CHAPTER V

SUMMARY OF FINDINGS, SUGGESTIONS AND CONCLUSION

5.1. Introduction

Human resource is the most important factor of production. In fact, it is the only dynamic factor of production. For achieving the desired industrialization, efficient use of human resources is called for. Human factor of an industrial organization, particularly workers being directly associated with the production process, cannot be ignored and every possible effort will have to be made to increase their well being. Labour welfare promotes a sense of belonging among the workers, preventing them from resorting to unhealthy practices like absenteeism, labour unrest strike, etc. Welfare work improves the relations between employees and employers. It promotes a real change of heart and a change of outlook of the part of both the employers and employees. Organizations provide welfare facilities to their employees to keep their motivation levels high. Therefore, the welfare work is to be considered a joint responsibility of the employers, the State and the trade unions. They shall all work in harmony to raise the standard of living of workers.

The present study was conducted to examine the perception of the employees towards the labour welfare measures of the sugar mills in Tamil
Nadu. The research has been originally sparked off by research objectives in Chapter I which led to the hypotheses outlined about the perception of the employees towards labour welfare measures of the sugar mills. The methods followed are described in Chapter I. The reviews of previous studies are presented in Chapter II and a brief description of the labour welfare measures of the sugar mills in Tamil Nadu is discussed in Chapter III. In order to realize these objectives, research has been carried out and information has been gathered which includes biographical data. The association between demographic variables and level of satisfaction towards labour welfare measures and relationship between socio-economic profile of the respondents and their level of satisfaction towards statutory labour welfare measures, non-statutory labour welfare measures and social security measures various are discussed in Chapter IV. In this chapter, the main findings emerging from the study are summarized, the problems encountered are mentioned, recommendations are made and scope for the future studies is outlined.

5.2. Findings

1. Out of 444 respondents, 92.11 per cent are male and 7.89 per cent are female. The predominant age group of the respondents (30.20 per cent) in the sugar mills is 46-55 years. A good majority of the remaining respondents are dispersed in the age group 36-45 years and
upto 35 years. 16.66 per cent of the respondents are dispersed in the age group of above 55 years.

2. The predominant literacy group (24.10 per cent) of the respondents has H.Sc qualification. 23.64 per cent of the respondents have degree qualification. 21.39% and 20.74% of the respondents have studied Diploma/ITI and SSLC respectively. 10.13 per cent of the respondents have degree qualification.

3. Majority of the respondents (30.86%) draw a monthly salary in the range Rs.15001-25000, and 27.93% of the respondents draw Rs.25001-35000 as monthly salary. 18.24% and 22.97% of the respondents draw monthly salary in the range upto Rs.15000 and above Rs.35000 respectively. Besides, 83.33% are workmen, 7.88% are supervisors and 8.79% of the respondents are officers.

4. Out of 444 respondents, 25 per cent of the respondents have upto 10 years of service. 11 per cent and 27.25 per cent of the respondents have 11-15 years and 16-20 years of service respectively. 36.75 per cent of the respondents have above 20 years of service.

5. As regards sugar mill they belong to, 30.40% of the respondents are working in Perambalur Sugar Mills Limited, 36.27% are working in Chengalrayan Co-operative Sugar Mills Limited and 33.33% are
working in Sakthi Sugars Limited. 75.45 per cent are permanent employees and 24.55 per cent are seasonal employees.

6. 82.65 per cent of the respondents are married and 17.35 per cent are unmarried. 32.43 per cent of the respondents have 1 and 2 dependants, about 34 per cent have 3 to 4 dependants, 30.18 per cent have 5 to 6 dependants, and 3.39 per cent of the respondents have above 7 dependants.

7. 94.81% and 5.18% of the respondents are aware and partially aware respectively about the labour welfare measures in the select sugar mills in Tamil Nadu.

8. A significant association is found in the satisfaction level of the respondents belonging to different genders, age groups, education status groups, salary groups, length of experience, and sugar mill they belong to towards labour welfare measures of the select sugar mills. No significant association is found in the satisfaction level of the respondents belonging to cadres towards labour welfare measures of the select sugar mills.

