CHAPTER - 7

SUMMARY, CONCLUSIONS AND SUGGESTIONS
CHAPTER 7

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SUMMARY

Sugar industry in India being the second largest agro-based processing industry plays a significant role in the rural economy of the country. Most of the sugar factories are in the cooperative sector. As on March 1996 there were 232 cooperative sugar factories in the country. Out of these in the State of Maharashtra alone there are 105 cooperative sugar factories. It means nearly 45.26 percent cooperative sugar factories are there in Maharashtra state alone. In Marathwada region there are 28 cooperative sugar factories.

In India there are 3.6 lakh workers are directly employed in the sugar factories whereas in Maharashtra nearly 85000 workers are working. In whereas in Marathwada region nearly 17000 workers are working in the factories. And most of them they are coming from rural areas. Thus the industry generates employment and provides income to millions of people directly and indirectly to sugarcane harvesting workers, transport workers, mukadams, factory workers and also sugarcane growers.

In view of the large number of cooperatives, sugar production and employment potentials in the rural areas of the country, the industry has
definitely a prominent role to play in the Indian rural economy.

The study of the seven sugar factories of Marathwada region has revealed that these factories have faced the number of basic problems because of which the progress of the industry is hard to attain. The problems have been cited as below:

1. Shortage of Raw Material (Sugarcane)
2. Shortage of Water to the factories as well as for the sugarcane growth.
3. Lower percentage of sugar recovery.
4. Short duration of season.
5. Low productivity.
8. Wage payments are most irregular.
9. Management could not employ highly skilled workers.
10. Lack of sense of responsibility with workers.
11. Lack of quality and production oriented training to personnel.
12. Net profit has shown a declining trend with declining utilization of plant capacity.

In the present study there are in all seven chapters.
The first chapter has dealt with the introduction of the problem, the study of sugar cooperatives in India, Maharashtra State and Marathwada region, importance, scope of the problem, objectives of the present study, hypotheses to be tested, Research design and methodology and chapter scheme are covered.

The second chapter made the literature available and contribution of eminent authors on the present problem. Here it has been observed that the literature and contributions on sugar industry is ample but particularly on labour of sugar industry there is hardly any literature. The chapter has made the literature available on sugar industry in India, a detailed profile, production statistics and labour statistics of seven factories of Marathwada region covering the period from 1985-86 to 1995-96, implementation of recommendations of the central wage boards and provisions of labour laws, the Trade Union movement and Labour relations.

The Third chapter is devoted to the detailed profile of cooperative sugar factories selected for the study in Marathwada region. The chapter covered the study of important aspects of the profile, objectives and developmental activities performed by the
factories, production statistics and labour statistics with the required analysis of the statistical tables.

The Fourth chapter has studied the important provisions of the industrial & labour laws and their implementations in the factories selected for the study. The acts covered in the study are:

1. The factories Act 1948.
2. The workmen’s compensation Act 1923.
4. The Trade Unions Act 1926.

The Fifth chapter dealt with the study of the important recommendations of the central wage Boards for Sugar industry and their implementations in the factories. Here it has been attempted to find the truth with regard to the implementation of the recommendations.

The Sixth chapter has concentrated on the study of Trade Union Movement and labour relations in the factories. It concentrates on the study of the trade union movement in Indian Industries in general, and trade Union movement in sugar industry in particular with special reference to the seven factories of Marathwada region.
The last chapter has summed up, concluded and has given some concrete suggestions for the development of the sugar industry and its labour.

