

CHAPTER - IV

FINDINGS, CONCLUSIONS AND SUGGESTIONS

The Researcher in person visited the " Rahuri Sahakari Sakhar Karkhana Limited " and the " Shetkari Sahakari Sakhar Karkhana Limited, Sangli" in January and February, 1991. The summary of findings, conclusions and suggestions is being given in this chapter.

In all 25 selected employees comprise the coverage for the study from each organisation the " Personnel " included the employees belonging to Supervisory as well as Managerial category.

From the collected data the Researcher found that in both the factories the managerial and supervisory respondents are educated and experienced. Educational level of the employees at Rahuri factory was found upto graduate and more level. While at Sangli factory the educational level is upto matriculation.

It is found that, in both the factories, the managerial and supervisory staff members are aware of Personnel Practices, managerial policies and routine methods, All the respondents were satisfied with the recruitment policy, promotion criteria etc. Though the working of co-operative sugar factory depends upon number of variables

including the political leadership in the area and region of the factory but the researcher observed that the working of the factories is smooth and normal. The productivity and profits are well and progressive. The Shetkari Sahakari Sakhar Karkhana Limited, Sangli obtained ' A Grade ' in the audit report from co-operative authorities. This may be called as a mirror image of sound industrial relations between the management and employee. For this purpose all the credit goes to the Board of Directors and Chairman for the accepted personnel policy in recruitment and selection viz. preference to local persons in employment, children of Ex-employee and children of share holders absorbed in the employment. In addition it is also observed that experience, seniority-cum-merit, additional educational qualification etc. had given preference in recruitment and promotion of the managerial and supervisory staff. The respondents are satisfied with the adopted policy for recruitment and selection and promotion by the Chairman and Board of Directors.

Both the sugar factories are well reputed in the Maharashtra State. So that the employees are proud of their employeeship.

It is found that the employees like the training before placement in the employment. There is no dispute

between employee and management in the Supervisory Cadre regarding the allotment of work.

The researcher traced that the basis of financial variables such as capital accumulated from cultivators, share holders, profits etc. are enough for stability and retention of employees. As both the co-operative sugar factories are aggressive, in full form, it can be concluded that the role of State Capital in forms of loan, deposits, licensing, direct and indirect control of the State through Directorate of Sugar is successful. The welfare facilities like housing is an attraction for the employees in retention of the employment. In addition, as per the statutory provisions like gratuity, provident fund etc. are common to all the sugar factories. So that it does not differ for the employee to work in any sugar factory. Therefore the person with high technical knowledge and experience, changes the job from one factory to other. Such person is in search of more salary for the same post.

The researcher found that the work of sugar factories is done under the guidance and control of Chairman and Board of Directors. They are governed by National Federation of co-operative sugar factories limited, New Delhi and Maharashtra Sahakari Sakhar Karkhana Sangh Limited, Bombay. As per the need training is given to the workers, supervisors

by the above institutions. Though the work and departments of the sugar factory are limited the transfer of the employee is rare. In the category of skilled workers it is not possible.

It is revealed that for more production in less expenses a qualified technical staff is essential. For this purpose well qualified and experienced engineers, technologists, supervisors and trained workers must be recruited. Both the factories have appointed such persons. This may be the one factor of successful running of the factories.

It is already stated that in both the sugar factories preference is given to children of share holders, children of ex-employees in recruitment. Thus the principle of personnel practices " Sons of the Soil " is made applicable by the factory management. In addition, the factory management also give preference to local candidates in recruitment, which helps to solve the problem of unemployment upto some extent. Thus it may be concluded that the traditional methods and procedure in British Management which are out dated today are replaced with Indian situation. But it is also observed that the recruitment is made keeping the political aspects, under the pressure of leaders, more persons are recruited than the actual need. Though it solve

the problem of unemployment it is injurious to the progress of the country and injurious to the principles of Indian economy. Therefore, it can be said that a country that puts preservation of Industry based jobs ahead of being internationally competitive will soon have neither production nor steady jobs. This is more, so because of the shift from labour intensive industries. The other factor is technological advances in manufacturing which replace manual labour by computerised machines, ultimately leading to computerised integrated manufacturing.