9. Male respondents, respondents of the age group upto 35 years, respondents belonging to postgraduation and above qualification group, respondents drawing monthly salary upto Rs.15000, workmen, respondents with the length of service upto 10 year, and employees of
Sakthi Sugars are more satisfied with the labour welfare measures of the select sugar mills.

10. There is no significant relationship among the respondents belonging to different genders, age groups, educational status groups, monthly salary groups, cadres, varied tenure of experience, nature of employment, and sugar mills towards the statutory labour welfare measures.

11. Male respondents, respondents of the age group 46-55 years, respondents belonging to degree qualification group, respondents drawing monthly salary Rs.15001-25000, officers, respondents with the length of experience 11-20 years, permanent employees, and employees of Sakthi Sugars are more satisfied with the statutory labour welfare measures.

12. The consistency in the satisfaction level is high among female employees, employees belonging to 46-55 years, employees having degree qualification, employees drawing monthly salary Rs.15001-25000, workmen, employees having experience 11-20 years, permanent employees and employees of Sakthi Sugars towards the statutory labour welfare measures.

13. Respondents’ gender, age, educational status, monthly salary, length of experience and number of dependants have no significant effect on
their satisfaction towards statutory labour welfare measures in the select sugar mills in Tamil Nadu.

14. In regards to statutory labour welfare measures in the select sugar mills, majority of the respondents are satisfied (28.15%), followed by neither satisfied nor dissatisfied (27.92%) and highly dissatisfied (22.74%). 21.17% of the respondents are dissatisfied towards statutory labour welfare measures. The average satisfaction score reveals that the respondents have higher satisfaction level (2.73) with the rest and lunch room, followed by facilities for sitting (2.71). However, the respondents have low level of satisfaction (2.52) towards canteen in the select sugar mills in Tamil Nadu.

15. A significant relationship is found among the satisfaction levels of the respondents belonging to different genders and cadres towards the non-statutory labour welfare measures. There is no significant relationship in the satisfaction level of the respondents belonging to different age groups, educational status groups, monthly salary groups, varied tenures of experience, nature of employment, and sugar mills towards the non-statutory labour welfare measures.

16. Female respondents, respondents of the age group above 55 years, respondents belonging to postgraduation and above qualification group, respondents drawing monthly salary above Rs.35000, workmen,
respondents with the length of experience upto 10 years, seasonal employees, and employees of Perambalur Sugar Mills are more satisfied with the non-statutory labour welfare measures.

17. The consistency in the satisfaction level is high among female respondents, employees belonging to upto 35 years, employees having SSLC qualification, employees drawing monthly salary upto Rs.15000, workmen, employees having experience upto 10 years, seasonal employees and employees of Perambalur Sugar Mills towards the non-statutory labour welfare measures.

18. Genders, age, educational status, monthly salary, length of experience and number of dependants of the respondents have no significant effect on their satisfaction towards non-statutory labour welfare measures in Perambalur Sugar Mills.

19. Out of 444 respondents, majority of the respondents are neither satisfied nor dissatisfied (30.63%), followed by satisfied (26.35%) and highly dissatisfied (20.27%) towards non-statutory labour welfare measures in the select co-operative sugar mills. 3.37% and 19.36% of the respondents are highly satisfied and dissatisfied respectively with non-statutory labour welfare measures. The average satisfaction score reveals that the respondents have higher satisfaction level (2.73) with the rest and lunch room, followed by facilities for sitting (2.71).
However, the respondents have low level of satisfaction (2.52) towards canteen in the select sugar mills in Tamil Nadu.

20. There is no significant relationship in the satisfaction level of the respondents belonging to different genders, age groups, educational status groups, monthly salary groups, cadres, varied tenures of experience, nature of employment, and sugar mills towards the social security measures in Tamil Nadu.

21. Female respondents, respondents of the age group above 55 years, respondents belonging to postgraduation and above qualification group, respondents drawing monthly salary upto Rs.15000, workmen, respondents with the length of experience upto 10 years, seasonal employees, and employees of Perambalur Sugar Mills are more satisfied with the social security measures in Tamil Nadu.