CONCLUSIONS:

01. LABOUR OF SUGAR COOPERATIVES AND LITERACY:

Here it has been hypothesised that the labour of sugar cooperatives came from rural area. In the fulfillment of this, the workers of the seven factories were studied and it has been proved that the percentage of employees from rural area ranges from 86.05 percent to 100 percent. means the recruitment of employees in Godavari Manar SSK Ltd. is 86.05 percent whereas in others it is 90 to 100 percent. Means 86.05 to 100 employees are recruited from the area of operation of the factory. And it has thus solved the problem of rural employment. While the percentage of recruitment of employees from urban area lies between zero to 13.95 percent. In Samarth and Terana SSK Ltd. there is zero percent of workers employed from urban area. Whereas in other factories this percent lies between 2.78 to 13.95 percent. Therefore it has been concluded that labour of sugar cooperatives come from rural.
In the same way literacy (education) also has been studied here with the supposition that the sugar industry being rural and seasonal industry, most of the workers are illiterate. But the statistics has proved that in nearly five factories 100 percent of employees are educated or literate. The lowest percent i.e. 71.11 percent has been found in Terana Shetkari SSK Ltd. whereas there is zero percent recruitment of illiterate (uneducated) workmen in nearly five factories. But in Terana SSK Ltd. 28.09 percent of the employees are found illiterate because this is the oldest factory of Marathwada region established in 1965.

<table>
<thead>
<tr>
<th>Sr. Name of Factory</th>
<th>No. of workers including T/U leaders (As samples)</th>
<th>AREA Rural Percent</th>
<th>Urban percent</th>
<th>Literate Percent (Educated)</th>
<th>Illiterate Percent (Uneducated)</th>
</tr>
</thead>
<tbody>
<tr>
<td>01. Siddheshwar SSK Ltd.</td>
<td>43+5 = 48</td>
<td>91.67</td>
<td>4</td>
<td>8.33</td>
<td>47</td>
</tr>
<tr>
<td>02. Samarth SSK Ltd.</td>
<td>33+5 = 38</td>
<td>100.00</td>
<td>Nil</td>
<td>Zero</td>
<td>38</td>
</tr>
<tr>
<td>03. Jaibhawani SSK Ltd.</td>
<td>31+5 = 36</td>
<td>97.22</td>
<td>1</td>
<td>2.78</td>
<td>36</td>
</tr>
<tr>
<td>04. Manjara SSK Ltd.</td>
<td>35+5 = 40</td>
<td>90.00</td>
<td>4</td>
<td>10.00</td>
<td>40</td>
</tr>
<tr>
<td>05. Terana SSK Ltd.</td>
<td>40+5 = 45</td>
<td>100.00</td>
<td>Nil</td>
<td>Zero</td>
<td>32</td>
</tr>
<tr>
<td>06. Purna SSK Ltd.</td>
<td>40+5 = 45</td>
<td>93.33</td>
<td>3</td>
<td>6.67</td>
<td>45</td>
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<tr>
<td>07. Godavari_Manar SSK Ltd.</td>
<td>38+5 = 43</td>
<td>86.05</td>
<td>6</td>
<td>13.75</td>
<td>43</td>
</tr>
</tbody>
</table>

Source: Questionnaires for workers and trade union leaders of the factories selected for the study.
CANE-CRUSHING, SUGAR PRODUCTION, RECOVERY OF SUGARCANE
AND LABOUR STATISTICS:

02. In the studies of the sugar factories the cane-crushing capacity per day has ranged from 1250 MT per day to 3500 MT per day. Among them there are two factories having cane crushing of 1250 MT per day whereas one factory having 2000 MT per day and the three factories have the cane-crushing of 2500 MT per day while there is only one factory having cane-crushing capacity of 3500 MT per day. Manjara SSK Ltd. is the most recent factory of the study while Terana SSK Ltd. is the oldest factory even in the Marathwada region.

03. Sugar factories have been manufacturing sugar and also ancillary products like rectified spirit in their distilleries. Only Godavari Manar SSK Ltd. have no distillery and manufacture of ancillary products. While Terana Shetkari SSK Ltd. is manufacturing sugar, rectified spirit and also country liquor.

04. Sugar factories have been performing and undertaking the effective schemes for the cane development in the area of operation such as:
   i) Loans for digging & deepening the wells.
   ii) Supply of quality sugar cane seedling to cane growers.
iii) Supply of fertilizers.
iv) Loan for cane seeds.
v) Arranging the workshops on sugarcane development and to provide the guidance to cane growers by VSI experts and others.
vi) Loans for purchase of tractors and trucks.

