Chapter - V

Summary, Conclusion and suggestions

5.1 Abridgement

The present study which has been conducted at The Salem Cooperative Sugar Mills Ltd., located at Mohanoor, Namakkal District of Tamil Nadu, South India which provides employment chances to the labourers who are residing nearby areas. The industry is able to collect the needed sugar canes from Namakkal and neighboring district of Salem and Perambalur. Apart from the major production sugar it also generates electricity too which is being used for the industry. Besides it a distillery unit is also functioning within the sugar mill. It produces 55,000 liters of industrial alcohol (rectified spirit) and 10,000 liters of extra neutral alcohol per day. The leadership is the key in the industry which positively builds up morale, among the workers even though their wages are insufficient even though the efficiency is being maintained to achieve the desirable production. To understand what is happening inside the industry with regard to human relations the present study has been carried out. The main focus is how the workers are respond to the production processes generated by the sugar mill. The researcher has understood the industry is a system of production as well as it is a social system. Labour is very important phenomenon which consists of unimaginable talents,
skills and brilliance. It should be utilized properly to cave out best from the employees. The human relations can play a significant role to bring out the best from the employees. The satisfied employees can produce more as stated by the Industrial Relations experts like Amitai Etzioni. The human relation is not an easy task which is based upon social values, customs, norms and organizational climate. The industrial setting consists of not only human beings but they have to work along with the machines. Whenever an employee feels comfortable in the industry he can delivers his best as expected by the industry.

An employee comes to an organization to grow along with it and he can reciprocate through his contribution. The prime time of an employee is being spent in the industrial premises where he needs social net work and cordial atmosphere to use his labour precisely. In this regard the labour is an art which is being spent through energy to earn income. To maintain consistency to utilize the labour, the management requires leadership based on Sociology, Psychology, Economics and other related subjects. The social phenomena are playing a catalyst role to shape the industry positively. The industry and the labourer both are mutually getting the benefit in connection with enhancing the profit on the one hand and curbing the strikes and lockouts.

In this back ground, the analysis of the tables has been given in the following paragraphs as summary of the study.
5.2 Summary

Respondents by age

More than half proportion of the respondents (52.00%) belong to the age group of 46 – 55, more than one third (35.34%) represents the age group of 56 and above and the remaining 12.66% is a part of the age group of less than 45 years.

Respondents by sex

An overwhelming proportion of the respondents (96.67%) are males and the remaining 3.33% are females.

Respondents by religion

Except a miniscule proportion of the respondents (4.00%) who are Muslims and Christians others (96.00%) are Hindus.

Respondents by community

More than half proportion of the respondents (56.00%) belongs to the BC/OC group and the rest (44.00%) belong to SC/ST/MBC communities.

Respondents by education

More than half proportion of the respondents (50.66%) have less than high school level education and the remaining nearly half proportion (49.33%) have high school education and above.

Respondents by designation

More than three-fourth respondents (78.00%) and blue collar employees and the remaining 22.00% are white collar employees.
Respondents by experience

More than half proportion of respondents (52.00%) has experience of three decades and above and the remaining 48.00% has experience of less than three decades.

Respondents by marital status

An overwhelming proportion of the respondents (96.67%) are married and the remaining 3.33% are either widow, unmarried, divorced and separated.

Respondents by monthly income

A sizeable proportion of the respondents (80.00%) monthly income is Rs.10,000 and above and the remaining one fifth earn 20.00% earns income less than Rs.10,000 per month.

Respondents by monthly income from other source

Nearly three-fourths of employees (73.33%) have no income from any other source and the remaining above one fourth 26.67% has income from other sources.

Respondents by other source income (in rupees)

More than half proportion of the respondents (57.50%) earn less than Rs.10,000 as monthly income and the remaining 42.50% get Rs.10,000 and above as income from other sources.
Respondents with technical qualification

Most of the respondents (67.33%) have no technical qualification to work and the remaining 32.67% have technical qualification in connection with sugar manufacturing.

Respondents by kind of job

An overwhelming proportion of the respondents’ (90.00%) the present job is the first one and for the remaining 10.00% this is not the first job.

Respondents by number of times changed the job

A sizeable proportion of the respondents (80.00%) have changed the job less than twice and the remaining 20.00% have changed thrice and above.

