Agricultural sector is an important segment of the society and its two important partners- farmers and labourers- are drawn from the society. In the economic development of the developing countries, like India, agriculture plays a vital role. The salient feature of Indian agriculture is the uneven distribution of land among peasants. Nearly 51 per cent of the agriculturists are marginal and sub-marginal farmers having less than one hectare and live below the poverty line. It is often said that the agriculture is the kingpin of the Indian economy. Agriculture accounts for nearly 35 per cent of the national income and provides employment to nearly 75 per cent of the workforce.

Majority of the working population in India are engaged in agriculture. As per 1951 census 69.5 per cent of the working population was engaged in agriculture, which was slightly decreased to 65 per cent by 1991.

Growth of Population

Before tracing the structure of work force, it is important to analyse the changes in the structure of population. During the period of 1951 to 1991 the total population had gone up by 111 per cent. The
decennial growth rate has also increased from 17.72 to 22.39. In spite of increase in urbanisation and migration from rural to urban areas, the percentage of rural population still accounts for three-fourths of the total population in the country. It only means that India continues to live in villages. In rural areas, agriculture and allied activities are the major sources of income and employment.

**Structure of Work-Force**

(i) **Peasants**: The salient feature of Indian Agriculture is the uneven distribution of land among peasants. Nearly 51 per cent of the agriculturists are marginal and sub-marginal farmers having less than one hectare and live below the poverty line. A little more than one-third of the peasants have less than four hectares each. The medium and large farmers who account for 14 per cent hold 61 per cent of the total area operated.

(ii) **Agricultural Labourers**

The agricultural labourers primarily are of two categories –

(a) Attached labourers are those who work more or less for one year with the same farmer on a continuous basis.

(b) Casual labourers who are employed on daily basis for specific agricultural operations with different farmers.

In addition, there are two more categories:
(a) Small farmers with tiny units of land who devote most of their time working for others; and

(b) Peasants who have economic holdings but who have one or more of their sons and dependents working for other prosperous farmers.

The two Agricultural Labour Enquiries conducted in 1950-51 and 1956-57 and subsequent studies revealed the following socio-economic conditions of agricultural labour:

(a) Agricultural labour is provided mostly by economically and socially backward sections of the community. 75 to 80 per cent of agricultural workers belong to the scheduled castes.

(b) The size of agricultural landless labour has increased during the past thirty years – the average annual growth rate being more than five per cent.

(c) The child labour is increasing.

(d) The nature of employment available to 85 per cent of agricultural workers is purely casual and the number of days of employment has been decreasing despite the positive impact of Green Revolution. This indicates the existence of severe unemployment and underemployment among agricultural labour.
(e) The wage rates differ not only from village to village but within the same village from crop to crop and between males and females.

(f) There is also a decline in the annual per capita income and real wages.

(g) The indebtedness of agricultural labourers is increasing from year to year.

(h) The agricultural labourers are mostly unorganised and their bargaining capacity is very weak.

It is observed that the total agricultural workers comprising cultivators and agricultural labourers had gone up from nearly 131 millions in 1961 to 185 millions by 1991. The percentage of agricultural labourers to total agricultural workers had increased from 24.03 to 40.30 during the same period. Because of increase in the percentage of agricultural labourers, the percentage of cultivators has decreased. Further, the percentage of agricultural labourers in total main workers had also gone up from 16.71 in 1971 to 26.15 in 1991.

Growth of Agricultural Labour Households

The number of rural households in 1950-51 was 58.9 million, which increased to 100.5 million by 1983, and the number of rural labour households have gone up from 7.9 million in 1977-78 to 37.5 million in 1983. Further, during 1950-51, the number of agricultural labour households were 17.9 millions, which increased to 30.9 millions.
This clearly shows nearly 66 per cent of the agricultural labour households have not reported land ownership.

**Sex-wise Distribution of Cultivators and Labourers**

From the analysis it is clear that the percentage of females had declined in respect of both cultivators as well as agricultural labourers. As per the 1991 Census, the female cultivators accounted for 21 per cent of the total cultivators and the female agricultural labourers accounted for 39 per cent of the total agricultural labourers.

**Growth of Agricultural Labourers**

Agricultural labourers formed a major segment of work force. They are mostly landless dependent on wage paid employment in agriculture. Due to the seasonal nature of agriculture and problem like drought, uncertain monsoons, agricultural labourers often face the problems of unemployment and underemployment, eventually getting trapped by poverty.

It is clear that the total workers have increased from 110.71 million in 1901 to 285.42 million in 1991. Except in 1981 and 1991 Censuses there is no classification available for marginal workers into broad economic group based on their work participation, as marginal workers were also included in total workers. Even after excluding the marginal workers, the number of agricultural labourers had been increasing from time to time. A significant increase in the number of
workers has been noticed in 1981 and 1991 compared to the data available from the earlier censuses.

Further, the index numbers calculated by us shows that agricultural labourers has increased from 100 in 1901 to 432.50 in 1991. Evidently, there has been a sharp increase in the number of agricultural labourers. This may be mainly because of the new fact that technology has not succeeded in reducing the gap between the rich and poor.

**Agricultural Labour in Different States**

If we look at the picture of agrarian unrest in different Indian States, Bihar and Madhya Pradesh have recorded largest number of agitations. In other backward states the situation is somewhat better. In case of agriculturally developed states like Punjab, the unrest in the agriculture sector is at minimal level.

On the contrary the agriculturally rich state like Kerala has been witnessing Agrarian unrest. The agrarian relations in Andhra Pradesh has been mixed in the various parts of the state. In the rich coastal belts the agrarian relations have been remarkably peaceful, whereas in the drought prone areas there have been some disturbances due various reasons.
Status of Agricultural Workers

It is noted that 32.7 per cent of the rural population are living below the poverty line even after four and half decades of planned development. Anti-poverty programmes launched by the Government of India at the state levels, have not made decisive impact of the poverty alleviation and improvement of the quality of life of rural labourers. Majority of the rural poor belong to the rural labour households and their economic conditions are precarious causing much social distress.

Among the problems faced by the agricultural workers, assetlessness, unemployment, low wages, under-nutrition, large family size, illiteracy, social and economic backwardness, unorganised nature are worth mentioning. All these problems prevent the rural labour pulling them from out of the trap of poverty.