05. The sugar factories are not only manufacturing sugar but also they are doing noble job of educating the youths of the region and area of operation through the educational institutions. The factories have formed trusts and they have been running the institution from primary to senior college level in the faculty of Arts, Science and Commerce, ITI, Mahila College, D. Pharmacy College, D.Ed. College, B.Ed. College, Engineering College and number of high schools around the factory campus or in the area of operations of the factory.

06. Sugar factories have been using the computer for their accounting matters like cane billing, payments to harvesting and transport workers, wage & salary bills of the employee.

07. The sugar factories are performing welfare activities for their employees. The representatives of workers are associated with management in sharing
in the decision making. Housing accommodation in the factory premises have been provided to the workmen according to the cadres on the basis of availability of accommodation. Quarters are furnished with all the necessary facilities like supply of regular water, electricity, roads, etc. The factories have the medical health centres with the medical staff in the factory premises. The factories also run the Kamgar Kalyan Kendra sponsored by Maharashtra State Labour Welfare Board, Bombay, in the factory premises, providing sports equipments, library, shiwam kala classes, Balwadi, etc. As per the provisions of the Factory Act, uniforms also are supplied to some categories of workers every year.

08. The bonus paid by the factories has ranged from 8.33 to 20 percent and exgratia paid has ranged between zero percent to 27 percent during 1995-96 and Manjara Shetkari SSK Ltd. is at the top in the payment of bonus and exgratia which is 20 percent bonus and 27 percent exgratia in 1995-96. This speaks of the sound establishment of the factory.

09. The tables of production statistics revealed the trends that the sugar production of the factories have direct relationships with the sugarcane as it is
direct and basic raw material of the industry and exactly the trends in the sugar production are similar to that of sugar cane crushed.

The comparative tables 3.45 exhibiting the percent (increase/decrease) of sugar production of the factories for the study during 1985-86 to 1995-96 does not reveal any definite trends as such. The trend is fluctuating trend. But Manjara Shetkari SSK Ltd. and Godavari-Manar SSK Ltd. have shown the increasing trend only, but of course with fluctuations. Both these factories have the same cane-crushing capacity throughout the period of the study. These fluctuations have linkage with drought condition, cane-cultivation, cane supplies from the area of operation during the years and sugar cane prices paid to cane-growers.

10. The comparative table 3.46 has clarified the fact that over the period of study Manjara Shetkari SSK Ltd. has the highest recovery of sugar percent cane i.e. 11.80 percent among the seven factories. Even it has highest sugar recovery in the averages of individual factories i.e. 10.98 percent. It is also a notable fact that Manjara Shetkari SSK Ltd. has higher recovery percent than Maharashtra State average recovery by .83 percent.
11. Table 3.47 has viewed that every year there are high fluctuations in the duration of the crushing season. It reflects the cane supply conditions and varying situations in the area of operation.

12. It is observed that in these factories, the number of departments have been set up according to requirement and convenience of the factory. There appears no uniformity in the number of workers in departments even though the TCD capacity per day is the same. The employees are divided into two types as permanent and seasonal. The large number of workers are engaged in mostly engineering, manufacturing and agriculture departments. The permanent workmen are ranging between 43 to 68 percent while seasonal workers are in between 32 to 57 percent.

13. It is found that in these factories the percentage of workers to their total is as under i.e. Engineering department ranged between 26.35 to 34.83 percent, Manufacturing department between 14.04 to 22.25 percent, Agriculture department between 11.66 to 28.13 percent and other departments the percentage of workers is in between 24.04 to 41.09 percent.
14. The provisions of *The Factories Act, 1948* such as the training to workmen found that the trainings are provided but there is lack of regularity and systematic organising the courses in the spirit of the Act.

The installation of bio-gas plants found only in two factories while the bio-earth composed fertiliser plants in two factories means other three factories are away from the arrangement for the treatment of waste and effluents and pollution control to some extent. Naturally it is hazardous to the employees who are residing nearby the factory premises.