Respondents by type of family

Nearly three-fourths of the respondents (72.67%) belong to nuclear families and the remaining one fourth 27.33% represents joint families.

Respondents by size of the family

More than three-fourths of the respondents (77.33%) represent come from small size families and the rest (22.67%) come from large size families.

Respondents by number of earning members in family

More than half proportion of the respondents (54.67%) comes from more than two earning member families and the rest (45.33%) have solitary earning member families.
Respondents’ children in families (Age group of 0-14 years)

More than three-fourths of the families (77.33%) have no children at all, and the rest (22.67%) have children in the age group of 0-14 years of age.

Highest education in the respondents’ families

- 24.00% have gone up to SSLC level of education
- 23.33% have diploma/degree
- 21.33% have PG level of education
- 18.67% have professional level of education and
- 12.67% have higher secondary level of education

Respondents ‘families by per-capita income

Most of the respondents’ families (65.34%) have per capita income in the level of Rs.10,001-20,000, nearly one-fourth (23.33%) have Rs.20,001 and the above and the remaining 11.33% have the level less than of Rs.10,000 rupees as per-capita income.

Respondents by source of knowing the employees of different sections

Most of the respondents (64.00%) know about the co-workers of other sections through various sources other than friends and relatives. The remaining more than one-third (36.00%) knows them through the friends and relatives. We can understand that the working class consciousness is much prevails amongst the studied employees. Through the informal contacts they establish group
solidarity and cohesiveness to learn the organization and its various functions.

**Respondents by periodicity to meet them in a week**

An overwhelming proportion of the respondents (92.67%) regularly meet the workers of different sections and the remaining a miniscule proportion (7.33%) occasionally meet. These types of meetings at regular interval to develop the communication network, in the process for establishing the informal groups which carve out organizational values, group norms and commitment to learn new things from other section.

**Respondents by purpose of contacting the other sections’ employees**

More than two third of the respondents (69.34%) discuss the industrial matters, more than one fourth (27.33%) discuss other matters and the remaining miniscule proportion (3.33%) discuss the personal matters. The study gives a clear picture about the employees’ meaningful contacts with the other sections’ counterparts. If industrial matters are the discussed by the workers points certainly an organization grows in the positive direction and paves the ways for human relations. The industry is a multi-faceted phenomenon which has plurality of human sections comprises different social settings, but they deliver their best under one umbrella, when the human relations play a significant role.
Respondents by aware of problem solving mechanisms exist in the industry

A sizable proportion of the respondents (85.33%) are aware of problem solving mechanisms prevailing in the industry and the remaining 14.67% have no awareness about the same. The study culls out the awareness of employees who approach the management of The Salem Cooperative Sugar Mills Ltd located at Mohanoor to settle their issues from time to time. They always quote the existing mechanisms to sort out the grievances now and then instead the same develop as a problem.

Respondents by satisfactory on man power skill of the industry

Except a miniscule proportion of the respondents (4.00%) others (96.00%) are satisfied on man power skill of the industry. The employees are intelligent as told by Industrial Sociology, because they are dynamics and always working for the development of industry. The manpower which is available in them unimaginable and if the same is utilized cleverly the organization can deliver the best for the society.

Respondents by opinion on existing provisions for problem solving situation in industry

Except a one third proportion of the respondents (3.33%) others (96.67%) are aware of prevailing provisions for handling the problem inside the Sugar Mills located in Mohanoor.
Respondents by the sources of knowing the problems prevailing in the industry

Above three-fourths of the respondents (77.33%) know the problems prevail in the industry through the co-workers and the remaining 22.67% know the same through other than the co-workers.

Respondents by sources of solving the problems

More than three-fourths of the respondents (78.00%) know how to solve the problem in the industry through the co-workers and the remaining 22.00% aware how to solve the problems with the help of other than the co-workers.

Respondents by awareness on rights and duties of the employees

More than three-fourths of the respondents (76.67%) are aware of rights and duties of the employees and the remaining 23.33% have no awareness.

Respondents by opinion on workers participation in management

More than half proportion of the respondents (51.33%) are aware of workers participation in management and the remaining 48.67% are not at all aware of the same.