22. The consistency in the satisfaction level is high among male respondents, employees belonging to 46-55 years, employees having SSLC qualification, employees drawing monthly salary Rs.15001-25000, officers, employees having experience upto 10 years, seasonal employees and employees of Sakthi Sugars towards the social security measures.

23. Respondents’ genders, educational status, monthly salary, length of experience and number of dependants have no significant effect on
their satisfaction towards social security measures in Perambalur Sugar Mills Limited. However, age of the respondents has significant effect at 5 per cent level of significance.

24. Respondents’ genders, age, educational status, monthly salary, length of experience and number of dependants have no significant effect on their satisfaction towards social security measures in Chengalrayan Co-operative Sugar Mills and Sakthi Sugar Limited.

25. Out of 444 respondents, majority of the respondents are neither satisfied nor dissatisfied (33.10%), followed closely by satisfied (24.55%) and highly dissatisfied (20.04%). 18.24% and 4.05% of the respondents are dissatisfied and highly satisfied respectively with social security measures. The mean satisfaction score reveals that the respondents have higher satisfaction level (2.89) with the pension, followed by groups insurance (2.73). However, the respondents have low level of satisfaction (2.69) towards workmen compensation/ESI benefits in the select sugar mills.

26. Multiple discriminant analysis applied resulted in two discriminant functions, of which the factors relating to impact of labour welfare measures predominantly contributed to the second function (HRM Measures) and the variables length of experience, educational status contributed to the first discriminant function (Socio-economic Profile).
The efficiency of these functions was tested using classification matrix which predicted 55% of the cases correctly. The MDA results further show that the government sugar mill differs more from co-operative and private in “Socio-economic Profile” factors. Government and private sugar mills differ in ‘HRM Measures’ of the employees from that of private sugar mill.

27. The correlation coefficient between the respondents’ perception towards the importance and satisfaction level on facilities for washing, facilities for storing, drying and clothing, canteen, medical facilities, rest and lunch room, role of labour welfare officer, transport facilities, facilities for training and education, loans and advances, leave travel allowance, sports and recreational facilities, dependant benefits and social security measures is not significant. However, there exists significant correlation coefficient between the respondents’ perception towards the importance and satisfaction level on protective cloth.

28. Out of 444 respondents, majority of the respondents (52.02%) indicate that labour welfare measures are less important, followed closely by important (47.52%), and not important (0.45%). The mean acceptance score reveals that the respondents assign most importance to canteen (2.74) followed by the facilities for training and education (2.60). The
respondents assign least importance to facilities for storing, drying and clothing (2.21) followed by transport facilities (2.38).

29. Majority of the respondents indicate that they strongly agree (33.55%) with the impact of labour welfare measures in the select sugar mills, followed closely by agree (33.10%) and neither agree nor disagree (17.56%). 14.86% and 0.90% of the respondents disagree and strongly disagree respectively with the impact of labour welfare measures. The average acceptance score reveals that respondents have a higher acceptance level (4.01) towards the role of labour welfare measures in improving job satisfaction of employees, followed by its role in improving HRD climate (3.97), and reducing employee absenteeism and turnover (3.92). On the other hand, the respondents have a lower acceptance level towards role of labour welfare measures in building team spirit (2.64), followed by its role in preventing social evils (2.68).

30. Ranging from 63.68 per cent to 67.11 per cent of the respondents have problems like poor quality of first aid appliances, inadequate facilities for training and education, lack of guidance and counseling, and lack of career advancement facilities. 71.62 per cent to 74.54 per cent of the respondents have problems such as inadequate social security measures, poor maintenance of rest and lunch room, poor standard of canteen, work stress, and inadequate sports and recreational facilities.
75% and 78.60% of the respondents have problems of inadequate benefits and inadequate incentives and bonus respectively.

31. Quality first aid appliances, facilities for training and education, adequate leave travel allowance, facilities for career advancement, guidance and counseling, maintenance of rest and lunch room, improving standard of canteen, adequate sports and recreational facilities, reasonable benefits for dependants, and adequate incentives and bonus are suggestions of the respondents to improve the standard of labour welfare measures in the sugar mills in Tamil Nadu.

