) The study shows that most of (90.2%) the respondents think about management as sympathetic.
   
   ii) It was found that employee's attitude towards head superior 48.5% good and 51.6% bad & indifferent.
   
   iii) The study shows that the 56.8% the head superior are co-operative in nature.
   
   iv) The study shows that the most of (84.6%) the respondent's relationship with co-workers is co-operative.
   
   v) It was found that the all the respondents of sugar cooperatives not satisfied their job.

7] Grievance Handling Procedure:
   i) The study shows that all the respondents in the sugar cooperatives say 'No' about grievance settlement procedure indicates that there is no grievance settlement procedure in the sugar cooperatives.
   
   ii) The study shows that the employees have participation as the member of various committees. i.e. Works Committee, Production Committee, Safety Committee and Joint Management Council.
8] **Safety Measures:**

i) The study shows that all the respondents in the sugar cooperatives are satisfied with Illumination, Ventilation and Cleanliness and short circuit measures.

ii) It was found that employees in the sugar cooperatives are not satisfied with regarding Temperature(58.4%), Humidity(25.7%), Dust(57.7%), Noise and Vibration(63.0%), Smoke and Fumes(61.5%), over-crowding (2.3%), Machinery(38.0%), Other pollution (32.2%) and Safety device(19.6%), Accidents(9.1%), Accident preventive measures(35.0%) etc.

9] **Welfare Facility:**

i) The study shows that all the respondents in the sugar cooperatives are satisfied with Canteen Facility, Medical Facility, Vehicle Parking Facility and Departmental Store Facility.

ii) The study shows that all the respondents in the sugar cooperatives are not satisfied with Gymkhana Facility.

iii) The study shows that all the respondents in the sugar cooperatives are not satisfied with Housing Facility and Transport Facility.

10] **Performance Evaluation:**

i) It was found that the all the three categories are agree that there is performance evaluation procedure in the sugar factory and everybody knows it.

ii) It was found that all HOD'S and MD'S are satisfied about the performance evaluation procedure but in case of Employees 98.1% was satisfied only 1.9% is not satisfied.
6.2 RECOMMENDATIONS:

The following recommendations based on the entire research work:

After the detail analysis of data and observation of the facts the researcher has come out with following recommendations for the function of the sugar co-operatives.

1] Recruitment and Selection:

The sugar co-operatives should promote professional approach in the recruitment and selection of the employees. The recruitment and selection should be on the basis of qualification, written test, interview and medical fitness.

The successful and effective recruitment programma necessitates having certain attribute such as —A well defined recruitment policy, A continuous assessment of effectiveness of recruitment programma and incorporation of suitable modification from time to time to improve the effectiveness of the programma.

The sugar co-operatives should promote scientific selection method is appreciated by its impact on work performance and employee cost. The scientific selection process involves steps such as preliminary interview, application blank, selection test, selection interview, reference checks, physical examination and final selection. The candidates who clear all the steps involved in selection process are finally selected for particular jobs.

The sugar co-operatives should adopt measures for effective management of human capital which consists of intangible and valuable resources of experts who posses creative and innovative talents. In this competitive environment prevailing at present should necessitate the appropriate motivation and retention of talents.

2] Training of higher level employees:

It was found that most of the HOD’S and none of MD’S are sent for up gradations knowledge and skills it is suggested that the sugar co-operatives should send their higher level employees for up grade knowledge and skills by sending them to conference, seminars, training in latest management practices and visit to various institutions related to the sugar industry.

More programmes and seminars should be conducted to make the employee become familiar with training and development programmes, reason for such programmes and benefits of such programmes conducted Training and Development should be framed such that it should be mixture of On Job Training and Off Job Training, so that the Training
and Development Programmes consist of all the benefit of both the variation.

The Sugar Co-operatives should try to find the problems faced by the Employees accordingly frame the Training and Development Programmes.

Training & Development Programmes should be conducted on equal intervals, (e.g. yearly basis) So that all the Employees are updated with the current environment.

Training & Development Programmes should be more focused on such things that help the Employees get prepared for there future. The first Training and Development Programmes for every Employee should be conducted immediately after their joining.

An award system should be introduced in the Sugar Co-operatives for bringing the most appropriated & relevant problem in various Training & Development Programmes.

While high technologic development and innovation on the Sugar Co-operative front is imperative it is essential to note that Human Capital Management which consists of the utilization and measurement of qualitative and qualitative human resources are of immense strategic advantage. The benefits of Human Capital Management can be realized on the strength of intensive training and development wider experience.

3] Promotion Policy:

The study shows that currently the sugar co-operatives are giving promotions on the basis of seniority. In order to boost the morale of efficient employees, the management should provide promotion on the basis of seniority as well as efficiency.

The Promotion has an in-built motivational value as it elevates the authority, power and status of an employee within an organization. It is considered good personnel policy to fill vacancies in a higher job through promotions from within because such promotions provide an inducement and motivation to the employee and also remove feelings of stagnation and frustration.