Respondents by satisfactory level on working conditions

Except a miniscule proportion of the respondents (1.33%) others (98.67%) are satisfied on present working conditions which prevail in the industrial setting.
Respondents by opinion on wage fixation/wage structure

An overwhelming proportion of the respondents (95.33%) are not at all satisfied about the present wage fixation/wage structure and the remaining miniscule proportion (4.67%) are satisfied. The wage fixation and the prevailing wage structure never attract the employees of The Salem Cooperative Sugar Mills located at Mohanoor. Even though they are working for the industry with a simple reason is the employees live nearby areas with a considerable size of available arable lands for their survival and the researcher’s keen observation tells that they feel working in an industry is giving same kind of satisfaction.

Respondents by opinion on introduction of automation

Except two respondents others (98.67%) are welcomed on the introduction of automation.

Respondents by opinion on unfair labour practices or victimization

More than half proportions of the respondents (58.00%) have no fear on unfair labour practices, undue dismissal and victimization. More than one third (36.67%) have no opinion and the remaining 5.33% have fear on any time they may be victimized.

Respondents by opinion on health coverage exists in the industry

Except three respondents others are satisfied with the present available benefits like sickness benefit, maternity benefit, disablement benefit, funeral benefit, dependent benefit, medical
benefit etc,. And that the health is one of the crucial phenomenon which promotes the employee in the three areas like physical, psychological and social health.

**Respondents by membership in trade union**

Except 13.33% of the respondents others (86.67%) are members in any one of the trade unions exist in the sugar mill.

**Respondents by membership in type of trade union**

Nearly three-fourths of the respondents (72.31%) belong to state level unions and the remaining 27.69% belong to central level trade union. Studies predict the employees give importance to local unions and they may be approachable whenever grievances occur.

**Respondents by opinion on functions of trade union**

A majority of the respondents (68.67%) is satisfied on functions of trade union activities and the remaining 31.33% have not at all satisfied. The trade union is one of the important entities which help not only the workers but also management for bringing the cordial industrial relationship in the premises. The trade unions help the industrial system in number of ways like creating awareness about the rights and duties of both employers and employees.

**Respondents by opinion on communication system prevail in the industry**

Except 6.67% of the respondents others (3.33%) are satisfied with the communication system adopted in this industry. The
communication binds the workers and management positively and it envisages top to bottom as well as bottom to top as explained by the Industrial Sociology. The communication gaps always create hurdles between management and workers and sometimes it may provide plenty of chances for hindrance for industrial growth.

**Respondents by opinion on the present training system**

More than half proportion of the respondents (52.00%) is satisfied on the present prevailing training system and the remaining 48.00% are not at all satisfied. The training is being considered as a ‘filling gap’ phenomenon and the training always stimulates the minds of the workers who learn new thoughts, innovative ideas and needed strategies to handle various components which include men and machineries.

**Respondents by opinion on the adoption of counseling methods**

Except a miniscule proportion of the respondents (5.33%) others (94.67%) are aware on the adoption of counseling method to solve the problem. The counseling broadens the minds of the workers on number of ways. It can put an end for the problems of the industries; since problems and industry are in-evitable the counseling can play a significant role to shun the problems.

**Respondents by opinion on grievance solving strategies adopted by the management**

Except a miniscule proportion of the respondents (4.67%) others (95.33%) are satisfied on grievances solving strategies
adopted by the management. The grievance is good for any industry because the workers feel uncomfortable from time to time whenever the industry is introducing new machineries, new wage structures and other similar programmes. Now and then the grievances should be sorted out otherwise it may lead to problems.

**Respondents by opinion on the supervisor’s role to get work**

A sizeable proportion of the respondents (81.33%) feel on the supervisors to get work from the employees in a friendly manner and the remaining 18.67% feel supervisor has to work with the work conscious. The work is a perishable phenomenon it cannot be stored. The supervisor has to obtain the essential and needed work from an employee in a friendly manner. In industry commands cannot deliver the best. So, the series of research conducted by the experts an industrial relations carve with the idea that supervisor should not supervise but he has to get the work through a cordial atmosphere.

**Respondents by opinion on consultation of management to improve the working condition**

Except three respondents others are satisfied on consultation of the management with the workers to improve the working condition.