Labour Households with Cultivated Land

It is observed that the percentage of labour households with cultivated land at All India Level stood at 43.5 per cent in 1964-65 rose to 48.5 by 1977-78 and to 54.7 by 1987-88. In Andhra Pradesh, except in 1987-88 the increase is slow as the percentage stood at 34.9 per cent in 1964-65, which increased to 37.5 per cent by 1983 Overall position shows that there is an increase in the number of labour households.
Changes brought out in the Ownership of Landholdings

It is evident that the landless households constituted 9.6 per cent in 1971 that rose to 11.3 per cent by 1982. However, this has not increased until 1992. Nevertheless, the percentage of semi-landless and marginal households has gone up. Further, the existing laws relating to ownership of the property clearly indicates all the sons and daughters get a share in the property resulting in the division and sub-division of holdings. As a result, many have been left with small and uneconomic holdings. Under these circumstances, it is difficult for the categories of cultivators to maintain their families on the income derived from the cultivation.

Wage Employment for Rural Labour Households

In Andhra Pradesh, adult male had employment for 288 days in 1964-65 that decreased to 249 in 1974-75 and rose to 285 days by 1987-88. Moreover, for the same period adult female had employment for 201, 172 and 245 days respectively. It is evident that there is a decline in the percentage days of wage employment. This decline may partly be attributed to the increasing number of farmers with less cultivated land. These categories are also joining the ranks of wage earners. As a result, the supply of labour has gone up which, in turn reduced the available employment. Moreover, the growth of capitalistic farming is limited for various reasons and as such cannot employ the available surplus labour force.
Wage and Income

Wage is the primary and in many cases sole source of income for agricultural labourers. Wage is the reward for labour and as such, wage income plays a decisive role in improving the socio-economic conditions of the workers.

It is clear that the average daily wages, as per Second Labour Enquiry, have declined compared to the First Enquiry. This may partly be due to the methodological differences found in imputation of kind wages and perquisites.

Operation-wise Wages of Agricultural Labourers

It is a matter of concern that female labourers have obtained the wages less than those obtained by male counterparts for all the listed operations. As far as the wages of child labour are concerned, they have obtained less than the wages of female labourers for almost all agricultural operations. However, the income of the agricultural labourers has been lagging behind the cost of living index.

It is also important to note that the average daily wages of male labourers are higher than that of female labourers and the wage rates of child labourers are less than that of female labourers. Many of the agricultural labourers may neither get the required quantity nor obtain the recommend quality. To ameliorate the conditions of agricultural labourers, a number of steps have been taken by the
Government. Unfortunately, the steps taken in the direction of increasing the earnings of the agricultural labourers have not met with desired success.

Peculiar Features of Employment in Agriculture

Agriculture is still a gamble with monsoons and as such, opportunities for labour mostly depend upon the climatic factors. Attached labourers, otherwise known as permanent labourers, are mostly employed on contract basis for a year or so, and after the expiry of the agreed time, again it has to be renewed if the landlord permits. Permanent labourers have to work day and night. They are paid in either kind or cash or both. Besides, the marginal farmers with smallholdings work for others in order to meet the minimum requirements of their life. Wage determination may be on time or piecework rates and it may be paid in cash, or in kind, or partly in cash and partly in kind. For certain operations apart from wage payment meals or tea will be served.

Peasants and Agricultural Labourers in Andhra Pradesh

The state of Andhra Pradesh is in the Tropical region. Based on certain regional disparities the State of Andhra Pradesh displays a considerable amount of diversity in Unit, physiographic, socio-economic conditions and historical setting gave rise to the three distinct regions namely Coastal Andhra, Telangana and Rayalaseema.
Agriculture

Andhra Pradesh is a predominantly agricultural State. Out of about 274 lakhs hectares of total geographical area 40.7 per cent of the area was cultivated in 1975-76. The total geographical area cultivated increased to 42 per cent in 1981-82.

Farmers and Agricultural Labourers at the Regional Level

Based on certain regional disparities, the State of Andhra Pradesh displays a considerable amount of diversity in units physiographic, socio-economic conditions and historical setting gave rise to the three district regions viz., Coastal Andhra, Telangana and Rayalaseema. Coastal Andhra is agriculturally rich region in the State compared to the other two regions in view of the added advantages like fertile land, flow of the two important rivers in the state in this region viz., Godavari and Krishna, availability of irrigation facilities, favourable rainfall etc.

Coastal Andhra

Among the three regions of Andhra Pradesh, the Coastal Andhra occupies second place in terms of area and population constituting an area of 92,900 sq.km and a population of 2,37,42,657. Nearly 80 per cent of the population of this region is dependent on Agriculture. According to the census 1981, the agricultural workers in Coastal Andhra alone constitute 42.81 per cent of the total population.
of the agricultural workers in Andhra Pradesh. The Coastal Andhra receives about 57 per cent of its rainfall during South-West monsoon season.

The Present Study

India was, is and will remain to be predominantly agriculture based country for its complex network of agricultural dependence for economy, sociology, politics, culture and many other factors. India is the largest democracy and the majority of the population lives in the rural areas. The management of it's Human Resources has it's peculiarities which has been changing at a fast pace in the recent past. In this context the Human Resource Management in agriculture sector can never be over emphasized and in fact needs to be continuously researched and new methodologies have to be evolved to manage the same, in the present scenario of ever changing global technologies, influences of World Trade Organization (WTO) through patents and dumping.

Review of Literature

Many research studies have been conducted by Government and Researchers in India to examine whether the new agricultural technology, in the context of green revolution, has benefited the agricultural labourers or not.
The Government of India has so far conducted seven agricultural/rural labour enquiries. The main objectives of these enquiries is to collection information on the socio-economic conditions of agricultural/rural labour and to study the changes brought about by the developmental programmes in regard with socio-economic conditions of the rural labour and to formulate action programmes for improving their living conditions. The First Agricultural Labour Enquiry was conducted in 1950-51 and the Second Enquiry was in 1956-57. The scope of the subsequent five Rural Labour Enquiries was widened to include all rural labourers (including agricultural labourers). There were carried out in 1963-65, 1974-75, 1977-78, 1983 and 1987-88. The data collected in all these enquiries related to the structure of households, employment and unemployment, average daily earnings, consumption expenditure, indebtedness etc.

