

CHAPTER - VI

FINDINGS AND SUGGESTIONS

6. 1. FINDINGS

6. 2. SUGGESTIONS.

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INTRODUCTION -

This chapter deals with certain observations that are made during the project training period and suggestions based on these observations.

The main object of writing this report is to study the problem of labour turnover in the sugar factory faced by the management, in an objective manner. After a detailed study of this factory it realised that the workers have got much importance in the industrial sector. This importance again increases in case of seasonal industries like sugar industry because most of the labour force is recruited from the rural part of the region where people have less sense of responsibility.

The following are the findings and suggestions regarding the concept of labour turnover. These conclusions are based on the collected data.

FINDINGS

1. PERSONAL DATA OF THE WORKERS

It is found that majority of workers i. e. 36% are from the age group of 25 to 30 year. 18% workers are from each group of 30 to 35 years. This shows that the labour turnover is higher in the enthusiastic and experienced workers.

All the workers are literate. 30% workers have completed their education up to the primary level, 52% workers have completed their education up to high school

level. 4% and 14% workers have completed their higher secondary education and education up to graduation respectively. This shows that the factory has recruited literate workers.

60% workers have completed their technical education (either diploma, or degree or I.T.I. or any other course) and 40% workers have not completed any technical education. It shows that the factory has given due weightage to the technical education. In the case of workers who have no technical education, their experience and skill has been taken into consideration. It is also found that the factory has not recruited a single worker from female sex. All workers are male.

All the workers are married. It means that all the workers are holding their family responsibility. Again it is clear that 86% workers have the status as the head of their family and only 14% workers are subordinate.

It is found that 42% workers have their native place at the distance of less than 100 kms. and 38% workers have their native place at the distance of 100 to 200 kms. It means most of the workers are not far away from their native places.

82% workers are residing in the quarters provided by the factory at concessional rent. Only 18% workers are coming from outside from a very short distance of less than 25 kms. It suggests that the management has provided housing accommodation to most of the workers and helped them to solve their residential problem. The workers living outside are doing so because of their own need and

not because of non-availability of the quarters. The workers living outside are using S.T. Bus, Motor-cycle, Scooter or bicycle as a mode of transport.

2. WORK EXPERIENCE-

It is found that All the workers are experienced workers. 78% workers have more than 20 years experience and only 22% workers have 10 to 20 years experience. NO worker has less than 10 years experience. It shows that in the sugar industry labour turnover is directly related to the experience.

The workers included in the labour turnover are worked in 2 to 6 factories. 60% of workers are worked in more than 4 factories.

3. PROFESSIONAL STATUS

It is found 94% of workers are blue collared and 6% are officers. No. of workers from white collar category are negligible. It means labour turnover is higher in the case of blue collared workers who have low education.

4. WORK - NATURE, TIMING AND OVERTIME

80% of workers are working on with machine and only 20% workers are not working with machine. It shows that labour turnover is also related to the nature of work and it is higher in the workers who work with machine.

82% of workers are working on shift basis and only 28% of workers are working in general shift. It shows that the workers working on shift basis frequently turn over.

All the workers have to work for 8 hours daily. But according to the necessity they have to work for more hours. Except the heads of the departments all workers get single pay or double pay or 'badli' 'off' according to the nature of work. It shows that though the overtime work is compulsory, they get compensation for it.

5. EARNINGS OF THE WORKERS

It is found that 64% workers get monthly total salary of Rs.2500 to Rs.4000 and 36% workers get monthly salary of more than Rs.4000. This shows that the majority of the workers earn much to maintain their standard of living in the rural area. Some of them earn much to maintain their high standard of living.

Besides the monthly salary, the factory has been paying bonus and ex-gratia annually based on the percentage of salary.

Thus, it is clear that the management is trying to give as much as possible.

84% workers have other sources of income such as agricultural land, Jobs of sons, interest on investments, etc. 16% of workers do not have other source of income. It means financial position of most of the workers is sound.

It is the human nature which never gets satisfied with the amount of money earned. Man always goes for more and more money. Therefore high amount of wages or salary causes labour turnover. Increased cost of goods and services, desire of living a high standard life, domestic problems, etc. also support this.