**Respondents aware of the functions of management**

An overwhelming proportion of the respondents is well aware of various departments and the functions without a second opinion.
Respondents by age and opinion on getting employment opportunities for dependents/wards

There is no significant relationship between age of the respondents and opinion on getting employment opportunities for their wards/dependents. The age of the respondents is not influencing factor on getting employment opportunities for their wards/dependents. However, the percentage analysis says that when the age is increasing and the positive opinion on getting employment opportunities for their wards/dependents also increasing. So, we can conclude that the age is playing a significant role which is entertaining the trust on the sugar mill which may be in a position to provide employment chances in future for their wards/dependents.

Respondents by age and opinion on getting more number of promotions

There is no significant relationship between age of the respondents and opinion on getting more number of promotions. The age of the respondents and getting more number of promotions for the individuals are independent and the age of the respondents is not at all an influencing factor on getting more number of promotions. So, we can reach a conclusion that the age of the respondents is playing a significant role which is entertaining the trust on the sugar mill which may be in a position to provide promotion chances for the individuals.
Respondents by age and opinion on industry consider performance based promotion

There is no significant relationship between age of the respondents and opinion on industry considers performance based promotion. The age of the respondents and consider performance based promotion for the individuals are independent and the age of the respondents is not at all an influencing factor on consider performance based promotion.

Whatever it may be the age of the respondents, a significant proportion of the respondents say that performance based promotion is not at all taking place in the Salem Cooperative Sugar Mills Ltd, Mohanoor.

Respondents by education and opinion on getting employment opportunities for dependents/wards

There is no significant relationship between education of the respondents and opinion on getting employment opportunities for their wards/dependents. The education of the respondents and employment opportunities for their dependents are independent and that the education of the respondents is not an influencing factor on getting employment opportunities for their wards/dependents. However, when the educations of the respondents are increasing and the opinion on getting employment opportunities for their wards/dependents decreasing. So, we can conclude that the education is playing a significant role which is entertaining the un-trust on the sugar mill which may be in a
position to provide employment chances in future for their wards/dependents. In other words, the significant proportion of the less educated respondents have positive opinion on The Salem Cooperative Sugar Mills Ltd, Mohanoor for and understands that the industry can provides the employment opportunities for children and dependents if necessary after the retirement.

**Respondents by education and opinion on getting more number of promotions**

There is no significant relationship between education of the respondents and opinion on getting more number of promotions. The education of the respondents and employment opportunities for their dependents are independent and that the education of the respondents is not an influencing factor on getting more number of promotions. When the education is increasing and the opinion on getting more number of promotions is decreasing. The prediction educated employees have always positive outlook for more promotions in their career has been denied by the data.

**Respondents by education and opinion on industry consider performance based promotion**

There is no significant relationship between education of the respondents and opinion on industry considers performance based promotion. The education of the respondents and industry consider performance based promotions are independent. The education of the respondents is not an influencing factor on industry consider performance based promotion. However, when the education is
increasing and the opinion on industry considers performance based promotion is also positively increasing. So, we can conclude that the education some extent is playing a significant role which is entertaining the trust on the sugar mill which may be in a position to consider performance based promotion.

**Respondents by Nature of work and opinion on getting employment opportunities for dependents/wards**

There is no significant relationship between nature of work of the respondents and opinion on getting employment opportunities for their wards/dependents. The nature of work of the respondents and employment opportunities for their dependents are independent in nature. The nature of work of the respondents is not a contributory factor on getting employment opportunities for their wards/dependents. However, when compared to white collar employees slightly more number of blue collar employees feels they can get employment for children/wards in future.

**Respondents by Nature of Work and opinion on getting more number of promotions**

There is no significant relationship between nature of work of the respondents and their opinion on getting more number of promotions. Both the variables are independent and that the nature of work of the respondents is not contributory factor on getting more number of promotions. However, when the nature of work is blue collar, the workers opinion on getting more number of promotions is increasing. Through this observation, we can reach a
conclusion that whenever the employees doing their jobs with paper and computer they feel comfortable with the organization and feel happy in connection with they may get plenty of promotions. The white collar employees always keep them morale very positively and have positive opinion about organization and its motto.

**Respondents by Nature of work and opinion on industry consider performance based promotion**

The researcher reveals that there is no significant relationship between nature of work of the respondents and opinion on industry consider performance based promotion. The nature of work of the respondents performance based promotions are independent and that the nature of work of the respondents is not an influencing phenomena on performance based promotion. However, when compared to blue collar more number of white collar employees predicts that The Salem Cooperative Sugar Mills Ltd, Mohanoor is promoting its employees on the basis of performance only to keep the organization’s goal and tempo.