This study shall also review the researches conducted on agrarian employment, wages, income expenditure, indebtedness and labour relations that are pertinent to the country while evaluating the microscopic review and analysis of the present sample.

Need for the Study

Despite the major industrialization of India and sudden boom in Information Technology industry, agriculture still plays predominant role in Indian economy, it’s contribution to the Gross Domestic Product
(GDP) and its vast potential to provide mass employment. It is needless to mention that the contribution of human resources to Indian economy through agricultural sector is predominant in the delta areas of the country which is also evident from centuries of history. The significant amongst such delta areas are Krishna and Godavari in Andhra Pradesh. Major districts covered under these deltas are East Godavari, West Godavari and Krishna districts.

The analysis of the review of literature does not indicate any such exclusive study on the human resources management in agricultural sector in the delta areas of Andhra Pradesh. Hence, an attempt is made to undertake a study on human resources management in agricultural sector in these three districts under Krishna and Godavari district deltas.

Objectives

The present study has been carried out keeping the following objects in view, viz.,

i) To enquire into the employment practices adopted by the farmers and to examine their efficiency.

ii) To analyse compensation packages and levels.

iii) To study the nature and level of relationship between employee and employer in agricultural sector.
Methodology

The study of this nature requires data and into from both primary and secondary sources. The data relating to employment salary levels and agrarian relation are collected from primary sources using structured questionnaires separately for farmers and labourers.

The information and data pertaining to publishing, types of crops etc., are collected from secondary sources.

The secondary sources like government reports, mandal level records and village level records are referred. In addition to the above, reports available in the libraries of universities like Sri Krishnadevaraya, Andhra, Osmania university, Indian Council of Agricultural Research, ICRISAT, XLRI, APAU etc., have been referred to.

Sampling

A study on Human Resource Management in Delta areas of Andhra Pradesh is expected to contribute significantly to the existing literature. However, it is difficult to study all the delta areas given the constraints of time and resources, moreover, it is not necessary to study all the villages of delta areas as they have similar patterns of Human Resource Management practices in all the villages. It is decided to select a stratified sample that represents the general
nature of delta areas for the present study. Hence, multi-stage sampling technique is used for the purpose of sample selection.

At the first stage, three districts served by Godavari and Krishna deltas are selected viz., East Godavari and West Godavari districts under Godavari delta and Krishna district under Krishna delta are selected.

At the second stage, one representative mandal from each district is selected. The mandals selected for this study includes Seethanagaram mandal in East Godavari district, Peddapadu mandal in West Godavari district and Gannavaram mandal in Krishna district.

At the third stage, one village from each mandal has been selected keeping in view the different types of characteristics such as irrigation facilities, types of crops, soil, demographic patterns, economic conditions, etc.

The villages selected for the study are Muggulla village (garden land area i.e., having both wet land and dry land) in Seethanagaram Mandal under East Godavari district, Peddapadu village (wet land area) in Peddapadu Mandal under West Godavari district and Athukuru village (dry land area) in Gannavaram village under Krishna district.
The fourth and final stage of sampling is done based on the farmers and agricultural labourers. 100 labourers engaged in different operations of crops are taken from each village covering the males, females and children. Casual and attached labour have been included in the sample. Similarly 50 farmers belonging various castes, different levels like small, marginal and large farmers have been selected.

Thus, a total of 300 Agricultural labourers and 150 farmers are selected as the sample for the research.

Scheme of Presentation

The study is divided into seven chapters.

Chapter I deals with the introduction to the theme of the subject, while chapter II presents the review of literature, objectives, methodology, sampling etc. Chapter III deals with the profile of the sample districts, mandals and villages. Employment practices are discussed in Chapter IV. Chapter V deals with the compensation management in agriculture sector. Chapter VI deals with Agrarian Relations. Conclusions and suggestions are presented in Chapter VII.

Employment Process

The various operations of economic activities require basically two types of human resources viz., the promoters and management of the industry and the workers. The promoters and management design
the total economic and social activities and link them with each other in order to achieve their objectives. These activities in turn are to be performed by workers. The crucial activity in this entire process is matching the workers with those of the promoters and managerial people. The perfect match between these two make the organization function smoothly and steadily. As such the study of the profiles of the prospective employees and employers is necessary in order to establish linkage between the two parties. As such an attempt is made to study the social profiles of agricultural workers and farmers before studying the process of recruitment and selection.

Majority of the landless people living in rural areas, worked as agricultural labourers. These agricultural labourers do not have even the minimum clothing, education and medicare facilities. Access to other servicing has also been extremely low. In this chapter, it is proposed to enquire into and analyse the various social characteristics namely, age, education, marital status, caste, size of family and economic factors like size and structure of land holdings, cropping pattern, other assets, income, expenditure, surplus and investment of farmers and labourers.

It is observed that majority of the farmers population in the study area fall in the productive age group of 30-39; and 40-49 years at average level. The farmers with the age of above sixty years constituted nearly 25 per cent in all the 3 villages.
It is observed from the age composition of the sample agricultural labour households that the age composition of the sample households in Peddapadu village of West Godavari district reveals that majority of the respondents (48.57 per cent) fall in the age group of 30-39 years, while 18.15 per cent in the age group of 50-59 years, 16.71 per cent in the age group of 20-29 years and 16.57 per cent are in the age group of 50-59 years.

It is observed from the caste-wise distribution of sample casual labourers in the study area that the casual labourers belonging to backward caste account for 48.28 per cent and scheduled caste accounts for 26.04 per cent. The study shows that while the farmers belong to upper castes, the agricultural labourers belong to lower castes and particularly from backward castes and scheduled castes. The caste structure is playing a significant role in human resource management in agriculture.

It is observed from the literacy levels of the casual labourers in the study area that the illiteracy is high (74.52 per cent) among the respondents of Athukuru village followed by 66.48 per cent among Peddapadu and 58.77 among Muggulla respondents. On an average 29.48 per cent of labourers educated up to V standard and only 3.93 per cent of respondents are educated up to X standard.