6. OPINIONS OF THE WORKERS REGARDING THE FACTORY AND MANAGEMENT

100% of Workers expressed their good opinion about the factory and management. All the workers expressed their good opinion regarding working conditions except toilet and cleanliness. Most of the workers (i.e.72) are not satisfied with the facility of toilet. Only 16% of workers expressed their bad opinion regarding cleanliness. It means working conditions are not directly related to the labour turnover in this factory.

Most of the workers are satisfied with the welfare facilities provided by the factory like drinking water, canteen, Medical facility, Co-operative consumer store and housing accommodation. It is observed that there is no proper provision of canteen. In respect of housing accommodation, some workers feel that the rooms are too small and there is no provision for study room. Some workers expressed that there is no Ambulance in the factory. But it is observed that and also supported by most of the workers that the management of the factory provides a vehicle free of charge as and when the workers need.

Most of the workers are not satisfied with the welfare facilities provided by the factory like library, recreational facility and educational facility. It is also observed that recreational facilities are only on paper and do not exist in practice. Library facility is in no way satisfactory. There is no separate librarian and reading

room. Reference books and Journals related to the sugar industry are not available in the library. All the educational facilities are available at the karkhana site except technical education and post graduate education. Thus, it is found that most of the welfare facilities are not properly provided by the factory.

7. OPINIONS OF THE WORKERS REGARDING POLICY DECISIONS OF THE ORGANISATION

It is found that all the workers are satisfied with the policy of allowing leave facilities to the workers. It is also observed that most of the workers enjoy the right of leave fully which reduces total rate of labour turnover to some extent.

46% of workers have an opportunity for promotion and 54% workers do not have such opportunity. Majority of the workers having opportunity for promotion expressed that the management will select them. Most of the workers having no opportunity for promotion also expressed that if there is a chance for promotion, they will get promotion. It means most of the workers are satisfied with the method of promotion.

76% workers expressed that they will not leave the factory even if they get a similar job elsewhere. Remaining 24% workers expressed that they will prefer to go if they get a job near to their native place. This shows the healthy relation between labour and management.

It is also found that 100% workers expressed

that there is no proper reward for better job and hence here is some scope for the management to chalk out and implement a good plan for rewarding the workers who perform their duty nicely.

It is found that 78% of workers are searching for better job. It may increase the rate of labour turnover in various sugar factories in the near future.

All the workers expressed that there is no particular method of training. It is observed that a worker learns to do the job by observation and by doing the same job. In few cases they are sent out to other sugar factories to acquire the knowledge of doing a specific job. It shows that there is a need of training facility.

Two workers are selected as nominees of workers in the board of directors. They can express their views and idea in the board meeting. It shows that the management gives due importance to the workers and also considers their views, opinions and ideas.

B. TRADE UNION

It is found that 92% workers are members of their trade union and only 8% workers are not members of their trade union. All the workers told that they had not lodged any complaint with their union. It shows the good relationship between the management and the labour and proper understanding of the problems of labour.

9. GENERAL - TREND OF LABOUR TURNOVER

As the recruitment is made mostly, in a lot, overall accession rate shows more fluctuation. The maximum overall separation rate is 3.66%. It shows that there is no high labour turnover.

Separation rate is higher in the period of season than that of in off season. It lies between 0 to 2.67%. The departments like engineering, chemical and distillery have more labour turnover. Some departments like labour welfare, guest house, cane account, irrigation have no separation. All other departments have very low turnover rate. It is found that clerical grades have low turnover rates but there is more turnover in the gradations based on technical or mechanical skill. It is also found that 'managerial' category has more labour turnover and work force under 'operative' category and supervisory category is continuously changing. There is more labour turnover in respect of permanent workers. Seasonal permanent workers show relatively lower labour turnover rate.

It is found that the resignations of workers had taken place in all the years from 1980-81 to 1994-95 except in the year 1988-89. During this period totally 129 workers left the service voluntarily. In this period 32 workers were dismissed because of long absence or for other reasons. In all 16 workers are died and only 7 workers are retired. This shows that there are mainly four causes of labour turnover, viz, resignation, dismissal, death and

retirement. Out of total separations 70.11% separations are due to voluntary quits. It means resignation is the main cause. The percentage of dismissed workers to total separation is 17.4% and the percentage of death is 8.7%. The percentage of retirement is very low i.e. 3.8%.