The canteen facility to workmen of the factory is provided but it is found in the investigation that in three factories the canteen buildings are well-built up and spacious. But other four factories have the canteen under temporary tin shades where cleanliness could not be maintained. No proper check on quality of foodstuff and eatables supplied to the employees. Proper attention of management is a must.

The other provisions of the Act are implemented but there is absence of timely implementation and thus the spirit of the provision is defeated.
15. The provisions of The Workmen's Compensation Act, 1923 and their amendments have been implemented on the occurrence of the casualties. But the compensation payments are getting delayed.

16. The provisions of The Industrial Disputes Act, 1947 and their amendments are implemented. The machineries for settlement of disputes are also applicable to sugar industry. There are irregularities in the payments of wages and salaries, bonus payments etc. but fortunately there were no prominent incidences of referring the disputes to the Labour Court or Industrial Tribunals. Thus in sugar cooperatives the implementation is far from the fact.

17. The provisions of The Trade Unions Act, 1926 and their amendments are implemented by the unions. In regards to registration, maintenance of membership registers, election of executive body, collection of subscription fees, audit of financial accounts are implemented as prescribed. Apparently and legally trade unions are in existence but its actual working is weak and sluggish. Office bearers seemed to be least interested in the union activities.

CENTRAL WAGE BOARDS AND THEIR IMPLEMENTATION:

18. Through the questionnaires served to officials of the seven factories, it has been concluded in
terms of its effects that although all the factories selected for the study are cooperative factories and to all of them C.W.B.s are applicable. But if minutely observed we witness certain variations and gaps in the implementations.

Table No. 5.2

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<td></td>
<td>1977 (5)</td>
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<td>2.</td>
<td>Samarth SSK Ltd</td>
<td>1982</td>
<td></td>
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<td></td>
<td></td>
<td>May 1990</td>
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<td></td>
<td>with Patil committee</td>
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<td>award</td>
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<td>4.</td>
<td>Manjara Shethkari SSK Ltd</td>
<td>1984</td>
<td></td>
<td>1st Jan</td>
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<td>method)</td>
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<tr>
<td>5.</td>
<td>Terana Shethkari SSK Ltd</td>
<td>1965</td>
<td>1971</td>
<td>1990</td>
<td></td>
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Source: 1) Office Record of Time & labour & welfare officer of factories as on 31st March 1997.
The Table No. 5.2 indicates that even though all the seven factories have been established quite sufficiently after 1960 i.e., after the first central wage Board for sugar Industry came in existence, the sugar factories had no initiative for the implementation of first wage Board on the part of management supposing themselves as their take off stage or promotion stage for the factory.

In case of second central wage Board also except Terana SSK Ltd other factories were late in implementing the recommendations by Siddheshwar late by almost eight years, Samarth directly third wage board, Jaibhawani-11 years, Manjara Shetkari-directly third wage board, Terana – 2 years, Purna – 12 years, Godavari-Manar – 14 years.

But in case of the third central wage Board there was tremendous zeal and initiative in the implementation right in the year 1989-90. May be because of the creative leadership and awareness among the workers and management or because of policy of Government, it is highly remarkable here that the factories were particular in implementation of the third wage Board recommendation with the exceptions of few. Here some of the other findings in relation to the implementations of important recommendation of the third wage board have been discussed:
1) The categories for fitment of workers as laid down by Third C.W.B. are implemented in the same year in all the factories selected for study.

2) The occupational nomenclatures contained in the list prescribed in the III C.W.B. have been implemented in the same year in all seven factories.

3) The revised wage scales as stated in the recommendations have been implemented in all seven factories.

4) The wage scales of labour & welfare officer are given as prescribed by the Govt. of Maharashtra in the factories included in the present study.

5) It was found that the teaching staff has not been appointed by the factories as per the recommendations of the Third C.W.B.

6) The gratuity scheme is implemented in terms of the provision of the gratuity Act 1972 as amended from time to time. For the retiring and outgoing employee who has put in minimum five years of service in the organization, in all the seven factories.
7) The bonus is paid to workmen in all the seven factories in terms of the provision of the Bonus Act 1965 amended from time to time.