It is observed from the average size of families and number of earning members of casual labourers that the difference among the
village average in respect of average of 3 districts sample was marginal. The average number of adults at the average sample was 3.74 persons and it was more in Muggulla.

It is observed from the percentage distribution of farmers by size of ownership holding that nearly 43 per cent of the land in Muggulla was owned by only 14 per cent of farmers and the remaining 57 per cent of the area was owned by as many as 86 per cent of farmers. This shows unequal distribution of land in Muggulla village of East Godavari district.

It is observed from the percentage distribution of farmers by size of operational holding in 3 selected villages that in Muggulla village, nearly 46.00 per cent of farmers belonging to marginal and small groups of land holdings had command over slightly more than 17 per cent of the operational wet area. While this was so, nearly 23 per cent of farmers belonging to medium and large groups of land holding had command over nearly 54 per cent of the operational wet area. In respect of dry land, its distribution among farmers was found to be much uneven compared to wet land. 17 per cent of farmers did not have any dry land in this village. In addition to this nearly three fourths of farmers belonging to marginal i.e., less than one hectare size of land holdings had command over nearly 50 per cent of the dry operational land. On the other hand nearly three per cent of farmers were controlling nearly 32 per cent of dry operational area.
Village-wise per farmer ownership and operational land holding ratio of the sample respondents shows that the practice of taking lands on lease must have influenced the average size of operational holding to be more than that of ownership holding. Migration of the some of the farmers to the nearby towns and displeasure arising due to problems constantly faced in agriculture might have strengthened the practice of leasing out the agricultural lands. This trend was more perceptible in respect of wet lands of Athukuru where the ratio was 1:2.73 followed by Peddapadu with 1:2.06 and Muggulla with 1:1.25.

It is observed from the return on investment in agriculture for the three years 1997-98, 1998-99 and 1999-2000 and also its average for the three years that the return on investment is calculated based on the market value of land prevailing 1994-95 which is considered to be as standard year. It is evident that the return on investment was highest in Athukuru with 16.81 per cent followed by Peddapadu with 16.81 per cent and Muggulla with 11.89 per cent. This shows that return on investment in almost all the villages not in uniform or satisfactorily. This low return on investment naturally restricts the paying capacity of the farmers in relation to the wages of agricultural labour. This situation naturally leads to shift of farmers from agricultural to non-agricultural activities. The solution to third lies
partly in improving the yield per acre and partly in obtaining the remunerative price for agricultural produce.

Financial performance of respondents for 3 years i.e., 1997-98, 1998-99 and 1999-2000 shows that the annual average net income from agriculture per farmer was found to be highest in Athukuru with Rs.87,472 followed by Muggulla with Rs.69,078 and Peddapadu with Rs.56,738. The average net income from other sources was found to be the highest in Athukuru with Rs.12,812 followed by Muggulla with Rs.6,886 and Peddapadu with Rs.6,516. The average annual net income from all sources also high in Athukuru follows Muggulla and Peddapadu. The average expenditure per farmer and the ultimate surplus/deficit are also shown in the table. The average annual income per farmer was found to be high in relation to the average annual expenditure. The above analysis shows that the financial position of the farmers was encouraging in almost all the villages.

The average annual income of casual labourers was Rs.22,405, out of which 4.53 per cent of income was from self employment, 34 per cent of income was from spouse employment and 13 per cent from other sources. In all 34 per cent of casual labourers spouses were employed and only 13 per cent casual labourers had other sources of income. The average annual income of the casual labourers of Athukuru is more than that of the other two district villages. The spouse employment of the three districts is more or less nearer to the
average of sample. It is interesting to note that the average annual income of casual labourers of Athukuru was highest due to continuous employment opportunity.

It is observed from the average per capita income of farmers and casual labourers that the per capita income of farmers was highest in Athukuru with Rs. 18,415 followed by Peddapadu and Muggulla with Rs. 14,149 and 14,038 respectively. In respect of agricultural labourers also Athukuru stood first with Rs. 4,475 followed by Peddapadu with Rs. 3,128 and Muggulla with Rs. 2,807. The analysis shows that the per capita income was highest in Athukuru in respect of all the two groups—farmers and agricultural labourers.

The casual labourers of Peddapadu were in a much better financial position compared to casual labourers of Athukuru and Muggulla villages. Peddapadu had an asset-debt ratio 4.24 followed by Muggulla with 3.12 and Athukuru with 3.05. In all these three villages, the asset-debt ratio was in single digit.

It would be appropriate to analyse the function of employment in agricultural sector after presenting the social profile of the respondents.

Employment

The most important function of procurement is recruitment and selection which includes job design and human resource planning.
Recruitment is searching for prospective employees and induce them to apply for a job. Selection includes identifying the most appropriate candidates based on job analysis and offer him a job. Thus employee selection is most significant task to be performed by a human resource manager.

Agricultural sector as mentioned earlier provides employment for crores of people in the country. Therefore the selection criteria and the recruitment process that is generally followed in organized industries is rarely followed in agricultural sector. The another peculiar character of agricultural sector relating to employment is that the ability of agricultural sector in providing seasonal employment. In addition the extent of land utilisation, cultivated area, single cropped pattern, double cropped pattern, irrigated area, types of crops etc.

The recent trends those influence the Indian agrarian economy include the India becoming the member of World Trade Organisation, extension of most favoured nations clause and national treatment clause for the input of agricultural products, and dumping of agricultural products by USA, Malaysia, China and other countries. These factors made the Indian agriculture sector pass through revisionary conditions. Many agriculturists agro-based industrialist and business people fear of the agricultural sector of the country. These trends may even think the existing size of human resources and its future demands.
All these trends have been taken place due to the technological variations in various operations of agricultural sector in India and abroad. Invariably Indian agricultural sector will also be forced to adopt such latest technology at par with foreign countries for its mere survival.

These latest technologies hitherto demand for higher level skilled and knowledgeable human resources.

Sources of Recruitment

Before getting the people of required skills and knowledge the farmers have to identify the sources where the agricultural labourers available. Unlike in industrial sector employees are mostly available in the same village or in the neighbouring villages. However, when all together new crops are grown the employees are drawn from far off places where growing of these crops is familiar.

With this background an attempt is made to find out the sources of recruitment for agricultural labourers in the three selected villages.

