

CHAPTER NO. V

OBSERVATIONS AND SUGGESTIONS

5.1 Observations.

5.2 Suggestions.

5.1 OBSERVATIONS

From the data presented and analysed in the preceding chapter, also on the bases of personal observations of the researcher through out his study following facts emerges :

- 5.1.1 As and when the management needed additional manpower to meet the requirements of the increased load of work sufficient number of persons were available. This fact proves the first part of our hypothesis number one to be true. However it was revealed in the course of the study that with the exception of highly skilled personnel all others were being employed through the weight exercised by the influential members of the organisation. This fact proves the validity of the second part of our hypothesis number one that method of recruitment and selection need enlightened thought.
- 5.1.2 There are quite a few cases of promotion of employees. These promotions were need on the bases of seniority only.
- 5.1.3 The posts which filled vacant due to promotions were filled up by appointing persons from outside. There appears to be absense of well thought out promotion policy of the organisation.

- 5.1.4 The organisation does transfer employees from one section to another or one department to another department the researcher did not find any resentment among those subjected to such transfers.
- 5.1.5 The organisation does not have any scheme of training and development of its employees. This again proves the validity of our hypothesis number three.
- 5.1.6 With the exceptions of the Managing Director and the Secretary all other employees draw their salaries and wages as per the wage and salary structure approved by the Wage and Salary Board of Cooperative sugar factories. This supports our hypothesis number three.
- 5.1.7 The researcher did not come across any case of accident either from the secondary data or in course of this ~~discussion~~ discussion with the employees. Thus it will not far from the truth to take hypothesis number four also to be true.
- 5.1.8 Out of the total employees of 655, 258 get employment for the whole year. But not all of them have been provided housing facilities near the Factory. Some of the employees attend to their duties from the distance of 11 to 20 k.m.

5.1.9 The organisation does not have any provision for education of the children of even those employees who have been provided with housing facilities.

5.1.10 The organisation depends upon contract labour for sugar cane cutting and loading.

5.2

SUGGESTIONS

In the light of observations made earlier we would like to make the following suggestions to the management.

- 5.2.1 Manpower planning for any working organisation necessarily covers procurement development compensation and maintenance of its employees. In case of this organisation there is no scientific scheme of recruitment and selection of the employees. The management is well advised to keep a file of applicants. Also the management should consider actively to introduce the policy of giving preference to at least one closest relative of its past employees as and when a post is to be filled up. Further all posts must be advertised through the notice board at the Factory and the local newspapers. In case of skilled and highly skilled employees the post may be advertised even in the National papers. Also Employment Exchanges may be notified of such vacancies.
- 5.2.2 Scientific selection procedure should be considered the must before any person is appointed.

- 5.2.3 A manpower-schedule should be prepared for a five year period and keeping in mind this schedule training and development scheme should be prepared so that all the higher posts are filled up through promotion of the employees working at the lower levels and only such vacancies which cannot be filled up through promotions should be opened for the aspirants for the jobs from outside.
- 5.2.4 A sound promotion policy based on merit-cum-seniority should be developed and made known to all the employees.
- 5.2.5 The organisation should chalked out a five year plan for the following:
- a) Increasing progressively the housing facilities to all the employees on the Annual Pay Roll.
 - b) To start a primary school for the children of resident employees.
 - c) To provide sports facilities to the employees and their children. To develop a well-equipped health-center.
- 5.2.6 The management should make provisions for the following:
- a) Interest free loan to all the employees coming from the distance of more than 3Kms. to purchase their own vehicles (bicycles/ mopeds).

b)To pay monthly allowance for the maintance of such vehicles.

c)To pay transport allowance for the employees attending their duties by coming from a distance of 10 Kms. or more by Bus.

5.2.7 The organisation is advised to considered development of a labour cooperative to mobilise workers for sugar cane cutting and leading.