8) The VDA is paid to the workmen on the basis of All India price index (CPI) with conversion factor released by the labour bureau, in seven factories as prescribed by the wage Board.

9) The Retaining allowance is also paid to the seasonal workman for the off season period as per III C.W.B.

10) The house rent is charged by the factories for the housing accommodation provided to workman as determined by the III C.W.B.

TRADE UNION MOVEMENT:

19. The trade unions in the sugar factories, are local or factory level unions and they are named after the factory or taluka or district.

The factory level unions and even the Maharashtra State level unions do not have a separate funds for political purpose even though there is provision made in the constitution of the union.

20. The trade unions in Marathwada are pro-establishments and the workers of cooperative facto-
ries have found to be less union conscious and they are under the influence of management of the factory. The unions are not regular and serious in paying their affiliation fees to their state level bodies.

The monthly subscription fees towards unions from individual members is very nominal ranging between Rs. 1 to Rs. 3 only.

21. It is worth noting here that the management has given accommodation to the union offices in the factory premises on no rent basis even with furniture, office, electricity charges.

22. The tenure of executive bodies of the trade unions differ from factory to factory ranging from 1 to 5 years as per bi-laws.

23. The trade union leaders found to be more social conscious, cooperative and creative to the goals of management. They have the sense of responsibility.

24. The relations between labour and management are fair, harmonious. There are hardly any grievances.

25. Sugar industry is a seasonal industry. The crushing season starts from November - December to May
-- June. But this also varies from factory to factory, region to region and year to year. The crushing season of the factories selected for the study has ranged between 27 to 259 gross working days. The lowest season period in the year is 27 days. It means during this season the seasonal workers could get full salary of 27 days only. But for the off season period seasonal workers could be paid the retention allowance ranging from 15 to 50 percent of his basic pay + fixed allowance + VDA for the off season according to the categories of workers laid down by Third Central Wage Board. It means during the off-season period he will get the retention allowance less than what he used to get his regular salary. This will have direct and immediate adverse effect on his economic condition. Secondly during the off-season period he will go to his native in search of some other job and this will deviate him from his regular service life. These diversions and deviations will have adverse effect on his trade union activities.

The indifferent and unscientific attitude of management, to the problems of labour such as non-payment of salaries, non-payment of bonus, payment of retention allowance only after the season starts.
lack of promotion posts, lack of promotion incentives, and no way concern attitude in the name of paying capacity has directly or indirectly hampered and discouraged the trade union activities.

Family recruitment of labour here means the recruitment of employees mostly from the family members of the sugarcane grower and suppliers to the factory and area of operation to which the factory belongs. Not only this but the employees are not only employees but they are member-employees. This situation has neutralised the voice of labour even if there are difference of opinion between management and labour. In the name of social justice and justice to the area people of operation the union movement could not function with the true spirit.

**LABOUR PRODUCTIVITY MEASUREMENT IN SUGAR COOPERATIVES:**

26. Productivity measurement is significant in these days of competition, privatisation and globalisation particularly in the industrial spheres. Among the factors of production, labour being the live factor of production, productivity measurement has impetus. Labour productivity refers to its power to produce and indicates its efficiency. Therefore the government, employers and workers should join hands to
increase the productivity. The employer should try to create good human relations so as to obtain the full cooperation of workers. The trade unions should also participate in productivity programme. Therefore for improving the productivity of labour, the improvement of skill of workers and providing them incentives for their better performance is necessary.

Particularly sugar cooperatives in India unfortunately found reluctant in the measurement of productivity, because of the seasonal nature of the industry and its unsecured supply of raw material to the industry. The practice of productivity measurement in the factories for the study have been reviewed and found that there is no application of this device. The work managers, heads of manufacturing department and concerned management executives of the factories selected for the study appeared to be pessimistic on this issue. The difficulties experienced by the heads of departments in sugar factories have been set forth in connection with productivity measurement.