It is observed that the majority of the farmers depend on the same village as source of recruitment for agricultural labourers. However, some farmers depend on neighbouring villages for drawing the employees mostly in peak seasons. Five farmers from Muggulla village have drawn employees from Guntur district as local labourers.
who are not familiar with the certain operations of tobacco crop like plucking the leaves and arranging them in the barons. Though the agricultural workers are available in the same village the farmers choose different modes of recruitment.

It is observed from the modes of recruitment adopted by the farmers that the farmers mostly recruit the people through attached labourers in Muggulla village whereas their counterparts depend on professional middlemen as a mode of recruitment. In Athukuru village farmers mostly depend on attached labourers as a mode of recruitment.

Recruitment Process

It seems that the recruitment process is easy in agricultural sector due to abundance supply of work force. But, the massive industrialization resulted in influx of labour force from agricultural sector. This process took a different shape in recent years. That is the pulling factors in industrial sector made the rural people to turn into human resources of industrial and service sectors after a rigorous educational programmes. Further, the massive urbanization has been attracting the prospective human resources of agricultural sector. These factors made the recruitment process of agricultural sector a difficult task.
Basis of Selection

After the recruitment the employer has to select the candidates out of the available candidates recruited. Different methods of selection like conducting tests, interviews etc., are used in case of industrial employment. But in case of agriculture all these systems are not necessary as the Indian agriculture is still less technology based. Therefore the Indian farmers use the traditional methods of selection.

It is observed from basis of selection in agricultural employment that bases used in selection of agricultural labourers include skill and capacity to work, availability, family background, amicable disposition, wage and benefits and trust worthiness. The farmers in Muggulla village select the candidates mostly based on skill and capacity to work. Whereas the farmers in Peddapadu and Athukuru villages used availability as the first basis of the selection. This trend is mostly because of shortage of labour in Peddapadu and Athukuru villages.

As the farmers have the choice of selecting the candidates agricultural labourers also have the choice of working with a particular farmer. As most of the farmers select the candidates based on skill and competency, most of the workers would like to work with farmers who offer better wages and benefits.
It is observed from this table that remuneration is the first reason indicated by the agricultural labourers of Peddapadu and Athukuru villages, whereas social and economic causes is the first cause indicated by the agricultural labourers of Muggulla village. This factor indicates that non-commercial relations work as a major reason for joining employment in Muggulla village, whereas the economics relations work of the primary reason in the remaining two villages which are located close to the urban areas. The other reasons for joining employment in Muggulla village include readiness of the farmers to help the labourers in time of need, treating the employees and human beings, previous contact and familiarity. Thus, this analysis emphasis that more of non-economic reasons are work as the basis for employment. Though, the same factors are indicated as reasons for employment in other two villages also, they are indicated as third or the fourth factor. Thus economic reason is the primary one for employment in the villages closer to urban centers.

Mode of Employment

The mode of employment in agricultural sector varying from village to village, crop to crop and operation to operation. The different modes include getting employment on yearly basis through a contract, getting employment for particular season through a contract and daily basis. Mostly the employees who work of the total year are called the attached labourers. The employees who work for a particular season
are called the contract employees and employees work for daily wages are called the casual workers. Most of the agricultural workers work as casual workers mostly due to casual nature of operations in agricultural sector.

Duration of Employment

Despite the significant departures from traditional practices of Indian agricultural sector like tractorization, improvement in irrigation facilities and marketing, Indian agriculture could not have complete departure from its basic characteristic of seasonal nature of operations. This characteristic lead to the seasonal employment. As such Indian agricultural workers do not normally get employment throughout the year.

It is observed from this table that highest number of workers are employed for 250 to 350 days in a year in Athukuru village followed by Peddapadu village and Muggulla village. This is mostly due to the shortage of agricultural labour consequent upon availability of employment opportunity in urban centers. Highest number of people in Muggulla village are employed for 15 to 250 days whereas in Peddapadu and Athukuru villages they are employed mostly for 50-150 days. This observation is probably due to the fact that Muggulla village comes under garden land area.
Compensation Management

It is needless to mention that the most important factor that needs to be taken care of in human resources management is the amount of remuneration to be paid to an employee for a day's work.

Seasonal variations are predominant and are due to causes inherent in the nature of agricultural activities. Compensations are generally higher in peak period of each crop compared to that of beginning and ending period of that crop. Compensation differentials based on sex are more significant in agricultural sector.

Compensation in agricultural sector depends on various factors like gender, type of the crop, operation of the crop, type of land, region, season etc. Compensation differentials in agricultural sector, to a certain extent are desirable and inevitable due to different conditions prevailing in different areas, varying supply and demand conditions during different periods. However, these compensation differentials create problems among workers, among farmers and between workers and farmers.

Compensations for Various Operations Of Paddy Crop (Kharif Season)

It is noted that male labour in wet area secured more compensation for all operations compared to their counterparts in dry
and garden areas. Similarly, child labour in wet area also secured more compensation compared to those in other two types of lands. These differentials are partly due to variation in type of land and partly due to varying requirements of skills. It is also observed that male workers are not generally employed for planting operation in dry area and garden area partly due to availability of women workers and partly due to skill requirements. However, the male workers are also employed for planting process in wet areas. The compensation of female workers varied widely based on type of land for planting operation. Thus, the main observation is that the compensation differentials are based on type of land and requirement of skill and physical capacities.

The average daily compensation paid to agricultural workers during irrigation, weeding out manuring and spraying pesticides operations. It is observed from the table that male workers are exclusively employed for the irrigation and spraying pesticides while child workers are employed for the manuring and weeding-out operations. In case of manuring operation, child workers assist the male workers. Female employees are employed for the weeding-out operation, which does not require capacities that are more physical.

It is also observed that male workers in wet area are paid more compared to their counterparts both in dry and garden areas for all the operations. Male workers in all the areas are paid more for the
operation of irrigation during night time compared to that of day time as the work during night time in the fields is risky and difficult. Male employees in all areas are paid less for weeding-out compared to that of other operations due to requirement of less skill and physical capacities to perform this operation. Since spraying of pesticides is a difficult task, involving comparatively some amount of risk, more compensation is paid for this operation in all types of lands. Due to the suitability of female workers for the operation of weeding out, they are paid on par with male labourers in dry and garden areas. Thus, compensation differentials in this case are based on skill, requirement, physical capacities, involvement of risk and type of area.