The managerial/supervisory personnel must be disciplined, highly qualified with modern technical education and thorough knowledged one.

With the development of co-operative sugar industry particularly in 1¹/₂ decade there are series of misnomer and misconceptions emerging as wrong nations. This could be indicated below a) Illiterate and ignorant people are capable of starting and running sugar industry b) The span of investment and the beginning of 1st season do not co-relate with the principles of economics. c) The technique of sugar manufacturing being the same and paraphernalia and machinery plant being probably identical the production process and personnel practices reflect on management of co-operative sugar industry. This is one of the crucial aspect which is adversed against the so called success or reputation of

co-operative sugar industry. The election in co-operative sugar factory being very sensitive process, crowded distortion of power groups and their manmissing brings external pressure and intervention in the affairs of co-operative sugar industry. Particularly during last decade all defects pertaining to electionering in Indian democracy are seen as mixed in the elections of co-operative sugar industry and new vested interest groups and circles are created occasionally. Some times it becomes a regular feature of a region.

The researcher had reported that the employment of the employee in co-operative sugar factory is always unsecured. The reason for this is, when the Chairman and Board of Directors are changed the previously appointed personnel were terminated from the service. Due to this policy of the management the employees have constrained to go to the labour court for their retainment in the service.

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S U G G E S T I O N S

1. The Co-operative sugar factory management must appoint competent hands with post graduate qualifications for future recruitment.
2. All the possible things should be done by the factory management for the retention of such competent and post-graduate personnel. Conducive atmosphere and non interfering of Board of Directors will achieve proportionate retention in the employment.
3. The Board of Directors elected to serve as members of factory management should avoid the political bias if the views of the management and those of employees differ.
4. Excess recruitment than the actual need which is against the principle of personnel management, is traced in both the sugar factories. Persons having not any experience or educational qualifications are recruited in the factory. This is due to considering the aspect of to be reelected in election of Board of Director and the promises given to such persons. There is large scope for improvement in such tendency of the members of the Board of Directors.
5. Instead of giving the work to contractor utilisation of the employees in the factory should be done. By this purpose the margin of the contractor should be avoided.

In addition, recruitment of casual labour through contract system needs to be curtailed.

6. During last 7-8 years due to changed political party politics the Board of Directors, members in the Board either get defeated or elected 2nd or 3rd time, this results and badly affects Personnel Management at the plant level and retrechment, in subordination or suspension are the results. If data on this aspects is collected at district level more light will be thrown away on undesirable Personnel Practices.
7. There is a need of recruitment commission at state level for co-operative sugar industries. All the recruitments for all cadre must be made by this recruitment commission. Which will avoid the excess recruitment than need. By this purpose security to the employees in sugar factory will be obtained. There will be scope for transfers from one sugar factory to ather.
8. The unnecessary expenses towards statues, gardens, and on meeting of Board of Directors be curtailed and this could be utilised in training within industry.
9. There is an urgent need to organise elementary and basic training for those who aspite to work on the Board of Directors. Such training be considered as a must and prior to election or immediately thereafter. At least graduate people be considered for nomination.

If this suggestion is not feasible then should be an introduction of some essential programme like refresher course after a member is elected on the Board for the first time.

10. All newly appointed employees given training at least two weeks before confirmation.
11. The welfare of seasonal workers should be considered. They should not be neglected because of seasonal work. For this purpose a proper policy should be designed.
12. Impartial treatment from the Directorate of Sugar, New Delhi must be given to sugar factories in Maharashtra.
13. As the requirement of sugar is made and production is less. So that the percentage of sugar in sugarcane should be increased. On this ground research must be done.
14. The workers within the factory should be trained time to time.
15. The cutting of sugarcane must be done within time and without prejudicious mind. The research for new technique of cutting of sugarcane more quickly should be done.
16. There should be a common legislature for all the co-operative sugar factories in India.