**Practical Difficulties in Measurement of Labour Productivity:**

01. The industry is basically seasonal in nature depending on natural whims resulting in no guarantee of sugarcane supply.
02. No guarantee of assured sugar cane supply results in lower production, lower season duration and lower recovery of sugar.

03. This is a cooperative sector and not private sector. Therefore maximization of profit cannot be the sole aim of the sector like private one.

04. In sugar cooperative manufacture of sugar is a collective job and not a job work.

05. Work culture is not developed in the industry.

06. Liberal recruitment policy preying the principles of scientific management in the name of social justice and justice to rural employment and area of operation in particular.

07. Overstaffing is found in sugar cooperatives.

08. Lack of professionalisation and management by results.

09. Problems of harvesting and transport workers causing the timely supply of cane to the factory.

10. Easy going tendency among workers and management resulting in lack of accountability and sense of responsibility.
11. Administration is functioning under the political pressure and influence.

**SUGGESTIONS:**

In view of the findings of the study, following are the honest, sincere and creative suggestions for the improvement of the conditions of labour and in turn the prosperity of the sugar industry.

01. NEED OF RECRUITING THE QUALIFIED STAFF

02. TRAINING TO OPERATING STAFF

03. TRAINING AND ORIENTATION TO MANAGEMENT PERSONNEL

04. LABOUR PARTICIPATION IN MANAGEMENT

05. A SPECIAL FUND OR MARGIN MONEY FOR DISBURSEMENT OF SALARIES

06. TO PERFORM THE JOB OF LEAD INDUSTRY

07. GOVERNMENT POLICY BE OBJECT ORIENTED

08. APPOINTMENT OF TRIPARTITE COMMITTEE

09. TAKE-OVER OF THE MANAGEMENTS BY GOVERNMENT AS FIRST AID MEASURE

10. DEVELOP THE SENSE OF RESPONSIBILITY AND SELF-DISCIPLINE AMONG WORKERS

11. BE MORE SCIENTIFIC AND DISCIPLINED IN APPROACH
12. QUICK REDRESSAL OF LABOUR GRIEVANCES
13. HIGH TIME TO PAY ATTENTION TO PRODUCTIVITY
14. PRIVATISATION OF SUGAR INDUSTRY SHOULD BE DISCOURAGED
15. AVOID DELAYS IN THE IMPLEMENTATIONS OF THE PROVISIONS/RECOMMENDATIONS
16. NEED OF INCREASING THE EQUITABLE NUMBER OF PROMOTION POST AND ADOPT TIME BOUND PROMOTION SCHEME
17. GROWTH AND DEVELOPMENT OF TRADE UNIONS BE TAKEN IN THE SPIRIT OF INDUSTRIAL DEMOCRACY
18. COLLECTIVE BARGAINING AS THE KEY TO PRODUCTIVITY AND PROSPERITY OF ALL
19. BOMBAY INDUSTRIAL RELATIONS ACT 1946
20. SPECIAL DRIVE FOR EXTENSION OF DURATION OF CRUSHING SEASON
21. ECONOMIC VIABILITY FOR THE ESTABLISHMENT OF NEW SUGAR FACTORIES
22. HUMAN RESOURCE DEVELOPMENT BE GIVEN SIGNIFICANCE ON THE LINES OF PRIVATE SECTOR
23. INTRODUCTION OF R & D DEPARTMENT
24. THE TRADE UNION MOVEMENT.

01. NEED OF RECRUITING THE QUALIFIED STAFF:

While making the recruitment of workers in the factory at its initial stage only, it must be done...
purely on the basis of qualification and aptitude of the candidate and not on the basis of the region or area of operation. Appointment of skilled and technical personnel should be made in such a way that only competent and qualified professionals are appointed.

02. **TRAINING TO OPERATING STAFF:**

It is necessary that the operating staff at the sugar factory are given theoretical and practical training of latest technology in their trades. Govt. of Maharashtra have started the diploma courses in sugar analysis and certificate courses such as pan boiling, juice-treatment, bailing house machinery and milling house practice in the polytechnic. However, the Sugar Industry has been very slow in taking advantage of the facility either by sponsoring a large number of candidates for training or by absorbing the trained personnel from the polytechnics.