It is inferred that male workers of wet area get higher compensation than those of dry and garden areas for all the operations like completing preliminaries cutting the crop, drying and heaping. It is also observed that female employees are paid lower compensation than those of male workers in all types of lands for all types of operations. Another observation is that higher compensation is paid to male workers for the heaping and cutting operations than that of the remaining two operations. This is mainly due to requirement of greater physical capacities for cutting the crop and heaping operations. The same observation can also be drawn in case of compensation of female employees.
The average daily compensation of male workers in wet land are higher than those of their counterparts in other types of lands for the operations of threshing and transportation of paddy and hay. Similar observations can also be drawn in case of female workers (winnowing operation) and child workers (transporting of paddy and hay). Child workers are employed only in wet area for the operation of winnowing mostly due to shortage of female workers.

It also observed that the male workers in wetland got more compensation compared to those in garden land for all operations except maintaining seedbeds. This situation may be due to varying demand and supply conditions of labour in these two areas. Since the paddy crop is not grown in dry land during Rabi season (due to lack of irrigation facilities) they were kept outside the purview of this discussion.

Male workers in wet area are paid higher rates of compensation for all operations compared to those in garden area except for the cutting operation. The male workers are paid higher compensation rates for operations like heaping and cutting the crop compared to the remaining operation in both the areas due to the requirement of greater physical capacities for performing these two operations. Similar trend can be noticed in the compensation rates paid to female employees. It can be noted that the female workers are paid lower compensations than male workers, for all operations in both the areas.
Child workers are receiving slightly more compensation for drying and heaping operations in wetland compared to the garden land.

It is found that the average compensations for male workers are higher for threshing process in both the areas compared to those of transporting of hay. This may be due to the requirement of higher physical capacities for threshing operation compared to transporting of hay. Variations can be observed between the compensation rates paid to male workers for threshing and transporting of hay in wet and garden areas.

To sum up, there are wide compensation differentials mainly based on operations, sex, age and types of lands. Such degree of compensation differential is undesirable as there would be mobility of labour-force to the highly remunerative operations and farmers face the problem of shortage of workers for the low remunerative operations. This type of compensation differentials can be narrowed down through standard compensation-rates agreed upon by both farmers and labourers.

Compensation differentials based on sex are also more prevalent in case of operations like completing preliminaries and heaping operations of harvesting process (Kharif season) and heaping operation during Rabi season in wetland. It is also evident that compensation differentials based on sex are more accurate in wetland compared to that in dry and garden areas. Through the compensation
differentials based on sex are unavoidable due to variation in requirement of physique by different operations they ought to be brought to the minimum possible extent, particularly in wet areas in view of equality of benefits and opportunity to female employees.

COMPENSATION RATES FOR DIFFERENT OPERATIONS OF TOBACCO CROP

It is observed that male workers in garden land area earned more compensations than those of dry area for all operations like ploughing, sowing of seeds, irrigation, manuring etc. It is also observed that female workers in garden areas secured more compensations than those in dry areas for formation of seedbeds irrigation and weeding out. The same observations can also be drawn even in case of child workers.

Male workers received lowest compensation for weeding out mostly due to adequacy of less physical capacities to perform this operation. The same observation can also be drawn even in case of dry area. Thus, it is observed that the compensation differentials are based not only on the type of land, sex and age but on physical capacities, skill and involvement of risk.

It is observed that the compensation of male workers in garden area are more than those in dry area in all operations. Similar observations can also be drawn in case of female and child workers. This is partly due to shortage of labour in garden land during that
period and partly due to better ability to pay of farmers in garden area than those in dry area. Due to involvement of risk and requirement of skill male workers in garden land received more compensation compared to those of other operations. Female employees are equally paid with male employees for weeding out operations.

The male workers and female workers in garden land are paid better for pre-grading operations compared to those of their counterparts in dry area.

The male workers are paid more compensation for the ploughing and spraying pesticides operations than that for other operations in garden land as these two operations require much physical capacity and there is some risk involved in spraying pesticides. Nevertheless, workers in dry area are paid more for ploughing operations than other operation. It is further, that the male workers in garden area are paid more than those in dry area for all operations except irrigation. Female employees are also equally paid for the operation of seedbed in dry area as the quantity and quality of work turned out by these two types of workers is equal. Child workers in garden land are paid equally with women workers in dry area of weeding out mostly due to shortage of labour in garden land area during this period.
Male workers in both garden area and dry area are paid higher compensations for the operation of preparing the land compared to that for all other operations. Female workers in dry and garden areas are paid equal compensations for pulling out the seedlings from seedbed operations, whilst they are paid unequally in case of transplanting the seedlings in the main field. Child workers in both types of lands are paid equally unlike the operations of other crops.

The data relating to the average daily compensations paid to workers during inter-cultivation and harvesting processes of country Tobacco crop are also similar to the FCV Tobacco. The male workers are paid highest compensation in the garden area for operations such as spraying pesticides, ploughing. This phenomenal compensation deferential based on sex is undesirable though the volume of work turned out by female workers is less than that of men workers. This trend of compensation differential based on sex is also visualised in case of the operations like manuring in both types of lands and for plucking of leaves operation in dry area though the magnitude is not as high as in the former case. Compensation differentials based on types on land are clearly identified both operation-wise and sex-wise. It is most surprising to note that compensation differentials are not entirely based on either sex or age but on the requirement of skill, physical capacities and involvement of risk. This is visualised from the observation that male workers in dry area (for weeding out operation)
are paid on par with female employees for the same operation in the same area and their compensations equal to those of child workers in garden land for spraying pesticides.

The average daily compensations paid to workers during drying and packing processes of country Tobacco crop shows that that female workers and child workers are paid equal compensations for all operations in two types of areas. However, it is observed that the compensation rates for the operations of F. C. V. Tobacco are higher compared to those of country Tobacco both in dry and garden land.