**Respondents by years of experience and opinion on getting employment opportunities for dependents/wards**

There is a significant relationship between years of experience of the respondents and opinion on getting employment opportunities for wards/dependents. The years of experience of the respondents and opinion on getting employment opportunity for the dependents/wards are depending on each other. The year of experience of the respondents is an influencing factor on getting
employments opportunities for their wards/dependents. When the employee experience is increasing, the opinion on getting employment opportunities for their wards/dependents also increasing positively. So, we can conclude that the experienced employees is playing significant role which is entertaining the trust on the sugar mill which may be in a position to consider employment opportunities for their wards/dependents.

**Respondents by years of experience and opinion on getting more number of promotions**

There is no significant relationship between years of experience of the respondents and opinion on getting more number of promotions. The years of the experience of the respondents and opinion on getting more number of promotions are independent. The year of experience of the respondents is not an influencing factor on getting more number of promotions. Nonetheless, we can come to a conclusion that when the years of experience is less, the respondents feel the organization concerned may help to motivate the employees by providing promotion chances to keep the view of organization’s goals.

**Respondents by years of experience and opinion on industry consider performance based promotion**

There is no significant relationship between years of experience of the respondents and opinion on industry considers performance based promotions. The years of experience of the respondents performance based promotions are independent. The
year of experience of the respondents is not an influencing factor on considering performance based promotions. However, when compared to the employees with more number of years of experience the employees with less experience feel performance based promotions are possible in The Salem Cooperative Sugar Mills Ltd, Mohanoor.

In short when the years of experience goes up the opinion on performance based promotions comes down slightly.

**Respondents by workers participation in management and opinion on getting employment opportunities for dependents/wards**

There is significant relationship between the workers participation management and the opinion on opportunities for wards/dependents for getting employment. Most of the workers are not at all participating in the management activities. They feel very comfortable with the Cooperative Sugar Mills activities and opined that the organization is doing the job in multi-faceted manner for the workers’ welfare. The participation in management is not at all a helping phenomenon to get employment opportunities for their dependents in future. They understand that the participation in management is different from the getting of employment for their children.
Respondents by workers’ participation in management and opinion on getting more number of promotions

There is a significant relationship between workers’ participation in management and opportunities for getting more number of promotions. The variables – the workers’ participation in management and opinion on getting more number of promotions are interrelated and it says that the workers who are actively participating in the management activities more in numbers have opinion that they are able to get more number of promotions. The analysis brings out the results that whenever the workers are participating in the management activities more they feel comfortable with the management for obtaining frequent promotions.

Respondents by workers’ participation in management and opinion on industry consider performance based promotion

There is no significant relationship between workers’ participation in management and their opinion on getting performance based promotions. The workers who are actively participating in management activities are expecting promotions on the basis of performances from time to time without any obstacles. On the same line of thinking the workers who are not at all involving themselves in the workers’ participation in management say that performance based promotions are distant dream.
In short, research predicts that the workers’ participation in management is a contributory factor to influence the opinion of the workers to deliver their best for the organization.

**Respondents by unfair labour practices and opinion on getting employment opportunities for dependents/wards**

There is a significant relationship between unfair labour practices of the organization and opinion of the workers to get employment opportunities for their dependents. The said variables are interrelated and unfair labour practices of the sugar mill are an influencing phenomenon to get employment chances for their dependents. The empiricism brings out the results that few laborers’ only feel that the industry never does any unfair labour practices for the workers concerned. A significant proportion never opined anything about the unfair labour practices on the one hand and feels comfortable with the sugar mills’ management about which may gives employment opportunities to their children on the other hand.

**Respondents by unfair labour practices and opinion on more number of promotions**

The relationship between the unfair labour practices of the sugar mill and the opinion of the workers with regard to opinion on get more number of promotions. Through the analysis we can understand that both variables are independent and not at all influencing each other. In other words, whatever it maybe the
unfair labour practices more half proportion of the respondents opine that they may not get more number of promotions in future.

**Respondents by unfair labour practices and opinion on industry consider Performance based promotion**

There is significant relationship between unfair labour practices exists in the factory and the opinion of the respondents on performance based promotions. The mentioned two variables are dependent in nature and influencing each other. In other words, more number of workers who reluctant to express their opinion on the unfair labour practices of the Sugar mill and who say no unfair labour practices prevail in the factory have positive opinion for performance based promotion. The promotion is the key for any organizations which is promoting the motivation and build up positive morale.