03. **TRAINING AND ORIENTATION TO MANAGEMENT PERSONNEL:**

The very success of the cooperative Sugar factories depend upon the competence and calibre of the officers who are working at the managerial as well as technical level. The study indicates that almost all the units have registered net losses in the years. It shows that there is a need to have competent and efficient staff at managerial level. There is need of
training and development programs for these people. The successful working of these units can only be active if there is a systematic and continuous programme of training and development. But the available facility is not adequate. Therefore, cooperative sector should come forward and establish more centres to impart the professional training for their employees.

04. **LABOUR PARTICIPATION IN MANAGEMENT:**

The association of Labour in the affairs of management of factory should be encouraged on Large Scale. Through the representation of workers on the Board of directors and affairs of management the workers would come closer to the problems of the management and he would also share the gains or losses. While fixing the production targets for the year it must be done through the joint meeting and consultation of executives and labour.

05. **A SPECIAL FUND OR MARGIN MONEY FOR DISBURSEMENT OF SALARIES:**

To enable the management in making the regular payment of wages and salaries even in the year of season holidays and financial crises, the management of the factory should raise such a fund which would be exclusively utilized for the payment of salaries and
wages in financial crises. Even the bank authorities should also be given strict instructions as not to make any other payments from this fund other than salaries. There could be even watch of Govt. nominee also. Such fund is going to come to the rescue of the factory if properly executed.

06. **TO PERFORM THE JOB OF LEAD INDUSTRY**

    Now this is the high time that the cooperative sugar factories should perform a job of lead industry in their area of operation for the rural development. They should go for the bi-products based on pressmud, molasses and bagasse.

07. **GOVERNMENT POLICY BE OBJECT ORIENTED**:

    For the slow development and decline of the progress of the industry the politicised Govt. policy is responsible, and hence for the secured growth of the industry, Govt. should have generate steps and measures to protect the industry in regard to cane prices, their payments, prices to sugar, payments of salaries. The management should be honest in the fulfillment of the organizational goals. They should work in the spirit of devotion, cooperation and non-corruption. And to keep away from political interference.
08. **APPOINTMENT OF TRIPARTITE COMMITTEE:**

The Second Central Wage Board recommended that at the state level there should be tripartite machinery consisting of the representatives of labour, employers and the state government to lay down the broad principles that should govern the standardization of the muster rolls and Bipartite committee at a factory level to fix up the muster rolls.

A tripartite committee at the state level should be instituted by the appropriate authority for the settlement of prolonged demands of workers.

09. **TAKE-OVER OF THE MANagements BY GOVT. AS FIRST AID MEASURE**:

The Govt. should take-over the management of those sugar factories as temporary measure wherein the payments of wages & salaries are due more than last three months.

10. **DEVELOP THE SENSE OF RESPONSIBILITY AND SELF-DISCIPLINE AMONG WORKERS**:

The labour should be given perfect understanding of the sense of responsibility and discipline so as to keep his factory clean, avoid absenteeism, avoid wastages and increase the productivity. As the saying goes, "life grows great only when it is disciplined".
11. BE MORE SCIENCITIFIC AND DISCIPLINED IN APPROACH

Labour as well as management of the factory should be more scientific and disciplined in their approach in the organizational life. Their approach should be result oriented. If necessary such types of training may be arranged for the employees.

12. QUICK REDRESSAL OF LABOUR GRIEVANCES:

Whenever there are grievances of workers against the management or so of any kind, they should be instantly and in short period of time be resolved. Accumulation of them is dangerous to the healthy growth of organization. Because it may lead to labour unrest.

13. HIGH TIME TO PAY ATTENTION TO PRODUCTIVITY

In sugar industry it is observed that the management and the labour are least bothered about the industrial productivity. In these competitive days there has to be the linkage between inputs and output. Thus for the survival of the industry this is the high time to give priority to labour and capital productivity though this is the topic of dislike in the cooperative sector. Following suggestions are of immense value to that effect.