This analysis can be summarised as follows: Compensation differentials based on type of land exist and are more prevalent though their magnitude is not as high as in paddy crop. However, it is observed that the compensation differentials based on type of land are less prevalent in the case of country Tobacco crop. This is partly because the country Tobacco crop is not as remunerative as F. C. V. Tobacco crop and partly because the various operations of country Tobacco crop generally take place in relatively less busy seasons. Though magnitude of compensation differentials is relatively less, suitable steps may be taken to further reduce compensation disparities based on the type of land. Compensation differentials based on sex are of a little magnitude in this crop and these differentials are unavoidable in view of variations in physical capacities and skill.
Compensation differentials based on the operation are more prevalent. Here it may be suggested to minimise compensation disparities to the possible extent through the means suggested earlier.

**COMPENSATION RATES FOR DIFFERENT OPERATIONS OF CHILLY CROP**

The average daily compensations paid to workers during all operations before transplanting of chilly crop shows that male workers in garden land secured higher compensations than those in dry areas for all operations. Female workers are paid lower than the male workers for formation of seedbeds in dry and garden land areas and for weeding out operations in dry land areas.

However, they are equally paid with male workers for irrigation in dry and garden areas, as female workers are found equally suitable to this operation. The child workers in garden area are also paid more than those in dry areas for sowing of seeds, weeding out and manuring operations.

Average daily compensations paid to workers during inter-cultivation process of chilly crop also reveal that male workers in garden area are paid better compared to their counterparts in dry area in all operations. Male workers received lower compensations for irrigation. Weeding-out and manuring compared to that of ploughing and spraying pesticides operations as the latter operations require more physique and skill.
Female workers are paid equally with male workers for certain operations like weeding out and applying manure. The child workers in garden area are paid better for applying manure and spraying pesticides operations.

To sum up compensation differentials between men and women workers for certain operations like planting the seedlings in the main field in dry land, carrying of green chillies, red chillies and bagging are not undesirable as these operations require more physical strength and most of the women workers may not be suitable to these operations. But the compensation differentials based on sex for certain operations are not desirable. Compensation differentials for certain operations performed by either sex though they are undesirable, they are unavoidable in the present structure in view of operation or different demand and supply conditions, requirement of skill and physical capacities. But these differentials are resulting in shortage of labour for the lowest paid operations. Hence, these compensation differentials may be regulated to the possible extent, with the help of a concrete agreement between labourers and farmers.

Compensation differentials between garden land and dry land for the same operation and for the same type of worker are certainly undesirable and at the same time unavoidable in view of variation in ability to pay, and under varying demand and supply conditions. These differentials result in the mobility of labour from dry land to
garden land and wetland causing some inconvenience to farmers in dry land. Hence, the farmers in dry land may improve their ability to pay by changing their cropping pattern, developing irrigation facilities through bore wells etc. so as to strengthen themselves economically and thereby raising the compensation rates. Both the farmers and parents of child workers are responsible for the employment of child workers in agricultural sector. In the present circumstances when the Government is not in a position to protect the child workers, it may be suggested not to employ child workers in those operations requiring much physical strength and to pay better compensations. Thus the Government and farmers may take steps in the right direction to minimise undesirable compensation differentials.

Compensation Rates for Different Operations of Sugarcane Crop

The average daily compensations paid to workers during all operations before planting of sugarcane crop. It is evident from the table that male workers are exclusively employed for ploughing operation whilst male and female workers are employed for weeding out and all types of workers are employed for securing seeds. This table further shows that male workers in wetland area are paid the maximum compensation rate for ploughing operation among all other operations both in wet and garden areas. This was partly due to varying demand and supply conditions and partly due to the
requirement of physical capacities. Even female workers in wet land are paid more than their counterparts in garden land.

Though the female employees in garden land are paid less for the operation of preparing sets they are equally paid with men workers for the planting operation as the latter requires more skill. Though equal compensations are paid to child workers for the operation of preparing sets both in wet and garden land, compensation differential based on type of land is evident in case of planting operation.

The average daily compensations paid to workers during irrigation and inter-cultivation processes of sugarcane crop shows that Male workers in wetland secured higher compensations for irrigation and threshing operations than that for other operations.

The average daily compensations paid to workers during harvesting is observed that all kinds of workers are employed for cutting, removing of leaves and packing operations whilst male and child workers are engaged for loading operation as female workers are generally not suitable to the latter operation.

It is seen that male workers secured highest compensations for cutting and loading operation than those of remaining operations as these two operations require skill in addition to physique.
The analysis can be summarised as follows: Compensations for similar operations of various crops in the same type of land and for same type of workers are unequal. This type of compensation differential is mainly based on the working of different demand and supply conditions, which is undesirable. The compensation differentials mainly, based on type of land are more prevalent for almost all operations. Though these differentials are undesirable, the task of minimising them cannot be done through regulation and controls. Minimisation of such differentials needs the attention of farmers in changing crop pattern and developing irrigation facilities in garden land. The compensation differentials mainly based on sex are also prevalent which are undesirable. Similarly, the wide compensation disparities based on type of operation may be minimised through an agreed standard compensation rate.

Amount of compensation is an important factor to be taken care of in human resources management. Compensation is significant to most of the employees as the former constitutes a major share in latter's income. Compensation provides more than a means of satisfying the physical needs as it provides recognition, a sense of accomplishment and determines social status.

Development and administration of sound compensation policies are not only important, but also complex functions. The influence of compensation on distribution of income, consumption, savings,
employment and prices is also significant. This aspect is more important in an underdeveloped economy like India where it becomes necessary to take measures for a progressive reduction of income inequalities and inequalities in distribution of wealth.

It may be concluded that the compensation differentials are also based on seasons. Certain compensation differentials based on sex are undesirable and unavoidable in the present system of compensation payments in agricultural sector. However, certain compensation differentials based on sex that are undesirable can be avoided as discussed earlier. Steps may be taken by farmers and Government to avoid such differentials. Compensation differentials based on compensation should be minimised but need not be eradicated completely. Compensation differentials based on seasons cannot be eradicated overnight but they can be minimised as suggested earlier. Thus, it is suggested to follow the measures offered earlier in order to minimise the undesirable and avoidable compensation differentials to bring out to the minimisation of income inequalities that is the basic goal of socialistic pattern of society.