The Sugar Co-operatives should adopt the Horizontal Promotion as well as Vertical Promotion. It increases in salary, status, authority and responsibility.

4] Grievance Settlement Procedure:

None of the sugar co-operatives have any grievance handling procedure this could a cause for poor management, employee relations it is therefore suggested that sugar co-operatives should adopt a suitable grievance settlement procedure.

The grievance procedure should be legally alright. The procedure should be in close conformity with the existing law of land. The
procedure to be accepted to all employees. The procedure should aim at timely redressal of grievance at the lowest level possible. The grievance procedure should be simple to understand and implement. Minimization of steps to be involved in the procedure makes it simple. To make the grievances procedure effective, the supervisor and other officers should be imparted training in grievance handling. The decision taken for settling grievance should be reviewed at periodical intervals so that corrective measures can taken to make the grievance procedure more effective.

5] Environment:

. Every Sugar Co-operatives at all time should strive to enjoy a smooth and vibrant employer-employee's relationship and bring about a peaceful and productive environment as a testimony of pro-active HR policies.

Most of the employees have expressed their dissatisfaction towards the high temperature, humidity, dust, machinery noise and machine vibration, smoke and fumes and other pollution in the sugar factory. The management should take measures to reduce this environmental pollution.

6] Safety:

Most of the employees have said that there is a lack of safety devices, accident preventive measures and short circuit preventive measures. The management should pay attention to introduce safety devices to prevent the above maintained accidents. Top and middle management require education in the fundamentals of safety and the need for an effective accident prevention programme. In addition to safety training, periodical safety meetings are to be organized.

The Sugar Co-operatives should take effort to improve safety and health usually begins with a factory safety policy. Three general areas of activities in this regard are investigating, reducing risk at the work place, and monitoring the safety efforts through reporting and follow-up.

Related safety techniques include careful selection of employees, safety research, accident investigation and analysis, safety committees, protective equipment, and safety training and communication.

7] Welfare facility:

The study shows that the employees were not satisfied with facilities such as gymkhana, housing and local transport for health and punctuality of the employees the management should provides the facilities of gymkhana, housing and local transport for employees travel
from home to work place this will result in higher efficiency of the employees.

To motivate the HR Personnel especially shop floor personnel. It is necessary that they should be provided uniform once in every six months and also as and when they get tore. This would guarantee cleanliness in the premises.

In modern times quality has to be upgraded from time to time and this applies not only to products but to the personnel as well. Hence, it is suggested that promising and deserving person should be deputed by the sugar co-operatives to certain associations in the world; this provides safeguards in respect of the quality aspects of the product and the technician.

It is observed that there is need for cost reduction, quality maintenance and enhancement and for finding alternative raw material in place of sugarcane. Further there are high overheads including wages, salaries, surplus staff, high guest house charges, high electricity charges. Further there is lack of godowns for finish goods. There need for production of new bye-products in case of co-operative sugar industry. Further there is need for research and innovation in sugar co-operatives. Sugar co-operatives can think for production of ethanol, and scope for proper generation which is need of hour.

The management of co-operative sugar industry will have to think seriously in the matter otherwise there is no scope for the Indian Co-operative Sugar Industry in the future.

8] Performance Evaluation:

The study shows that the Sugar co-operatives use the traditional methods of performance evaluation are subject to the antagonistic judgments of the rater. In order to overcome these problem sugar co-operatives should adopt a new method like Management by Objectives, 360° Performance Evaluation, and Cost Accounting Method etc.

Management by Objective in part is an ideal appraisal tool science it can objectively measure employee output and provides a link between individual performance and contribution of department goals.

360° Performance Evaluation should be half yearly instead of annually basis & needs to be more objective.

Performance Evaluation should be face to face and time to time suggestion should be given.

Feedback is an important part of the performance evaluation process and systematic feedback and development plan should be given to employee for timely correction of deficiencies and career enhancement.
9] **Corporate Social Responsibility**

Corporate Social Responsibility in the real sense should include equitable growth of the Sugar Co-operative and as well as the community at large.

Every sugar co-operative as a responsible corporate citizen should be committed to the well being of the society in the rural areas by undertaking various development projects and schemes such as supplying the drinking water, expansions of school buildings, computer facilities, skill development and carrier development for woman’s, scholarship to meritorious students, health care, midday meals to school children, donation of medicines and medical equipment to hospitals.

Every sugar co-operative should form from time to time form a committee of seven to ten experts drawn from various areas of specialization, this committee should be empowered to advise the sugar co-operative all round development in the sugar factory.

The above recommendations are put forth for the consideration of the management of these sugar co-operatives. If these recommendations are accepted and proper measures are taken in regards to each of aspects. The activity of the industry will increase and the management employee’s relation will improve.