

CHAPTER VII

SUGGESTIONS

7.0. SUGGESTIONS

The sugar industry is one of the basic industries in India. Export of sugar is an important factor to earn foreign exchange. The co-operative sugar factories in India have tried to change the total outlook of village area. The colleges, schools, medical and engineering colleges, technical institutions are the sweet fruits of the efforts made by these village leaders through co-operative sugar factories. The sugar enquiry commission 1965 had rightly reported that 'the setting up of a co-operative sugar factory helps significantly in the economic and social betterment of the areas around it. Trucks, tractors and motor cycles indicate the developing activities of the areas around the co-operative sugar factories.' These sugar factories have helped to provide employment to the rural youths and have released the tension of rural unemployment.

In such an important industry labour force is very important factor, even in every type of Economy. Labour force is productive force, when it is on machine and this input of efforts results into output, which is a wealth of the nation as a whole.

If the sugar industry is to continue and to flourish then mere expansion of capital without securing the contended hands of the men that work at machines and the mean responsible

to harmonise between traditional capitalists and unified and awakened labour force. May there be improved machinery to produce speedy fine varieties but it is simple axiomatic that labour is also a different version of energy or work load of the machine. Justice, social and economic has often declared in weighty judgements that not only the workman and the family must be given the wage that could supply them to secure the minimum needs of human livelihood, but also reserve some valued moments of leisure in which he can pursue cultural activities.

The wage and salary administration has to meet these needs and necessities fairly and surely. The salaries and wages must not be lost in inflated prices. The policy of a real welfare Government is bound to implement in practice the directives of the constitution sooner or later, but this later must be 'sooner'. If a balance is not maintained there, then shocking strikes, lockouts or lay-offs, retrenchments, closures or chronic sickness materialises and the field of private sector gets narrowed as the circumstances of public sector engulf the inevitable.

As a student of this study the Researcher humbly place as a record of his findings that the Indian Economy needs a self controlled security of self on all hands, the industrialists and entrepreneur, the workers and the Union leader, the Government and the consumer.

In Kumbhi-Kasari Sahakari Sakhar Karkhana Ltd., Kuditre, 66 % of the total workers are getting wages below Rs. 1000. They preferred higher wages. 79 % of the workers are of the opinion that their wages and salaries are inadequate to meet the minimum basic needs. Majority of the workers preferred to other elements like job security, better working conditions, job recognition, more allowances, participation, more welfare facilities etc. So the Researcher strongly suggests that the wage rates should be standardised.

7.1. Man Power Planning :

Like any other managements, personnel management also needs planning. No systematic and scientific planning of manpower is done in this sugar factory. 25 % workers are having merely primary education or no education. 15 % of the workers are having technical education. So there should be training facilities, with the help of which workers can improve their productivity and smooth working capacity. It will also lead to reduce the number of accidents. There should be proper job evaluation, job specification and job description. Responsibilities of every worker should be laid down in writing. Otherwise many a times right man is not placed at right job.

7.2. Basic wages/salaries and Dearness Allowance :

Workers of this sugar factory are paid basic pay plus fixed dearness allowance plus variable dearness allowance. The basic wages are fixed by Shri Shankarrao Patil Committee and dearness allowance is paid according to the consumers price index.

But in these days of inflationary pressure, the wages of workers seem to be very low. It is observed from the interview of the Managing Director that it is beyond the capacity of the management of this sugar factory. So it is suggested here that the Government authorities should take immediate steps to revise the wage scales of the workers. It is the urgent need of the workers at lower level of management. The salaries of the Head of the Departments are unnecessarily high, on the other hand, the wages and salaries of the workers and employees, whose wages are fixed by Patil Committee are extremely low as compared with other industrial workers.

Dearness allowance is paid according to the consumers price index number declared by the Central Government and circulated through National Federation of Co-operative Sugar Factories Ltd., New Delhi. Due to inflationary pressure, the demand of Trade Union to change the elements which determines the cost of living index is proper and must be considered.