**Selection processes in the sugar mill**

The Salem Cooperative Sugar Mills Ltd, Mohanoor located at Namakkal district of Tamil Nadu selects the employees through the proper selection method. For the same the organization, whenever the requirement is essential it approaches the employment exchange bureau of Tamil Nadu government to get the list of aspirants who search the job elsewhere. On the basis of the list provide by the said bureau the duly constituted selection committee identity the appropriate employees to recruit to the sugar mill. The
essential qualifications, experience and proper training are the three categories play the role for the selection.

After the selection processes, the recruited employees have to go for training which is being conducted at various organizations in the state to update the technical skill, information and to fill-up the gap areas if any. Such processes help the industry to select the suitable employees to deliver their best. However, the past ten years no new recruitment has been done as the information given by the management of the organization when the interview was in progress.

5.3 Conclusion

The Salem Cooperative Sugar Mills Ltd., Mohanoor enjoys the workers’ contributions towards the productivity. Many of the labourers get less salary in spite of the interest and efficiency. However, they are showing lot of interest towards the industry and its growth in multidimensional aspects. In reciprocating the industrial management also considers that the workers as pillars of the industry and both are maximizing the happiness and this result is an invisible phenomenon. Many of the labourers come from nearby area and they have small portion of land holdings and feel proud as they are employees of the sugar mill which gives them the feeling of oneness and solidarity among themselves.

A majority of the employees in the sugar mill have class consciousness than the caste consciousness in terms of informal
groups is concerned. Often they discuss the issue based industrial matters than the personal issues which show the workers sugar mill have work ethics.

5.4 Suggestions

- The researcher suggests that employees’ salary may be revised because majority of the employees are getting very less amount.
- The training programme may be arranged in a periodical manner to impart the necessary skills, updated information about the sugar products are concerned.
- The industry has to shun the pollution by using the appropriate methods.
- The recruitment to be conducted at regular intervals by using the best methods.
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http://tutor2u.net/business/gese/people motivation theories.htm
Thesis of Various University and Educational Institutions placed in libraries

Visited libraries

★ Bharathiar University, Coimbatore, Tamil Nadu
★ Gandhigram Rural University (Deemed), Gandhigram, Dindugal, Tamil Nadu
★ Madurai Kamarasar University, Madurai, Tamil Nadu
★ Periyar University, Salem, Tamil Nadu
★ Annamalai University, Chidambaram, Tamil Nadu
★ PSG Institute of Management, Coimbatore, Tamil Nadu
★ Vivekanantha Educational Institutes, Ulagappampalayam, Namakkal District, Tamil Nadu
★ Sri Venkateshwara University, Tiruppathi, Andhra Pradesh
Appendix

Interview Schedule

FACTORS DETERMINING HUMAN RELATIONS IN INDUSTRIAL SECTOR (THE SALEM COOPERATIVE SUGAR MILLS LIMITED, MOHANOOR, NAMAKKAL DISTRICT OF TAMIL NADU)

Name of the employee __________
Section: ______________________
Date of interview: ______________

I Socio –Economic characteristics of the employees

1. Age: (a) Less than 25 (b) 26 – 35 (c) 36 -45 (d) 46 – 55 (e) 56 and above
2. Sex: (a) Male (b) Female
3. Religion: (a) Hindu (b) Islam c) Christian (d) Others____________________
4. Community (a) ST (b) SC (c)MBC (d) BC (e) OC
5. Education:
   (a) Illiterate (b) No Formal Education (c) Primary (d) Middle (e) High School /Hr.Sec (f) College and above
6. Designation: ________________
7. Years of Experience:
   (a) Less than 10 (b) 11 -20 (c) 21 -30 (d) 31 & above
8. Marital Status:
   (a) Unmarried (b) Married (c) Widow/Widower (d) Others
9. Monthly Income (in rupees)______________________________
10. Income from any other source (a) Yes (b) No
11. If Yes how much? ________________
12. Do you have any technical qualification to work in sugar Industry?
   (a) Yes (b) No
13. Is this your first job? (a) Yes (b) No

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14. If No, how many times you did change your job?
   (a) 1 (b) 2 (c) 3 (d) 4 or more