1) Technical training courses be organized for workers. Also the harvesting and transport workers be
given training because they also form important factor in the process. The trained and qualified staff be recruited. Also the professionalisation of management be given prominence.

ii) There should not be interference of top management in the actual working of manufacturing process and execution policies. Freedom should be given to executives.

iii) Local employment consideration should not hamper production management.

iv) Quality cane within at least 8 to 12 hours should be made available in the factory premises for better recovery percent.

v) Work culture should be developed among the employees and the application of principles of scientific management be given prominence.

14. **Privatisation of Sugar Industry should be discouraged.**

In view of the present critical situation of the sugar industry in Maharashtra and even the country there is section of people in the society they are for the privasation of the industry. But this is not
advisable and acceptable suggestion. As is accepted that cooperative movement in India must succeed.

15. **AVOID DELAYS IN THE IMPLEMENTATIONS OF THE PROVISIONS/RECOMMENDATIONS**:

The central wage boards for the sugar industry are appointed by the Government to work out the revision of wage and salary structure in the industry from time to time. And the recommendations of the boards are to be implemented with immediate effect. But it has been observed in the present study that the implementation of the recommendations by the factories is delayed.

In the same way the industrial and labour laws are exactly by the Government with the high aims and they are also to be implemented with immediate effect. But it seems that the implementations of the provision are also not welcomed in that spirit. The delays should be avoided.

16. **NEED OF INCREASING THE EQUITABLE NUMBER OF PROMOTION POST AND ADOPT TIME BOUND PROMOTION SCHEME**:

It is the cry from the factory workers that the existing promotion post in the factory are limited. Therefore the number of promotion posts should be increased in view of the number of workers working in
the section for the motivational purpose, also adopt the time bound promotion scheme introduced.

17. **GROWTH AND DEVELOPMENT OF TRADE UNIONS BE TAKEN IN THE SPIRIT OF INDUSTRIAL DEMOCRACY:**

There is a need of recognizing the existence of the trade union and its development from the bottom of the heart. The growth of the Trade Unions be taken in the spirit of cooperations and industrial democracy.

18. **COLLECTIVE BARGAINING AS THE KEY TO PRODUCTIVITY AND PROSPERITY OF ALL:**

The management and labour should follow the principle of collective bargaining for sloving their problems. Because good industrial relations are the key to productivity and prosperity of all. Management should accept as the basic requirement to take the cooperation of the unions.

19. **BOMBAY INDUSTRIAL RELATIONS ACT 1946:**

BIR Act 1946 be continued for it provides for one union for one industry. Because in absence of it there would be several unions in one factory and thus the bargaining power of workers union would get weakened and consequently the trade union movement.
20. **SPECIAL DRIVE FOR EXTENSION OF DURATION OF CRUSHING SEASON:**

By special drives and programmes on war footing, the irrigation factory should be increased on large scale and cane development schemes should be launched in such a way that it would never creep the shortage of sugarcane supply and thus any how expand the duration of the crushing season.

21. **ECONOMIC VIABILITY FOR THE ESTABLISHMENT OF NEW SUGAR FACTORIES:**

While granting the permission for establishment of new sugar factories in the region, the economic viability, irrigation facility, cane supply, means of transport should be priority more than the political aspect.

22. **HUMAN RESOURCE DEVELOPMENT BE GIVEN SIGNIFICANCE ON THE LINES OF PRIVATE SECTOR:**

HRD programmes should be undertaken in the sugar factories on the lines of the private sector in the country.

23. **INTRODUCTION OF R & D DEPARTMENT:**

It is also equally important to undertake the R & D work in different fields of sugar industry for the overall growth and development of sugar industry
on a long term basis. There is need to have research in the field of instrumentation, automation process control, fuel economy measures, proper utilisation of bi-products, etc. The sugar factories must consider the important aspect of research and development.

24. **THE TRADE UNION MOVEMENT**:

The Trade Union movement has to influence in the state so that the gains it has made out of its struggles are converted into legal rights. Therefore support of political party is a must. Because most of the trade unions are linked with political parties.