7.3. Housing Facilities :

Out of 1016 workers, 321 workers are provided with housing accommodation on factory site. The housing facilities are inadequate considering the large number of workers. The rate of rent is reasonable. But the workers should be paid house rent allowance. The water and sanitation facilities should be improved. Seasonal and contractor's workers should also be provided with housing facilities.

The management should provide a fixed amount of loan to build up houses to the workers through Kumbhi-Kasari Sakhar Kamgar Vividh Karyakari Sahakari Mandali Ltd., Kuditre at the subsidised rate of interest and at easy instalment. So it will become helpful to the workers to build their own houses.

7.4. Vehicle Allowance :

All the workers are not provided with housing facilities. Most of the workers i.e. 76 % workers come from 10 Kms distance. 91 % workers are coming either by bus, cycle or by auto-cycle. Some workers have to come at night time for night shift by cycle. In all other industries the workers are paid vehicle allowance to maintain and repair the vehicle. Sugar industrial workers are also in badly need of vehicle allowance.

7.5. Medical Allowance :

This sugar factory has a Medical Department and a trained and qualified medical officer is taking care of the health of the workers. Low priced medicines and free services are provided not only to the workers but for share holders also. But it is hereby suggested that the medicines should be provided free of charge to the workers so as to increase real wages of the workers.

7.6. Educational Facilities :

This sugar factory is not providing educational facilities to the workers and to their children. But extending support, co-operation and providing various facilities to the other Educational Institutions on the factory site. It is strongly suggested that the management should take immediate steps to avail of the facility of the Government, granting NO GRANT BASE colleges. Karkhana should start no grant technical college and medical college like all other sugar factories. It will help the sugar factory to achieve the trained and educated labour force, from the area around it.

7.7. Attendance Bonus :

Kumbhi-Kasari Sahakari Sakhar Karkhana Ltd., Kuditre is not providing attendance bonus to the workers, but to create interest in their works and reduce absentism, the sugar factory should provide attendance bonus as an incentive to the workers.

7.8. Canteen Facilities :

A good canteen should be provided in every industry. When the workers come to the canteen, they want to relax. They want to wipe out the strain of the work. This sugar factory has built a good and decent building for canteen. Two contractors run the canteens on contract basis. They have an agreement to provide the meal and other refreshing foods and drinks to the workers at subsidised rates. The sugar factory provides them low priced sugar every month.

Presently, the main problem in the canteen is of cleanliness and of quality of goods is not maintained. For this purpose, the rules should be framed and be observed strictly by the management. Low quality meals are provided to the workers. The workers should be provided with a good quality of meals at subsidised rates.

7.9. Rest Room Facilities :

The rest rooms are necessary in each and every department of the factory. The sugar factory should provide rest room facility for the workers in each and every department of the factory.

7.10. Workers Co-operative Credit Society :

It is observed by the Researcher from the interview and questionnaire that almost 90 % of the workers of this sugar factory have to borrow from somewhere. Majority of the workers i.e. 79 % borrow from Workers Co-operative Credit Society. It is observed that 798 workers have borrowed from this credit society. It shows that this society is the main source of borrowings of the workers. But the funds of this society are limited and falling short to meet the increasing credit needs of the workers. So the management of this sugar factory should consider to provide financial assistance to this Workers Co-operative Credit Society so as to make it able to meet all the credit needs of all the workers of the factory. Society should also start to accept the deposits from the workers as well as from public at the attractive rate of interest. It will help to stand on its own legs and to meet the credit needs of the workers. Adequate and simple method should be adopted

to give more loans to the workers. The society should also think to provide loans for housing to the workers at a subsidised rate of interest. It is suggested that the management of this sugar factory should take keen interest in the affairs of this Workers Co-operative Credit Society more and more.