15. What the reasons are for changed the job?
   1.___________________________________________________________
   2.___________________________________________________________
   3.___________________________________________________________
   4.___________________________________________________________

II. Family details

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Name of the person</th>
<th>Relationship with the respondent</th>
<th>Age</th>
<th>Sex</th>
<th>Education</th>
<th>Occupation</th>
<th>Monthly Income</th>
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</table>

16. Type of family (1) N F (2) JF

17. Size of the family (a) up to 4 (b) 5 – 7 (c) 8 and above

18. No of earning members in the family (a) 1 (b) 2 (c) 3 (d) 4 and above

19. No. of children less than 14 years__________________________

20. Highest education in the family   __________________________

21. Per capita income of the family   __________________________

III. Formal / Informal groups

2.1 Do you have any contacts with other departments / sections employees?

   1) Yes 2) No
2.2 If yes, how do you know them?
   a) Friends   b) Relatives c) Hailing from same locality d) Any other

2.3 How often you meet them in a week?
   a) 1 day  b) 2 days c) 3 days d) 4 days e) 5 days f) Always

2.4 What do you discuss with them?
   a) Industrial matter b) personal matter c) Any other

2.5 Are they useful in your career?
   a) Regularly b) Occasionally c) Not at all

2.6 If not at all, why do you maintain the relationship?
   a) ________________
   b) ________________
   c) ________________

### III. Problem solving mechanism

3.1 Do you know the problem solving mechanisms exist in your organization?
   1) Yes 2) No

3.2 If yes, kindly list them out
   1. ________________
   2. ________________
   3. ________________
   4. ________________

3.3 Are you satisfied with the available of managerial and technical skill manpower in your organization?
   1) Yes 2) No

3.4 Do you come across the effective leadership in your organizations?
   1) Yes 2) No
3.5 If No reasons 1. ____________________
2. ____________________
3. ____________________

3.6 Is there provision for handling problem situations?
   1) Yes 2) No

3.7 How do you know if any a problem exists in the organization?
   1) Co worker 2) Notice Board 3) Union 4) News Paper
   5) Other source

3.8 How do you know when the problem solved?
   1) Co worker 2) Notice Board 3) Union 4) News Paper
   5) Other source

3.9 Are you happy with your relationship with your supervisor / Managerial staff?
   1) Satisfied 2) Not satisfied
   If Not satisfied reasons 1. ____________________
   2. ____________________

3.10 Are you satisfied with the relationship between the workers and management?
   1) Satisfied 2) Not satisfied
   If Not satisfied reasons 1. ____________________
   2. ____________________

3.11 Are you satisfied with the workers relationship between inter department?
   1) Satisfied 2) Not satisfied
   If Not satisfied reasons 1. ____________________
   2. ____________________

1. Yes 2. No
3.12 Is awareness among the workers of their rights and obligations?

1) Yes 2) No 3) No opinion

3.13 Does the workers participation on the part of the management?

1) Yes 2) No

3.14 Are you satisfied with present working conditions in your mill?

1) Satisfied 2) Not satisfied

3.15 Are you satisfied with present fixation of wage and wage structure?

1) Satisfied 2) Not satisfied

If Not satisfied reasons 1 ____________________

2. ________________

3.16 Are you invite the introduction of new automotive mechanisms?

1) Yes 2) No

If No reasons 1 ________________

2 ________________

3.17 Did you feel unfair labour practices like victimization and undue dismissal?

1) Yes 2) No 3) No opinion

3.18 Are you satisfied with the available benefits like

1) Sickness Benefit 2) Maternity Benefit 3) Disablement Benefit

4) Dependents Benefits 5) Funeral Benefits

6) Medical Benefits etc in your mill?