Agrarian Relations:

The agrarian relations is the complex relationship among all types of farmers, all types of labourers involved in any one of the agricultural activities among the associations of the both the parties and the Government. Sound agrarian relations are a backbone for the
survival and growth of agriculture sector, particularly in the context of advanced technology, globalisation of agriculture and implementation of policies of WTO.

Significant changes in the agrarian relations are observed after 1980s. This is mostly due to declining work culture among both the farmers and labourers, development of individuality from the earlier concept of interdependency, development of class war rather than involvement of all classes for the achievement of common goal and the like. This shift in agrarian relations effected the agricultural productivity. Added to this the significant changes after globalisation particularly the withdrawal of subsidies by the Government, dumping by USA, Malaysia, China etc., further created a drain on the Indian farmer. The development of militant attitude among the agricultural labourers by the various bodies affiliated to the communist ideology added to the problems faced by the Indian farmer. These factors weakened the Indian agriculture in the global markets. Now the study of agrarian relations would contribute to improve the status of agrarian relations in the country and contribute to strengthen the agriculture sector in the global markets.

The study of farmer labourer relationships in the selected villages indicates that the agrarian relations were sound during the earlier days. However, the present scenario shows that the relations are sound in Muggulla village mostly due to the dependency of the
labourers exclusively on agriculture, interdependency of the farmers etc. This is mostly due the location of Muggulla village far from the urban sectors. The relations in other two villages viz. Peddapadu and Athukuru are to certain extent strained due to the availability of alternative employment opportunities, increased awareness among the employees, establishment of their own occupations by the labourers etc. All these factors became possible as these two villages are close to the urban centres. Thus, the increased urbanisation left the negative implications on the status of agrarian relations among the selected villages.

Agricultural labourers prefer to work with those farmers who do not closely monitor their work by creating autonomy at the work place. Such type of autonomy at work may not be deemed to be benefitting to the present day scenario due to technological development, which necessarily needs the help, guidance and supervision by the technical experts. Therefore, it is suggested that awareness among the workers regarding the need for close supervision should be developed, in view of the need for maintaining global standards in agriculture sector.

The relationship between farmers and labourers in Peddapadu and Athukuru villages were at low level compared to Muggulla village due to dishonesty, lack of belongingness, selfish behaviour and stealing nature of the workers. Though the relations are unsound,
both the farmers and labourers desired certain changes for improving the agrarian relations. The changes desired by the farmers include honesty, hard work, obedience, punctuality, sincerity, good behaviour and attachment. In fact more number of farmers from Peddapadu and Athukuru villages compared to those of Muggulla village desired these changes. These desires can be converted into reality only when the workers are created the awareness of the mutual benefits. The changes desired by the workers include autonomy, trust, higher wages, physical and financial support, increased fringe benefits, social mingling by the farmers and introduction of incentives based on productivity/profits. Most of these desires took the news strides along with the changes in living standards, attitudes, culture of the people, consequent upon the technological developments. Here one can visualise the scenario from the struggling trends of the low/middle income group people. At the same time the cross-sectoral analysis indicate that people with irregular incomes like those engaged in agriculture sector cannot dream of such living standards. The employer group can be close to reality whereas the employee group normally are far from reality attributing their inefficiency to the unwillingness of the employers to part with their income/profits. This can be turned into reality only when the employees understand the reality that the return in agriculture sector is far from below the expectations, particularly during the periods of competitiveness. However, through mutual assistance and cooperation these desires
Grievance procedure is a major institution in the process of agrarian relations. The nature of grievance of the workers includes low wages, inadequate benefits, inconvenient working hours, and unfavourable terms of employment and heavy workload. Farmers do also have the grievances against the workers attitude and contribution to work. These include high demand orientation, absenteeism, arrogant behaviour, late coming, laziness, discontinuation of the job in the middle of the season and dishonesty. Eighty per cent of the grievances relating to wages are settled in favour of the workers. Most of the other grievances are also settled in favour of the workers. Consequently, most of the workers are satisfied with the performance of grievance procedure.

No organization can be successful without maintaining discipline in the process of its functioning. This true in case of agriculture also. The analysis of in-disciplinary cases among the agricultural workers indicates that the incidence of indiscipline is very high in Athukuru village followed by the Peddapadu village. The nature of indiscipline in these two villages includes late coming, unauthorised absenteeism disobeying the orders, non commitment, purposeful spoilage of the agricultural implements etc.
Though the agriculture sector is the unorganised one, it’s not an exemption for the formation and development of the unions. However, The magnitude of trade unionism is not significant. Communist party and its affiliates have taken initiative for forming trade unions in agriculture sector in Andhra Pradesh. Agricultural trade unions were started in West Godavari district, East Godavari district, Krishna district and Guntur districts between 1935 and 1949. However, they were unsuccessful in penetrating into the grassroots.

The unionism among the selected villages was insignificant as indicated by the analysis. Most of the farmers feel that unions are not necessary, as they have been providing adequate wages, benefits and social security. Nearly 80 per cent of the agricultural workers of Muggulla village, 76 per cent of workers of Peddapadu village and 73 per cent of Athukuru workers support this view. It is thus, inferred that the remaining workers express the need for forming trade unions to protect their economic and social interests.

Despite the measures by the management and the employees, conflicts do normally arise. As such, the conflict settlement machinery is instituted. The analysis indicates that most of the conflicts in these three villages relate to wages, benefits and work during inconvenient hours. Most of the conflicts are resolved between the farmers and workers through mutual talks. However, both the parties resorted to third party intervention, village elders and village officers for settling
the disputes in some cases. None of the disputes has been escalated to the Official Judicial machinery.

CONCLUSION

Thus, the above analysis indicates that workers awareness, availability of alternate employment opportunities, closeness of the village to the urban centres enhanced the workers desire of varied facilities and benefits, carrying out less work that too during the convenient hours, non involvement nature of the farmers in the form of maintaining social distance made the agrarian relations a strenuous process. It is cautioned that the increased competitiveness in the global market would turn the Indian agriculture more uneconomical with the present level of productivity, quality and perfection. Therefore, it is suggested that both the parties should realise the need of the hour and resort to maximization of the strength of Indian agriculture sector by working together through mutual cooperation, trust and sharing the benefits.