5.3. Suggestions

From the foregoing analysis and findings, the following suggestions are given to improve the standard of labour welfare measures of the select sugar mills.

1. The respondents have stated that there exists poor quality of first aid appliances. The first aid boxes are not kept in proper place. It is suggested that considerable attention should be paid to have first aid appliances with quality drugs and necessary medicines. Safety Committees have been constituted in all sugar mills at present. Every department head and only one worker of each department is in the committee. Some workers can be added to the committee from every department. The Safety Committee of the sugar mills shall supervise
the equipment conditions and maintenance of first aid boxes periodically. The Safety Committee shall educate the employees about their responsibility during the hazardous situations. In order to render quality safety service, the members of the Safety Committee should undergo first aid training. There should be at least 2 trained workers in every shift.

2. Although training has received due attention in sugar mills, about 64.86% of the respondents state that there exists inadequate training facilities to employees. The line managers of the select sugar mills should formulate training modules and such modules should get the consent of the management for implementation. Since allocation of adequate funds is indispensable for successful conduct of training programmes, top priority should be given for budget allotment of funds. Further, the training system in the sugar mills should be geared to design innovative and highly specialized programmes as a measure to improve and provide skills, knowledge and expertise in the functional areas. Line managers of the sugar mills shall be deputed to attend training programmes, conferences, seminars, etc. conducted by various outside agencies to learn the new systems followed in their work areas.
3. It is paradoxical that in a country like India, where the rate of illiteracy is very high, employers have not taken adequate initiation to improve the educational standards of the employees. Education would provide quality labour force. It will also help them to acquire technology and adapt themselves in all their ways. It also enables the employees to acquire broader outlook of life on every criteria. Employees can be educated to manage the subordinates, and create friendly atmosphere, have self-esteem, reasoning skills, resource planning discrepancy analysis, basic etiquette, creative thinking, and computer knowledge, so that their personality level can be developed.

4. Provision of rest and lunch rooms helps to reduce fatigue. Rest rooms are provided so that workers may relax during their breaks for rest or meal. They can also wait in comfort till the time they start work particularly before or after late shifts. The respondents complain about the poor maintenance of rest and lunch rooms in the sugar mills. Therefore the select sugar mills shall take necessary efforts for the proper maintenance of rest rooms. These rest rooms should be whitewashed periodically. Moreover, newspapers, caroms, cards and chess shall be provided in the rest rooms. The windows must be wire messed to prevent diseases caused by mosquitoes.
5. At present, greater and increasing importance is attached to the provision of industrial canteen all over the world. The respondents have grievances against the canteens. It is therefore suggested that the Canteen Committees functioning in the select sugar mills should take necessary efforts in consultation with the management and recognized trade unions to improve the standard of foodstuffs. Further, arrangements shall be made to provide wide range of foodstuffs in the canteen. The quantity of foodstuffs supplied should be adequate and of good quality.

6. Recreation is a leisure time activity which is a healthy diversion and a spare time occupation. It refreshes an individual mentally, lessens the monotony and drudgery of his everyday work, and develops his personality on a wholesome basis. The physical, social, cultural and intellectual benefits which flow to an individual worker from a proper use of leisure are all the reasons why recreational facilities should be more abundantly provided. The respondents state that there exist inadequate recreational facilities in the select sugar mills. It is suggested that the sugar mills should voluntarily bear the cost of the purchase of sports materials, books, journals, computer games, etc. Competitions may also be conducted. They should also meet the maintenance expenses and day to day recurring costs. In addition, such
arrangements can be made in the recreational clubs to develop the creativity of the employees of the select sugar mills.

7. The workers of the sugar mills are poor and they cannot look after the welfare of their wards. 75 per cent of the respondents state that there exist inadequate dependant benefits. The respondents are expecting more benefits for their dependants. Therefore, the reasonable benefits could be extended to the dependants of the employees. Schooling facilities, scholarship, stipend, medical facilities, etc. should be provided to the wards of employees. Since management and the sugar mills don’t have knowledge in academic discipline, they can prefer any private entrepreneur to run a higher secondary school in the sugar mill campus for the betterment of the children of the workers. The construction cost and expenditure for the running of the proposed school may be borne by the concerned sugar mills. Further, the sugar mills shall provide necessary infrastructure facilities for the running of the school.