7.11. Development of Habit of Savings and Thrift :

All the workers contribute to the 'Contributory Provident Fund Scheme', however, only 50 % workers contribute to Cumulative Time Deposit and Recurring Deposit Schemes sponsored by the Government. It is also noticed that only 59 % workers have covered their lives under Life Insurance Policy scheme. In other words, it can be said that 50 % workers are not contributing towards Cumulative Time Deposit and Recurring Deposit Schemes as well as towards Life Insurance Scheme. Out of 1016 workers, 50 % workers have opened their C.T.D. and R.D. Accounts in the Post Office under the Salary Saving Scheme. Out of 498 permanent workers, 473 workers have opened their C.T.D. and R.D. Accounts, but the seasonal workers are kept away from the benefit of this saving scheme. They must be brought under this scheme. Similarly 40 % of the workers have not covered their lives under Life Insurance Scheme. They must be given

impetus to cover the risk of their lives by bringing them under Life Insurance Scheme, as it will lead to develop the saving habit and secure their lives.

7.12. Other Allowances :

Except Dearness allowance and special allowance of Rs. 22.16 per employee/worker per month, no other allowance is paid to the workers in this sugar factory. The Researcher would like to suggest here that the Medical Allowance, Conveyance Allowance, Leave Travel Allowance, House Rent Allowance and Night Shift Allowance be paid to the workers so as to make the wage and salary administrative effective. These allowances will help to increase the total income of the workers and to reduce the dissatisfaction among the workers. Washing allowance is also suggested here in case of workers in Engineering and Manufacturing Departments, who are working with machines and chemicals.

7.13. Bonus :

The existing practice of bonus payment prevailing in the factory is reasonable and satisfactory. It should be continued in future. Only a demand of Attendance Bonus allowance be considered by the factory.

7.14. Incentives :

This sugar factory has failed to introduce satisfactory incentive scheme. Merely salary, bonus and job security are not adequate to the workers. The factory should consider to declare Awards every year by introducing a Best Worker Scheme. The delegation of authority should be considered by the management in order to decentralise of powers. Joint Council Scheme should be introduced. Management, Officers and Workers at every level should come together, at least once in a month to know each other and to reduce the misunderstandings. Suggestion box should be provided and good suggestions should be rewarded. In short, it is still necessary to induce the workers to work more and more with financial and/or non-financial incentives.

7.15. Participation in Management :

Only one representative of employee has taken on the Board of Directors. But he should be a member of the executive committee to make the participation in the real sense and fruitful. Joint committee system should be introduced, consisting of representatives of management, workers, officers and trade union. They should meet together after regular intervals.

7.16. Leave Facilities :

The existing practice should be continued. The demand of encashment of casual leave and sick leave may be considered by the management of the factory.

7.17. Retention Allowance :

The existing practice is satisfactory and should be continued.

7.18. General :

- i) The retirement age limit should be minimised upto 50 years, as it has been observed that many workers are unable to work on machine due to old age such as watchmen, drivers.
- ii) Adult Education classes should be conducted as a welfare facility to remove the illiteracy among the workers.
- iii) Detail job description programme should be implemented. Job evaluation should be done according to the job description.
- iv) Trade Union leaders should conduct not only military functions, but they should adopt

fraternity functions such as workers education, recreation facilities, training facilities etc.

- v) In case of accident free medical aid should be provided and special leave for rest must be sanctioned.
- vi) 79 % of the workers are of the opinion that their wages and salaries are inadequate. A detail wage survey should be carried out in the light of fair living or minimum wages.
- vii) The management should consider to have a scheme of workers education and child welfare with the assistance of outside agencies.
- viii) A Grievance Committee should be formed in the factory to solve the problems of workers.
- ix) Annually the system of merit rating and performance appraisal should be followed by the management for the proper placement and utilisation of the manpower planning.
- x) There must be improvement in the recruitment procedure that at the time of recruitment different steps in selection, procedure should be introduced

in the sugar factory, due to which the organisation can place right man on right job.

It is hereby seriously observed that the problems of Harvesting and Transport labour are serious and attempts should be made to go into the details regarding their demands.