1) Yes 2) No

If No reasons 1 ________________

2 ________________

3 ________________
3.19 Are you a member of any trade union in your mill?
   1) Yes  2) No
   If Yes, Which union ________________

3.20 Are satisfied with your trade union activities in your mill?
   1) Satisfied 2) Not satisfied 3) No opinion

3.21 Are you satisfied with the communication system adopted in your mill?
   1) Yes  2) No
   If No 1___________________
   2___________________

3.22 Are you satisfied with the present training system in your mill?
   1) Yes  2) No
   If No 1___________________
   2___________________

3.23 Are you satisfied with the medical facilities arranged in your mill?
   1) Yes  2) No

3.24 Are you satisfied the human relation skills on the part of Supervisors and other Managers in your mills?

3.25 Which method of dispute settlement has been the most successful in your mill?
   (Rank them)
   1. Mutual negotiations
   2. Conciliation
   3. Adjudication
   4. Arbitration

3.26 Is counseling method adopted to solve the problem in your mill?
   1) Yes  2) No
3.27 Is the management always ready to look in to the grievances of workers?
   1) Yes 2) No

3.28 Are the supervisors interested in only extracting work from workers?
   1) Yes 2) No

3.29 Does the management care for the suggestions given by the workers regarding work improvement?
   1) Yes 2) No

**iv. Function of management to maintain the human relationship**

4.1 Is there any planning department in your mill?
   1) Yes 2) No

   If No what method adopted 1__________
   2__________

4.2 Does the personnel Management deals with the effective control and use of manpower?
   1) Yes 2) No

4.3 Does the personnel increase the welfare of human resource?
   1) Yes 2) No

4.4 Does the personnel management establish harmonious between labour & Capital?
   1) Yes 2) No

4.5 Does the personnel management arrange effective communication with employees?
   1) Yes 2) No

4.6 What type of method adapted to procurement of man power?
   1) Employment Exchange 2) Notice Board 3) News papers 4) Others
4.7 Does the HRM has to reconcile the integration of gals and interest of employees and the organizations?
   1) Yes 2) No

4.8 Does the HRM have to create a motivational environment for employees to work?
   1) Yes 2) No

4.9 Does the management maintaining cordial relations between management and employees concerned with preventing and resolving problems involving individuals which arise out or work situation?
   1) Yes 2) No

4.10 Does the management have reconcilers the conflict and Trade unions?
   1) Yes 2) No

4.11 Does the management utilize the available resources effectively?
   1) Yes 2) No

4.12 Does the interrelations among workers, managers and government are Satisfied?
   1) Yes 2) No

**VI. Human relation prevail in industry**

**Note:** Please indicate the level of satisfaction of the Human Resource Management practices in Mohanur Sugar Factory, Mohanur.

<table>
<thead>
<tr>
<th>Choices</th>
<th>(a) To a great extent</th>
<th>(b) To a moderate extent</th>
<th>(c) To some extent</th>
<th>(d) To a little extent</th>
<th>(e) Not at all</th>
</tr>
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<tbody>
<tr>
<td>1. Recruitment policy and procedure</td>
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<td>2. Opportunities for employee’s wards / dependents for getting employment</td>
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<td>3. The method of constituting selection committee and the relevance of Members of the Selection Committee for various categories of jobs</td>
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4. The content of induction for new employees
5. Duration of the induction programme
6. The manner of inducting the new employees
7. Period and other terms and conditions of probation
8. Overall promotion policy
9. Opportunities for getting more number of promotions for the deserved Candidates
10. Basis for promotion
11. Procedure of deciding seniority in promotion
12. Considering performance for promotion
13. Opportunities given to the students, ITI/Diploma holders etc. for apprenticeship training
14. Opportunities given for training and development programme
15. Opportunities in the organization to make use of the skills learned through training
16. Components of the performance appraisal
17. Periodicity of the appraisal
18. Making use of appraisal results for employee development
19. Pay scales of the organization
20. Mode of payment
21. Compared to other public sector organizations by emoluments in the organization is better
22. Compared to the well establishment private sector organizations, the Emoluments in this organization are better
23. Wage incentives
24. Salary advances / takes home pay
25. Rate of Bonus
26. Non statutory welfare facilities like Medical benefits, Educational And Transport facilities etc.
27. Shift timing and shift rotation
28. Implementation of various Labour acts
29. Development of work to the work force
30. Handling of absentees
31. Superior – subordinate relations
32. Co operation from colleagues
33. Handling of grievances of employees
34. Maintenance of discipline among work force
35. Opportunities for participation of workers in decision making
36. Communication system at upwards as well as downward
37. Union – management relations
38. Unions’ co-operation for higher productivity
39. Retirement benefits
40. Post retirement benefits
41. Manned with competent persons
42. Given opportunities status
43. Undertakes multi and innovational functions
44. Works as a change agent in the organization
45. The role played by the personnel department in Organizational Development is very much significant