8. As far as respondents are concerned, there exist incentives and bonus in the select sugar mills. It is therefore suggested that the select sugar mills may try to give higher amount of incentives and bonus to their employees. However, within the structure, incentives and bonus may vary depending on the skill, nature and designation of employees.
9. There is no definite system of providing career development opportunities to the employees of the select sugar mills. Therefore, the top management of the select sugar mills shall have a meeting with the employees to discuss the ways and means to develop their skills and competence and the same can be discussed with the concerned departmental heads to formulate a consistent and realistic career development plans.

10. One of the most common myths of managing is that it is the manager’s job to motivate people. A common and widely doubted legend is that people are basically good, and they need to be managed with right mechanisms, better work environment, and job enrichment for better results. Therefore, it is suggested that the manager’s role in the select sugar mills is to create friendly conditions to encourage and motivate employees. Therefore, the departmental heads must identify the dynamic employees and their groups and appreciate them by giving suitable rewards, increment, special pay, family tour, extra leave, holiday home, get together with their family, appreciation letters, highlighting their good work amongst other employees on special occasions, etc.

11. In particular, the employees of the co-operative sugar mills enjoyed the customary benefits such as more leave facilities, more number of
uniforms, leave travel allowance, double pay for overtime work, concessional rate of electricity in quarters, etc. Now these benefits have been reduced. They have to be content with the original rates, which will demoralize the employees.

12. Work stress is an important barrier in the human resource development process. The respondents state that there is no stress audit and research in select sugar mills. Therefore, the select sugar mills can conduct regular health check up, health screening camp, yoga classes and meditation for employees for making them physically and mentally fit. Stress audit and research could be conducted with the employees working in commercial, engineering, operations, and medical departments which normally undertake emergency work such as bomb threat, high-jacking, sabotage, flight crash, etc.

5.4. Conclusion

For centuries, labour was not considered an important segment of society. The labour force in India had hardly any effective organization, and the philanthropists only advocated a humanitarian approach for providing the labour with better living and working conditions. With the advent of industrial revolution in India, the migration of rural population to the urban centres and the industrial belts caused socio-economic problems for thousands of persons having been uprooted from the rural moorings. The
industrial workers needed welfare services to be provided to them in their surroundings, so as to enable them to adapt themselves to the changed environments. The workers thereafter started considering the provisions of welfare amenities, either as a matter of right, or as an integral part of service conditions. In the present study, review of the labour welfare measures of the sugar mills has been made and the perception of the employees has been examined. Majority of the sample employees are dissatisfied against the labour welfare measures. The respondents have problems with the labour welfare measures and suggest measures like quality first aid appliances, facilities for training and education, adequate leave travel allowance, facilities for career advancement, adequate social security measures, maintenance of rest and lunch room, measures for control and reduction of stress, improving the standard of the canteen, adequate sports and recreational facilities, reasonable benefits for dependants, and adequate production incentives to improve the standard of labour welfare measures in the select sugar mills. If this study provokes the people concerned to take some positive measures in order to improve the standard of labour welfare measures, the researcher will feel amply rewarded.

5.5. Scope for Further Research

In the course of the literature survey and field study, it is found that there are vast potential areas for research on the various human resource
functions of the sugar mills. The general belief is that the failure of an industrial undertaking is essentially born out of mismanagement of the employees. Therefore, there is an urgent need to investigate this aspect, particularly the human side of the sugar mills. Further, studies can be made on collective bargaining process of the sugar mills. Similarly, the human resource development climate in sugar mills can also be studied. In addition, further study of the factors affecting the motivation of employees in sugar mills would also be undertaken as this would assist in the effective performance of employees. Similarly, an empirical work that looks into the quality of work life among the employees could be conducted in sugar mills. The above list is illustrative of the potential for further research in select sugar mills.