It is found that the average total strength of permanent and seasonal permanent workers was 733 and on an average 12 workers left the service each year. The rate of labour turnover is low but the point to be noted is that this turnover is mainly due to resignations.

SUGGESTIONS

In this topic an effort is made to make some suggestions based on the observations and personal interviews of the workers conducted during the period of inplant training.

1. WORKING CONDITIONS

It is necessary to improve working conditions by maintaining cleanliness, proper ventilation and light. This suggestion only relates to the factory section. Because there is always a chance for increased dirtiness. It is also necessary to increase the number of toilets and urinals. There should be continuous supply of water.

2. RECRUITMENT POLICY

The factory has established a well recruitment policy. Now it is necessary to maintain this standard of recruitment. The suggestion is that the liking about the job of the worker must be given due regard while recruiting manpower.

3. HOUSING ACCOMMODATION

The factory has provided housing accommodation to those employees who are coming from far distance. But the rooms are too small. The family members of the workers can not move freely. Therefore, while building new quarters it should be noted that the rooms should be large and there should be proper provision for study-room for children of the workers.

4. WELFARE FACILITIES

Most of the welfare facilities are not provided in a proper way. So it is necessary to pay attention towards the welfare facilities.

There is not even a single restaurant at the karkhana site. The management should make arrangement for the restaurant and hotel.

To some extent the medical facility is good. But the dispensary remains open only at the day time. There is only one doctor and his duty is only for 8 hours. The nearest hospitals are 30 kms. away from the factory. Therefore management should think over for establishing a hospital at karkhana site or purchasing an Ambulance Van.

The library room should be changed and it should be shifted in a big hall attached with reading room. Reference books. Journals and magazines regarding sugar industry should be made available.

It is necessary to build recreational hall separately. All the necessary instruments, equipments and

other sports material should be made available. It should be open to both the workers and their children.

Few years ago there was no educational facility but now educational facility is quite good. The management should think over to maintain, improve and develop this facility.

There is a necessity to extend the size of the consumer co-operative store. All the consumer goods should be made available at a fair price.

5. OVERTIME WORK

Some workers did not get any pay for overtime work, some workers get single pay and some workers get double pay. If all the workers get pay with additional rate, all will be ready for overtime willingly.

6. REWARD FOR EFFICIENCY

The management of the factory should prepare a plan for rewarding the better job. With the help of time and motion study standard work performance may be fixed up and if a worker does his duty very nicely he may be paid extra amount of money than his regular pay or he may be rewarded by other way.

7. FINANCIAL ASSISTANCE

The factory has fixed its own policy of giving financial assistance to the workers who get injured on duty. In case of the death of a worker this assistance is given to his family members. Now it has become necessary to increase the amount of financial assistance.

8. TRAINING

The management should make specific arrangement for training the new workers. The workers will get knowledge regarding the particular work from this training and at the same time they will know about the organization. It will increase love and affection among the workers about the factory.

9. DELAY IN DECISION MAKING

The management should take decision in time in respect of promotions, increments, financial assistance, transfer, providing amenities, etc. Delay in such decisions may create frustration in the minds of workers, or they will lose interest in the job or they will try to go elsewhere. The management will lose love and respect of the workers.

10. FEMALE WORKERS -

It is the national policy to give opportunity to women in employment. But in this factory there are no female workers except a nurse in the dispensary. It is known to all that female workers are more sincere than the male workers. Though it is not possible to appoint female workers in factory section the management can appoint female workers in clerical section.

11. SALARY OR WAGES AND BONUS-

Factory is making payment to the workers according to the Wage Board decisions and the resolutions of state government. But it is necessary to make payment in time and at fixed date of months. Besides, the factory

declares bonus and ex-gratia for Diwali. The payment of this bonus and ex-gratia should also be made before the festival. It will be better to make payment through bank instead of paying cash.

12. Last but not least, the management should try to keep a healthy atmosphere among the groups of workers and also treat them as human beings because the workers are the most important part of the organization.

INTERVIEW SCHEDULE

1. NAME OF THE STUDENT- KADAM NANDKUMAR LAXMAN
2. NAME OF THE RESEARCH GUIDE - Dr. KHANZODE V. V.
3. TITLE OF THE SUBJECT - A STUDY OF LABOUR
TURNOVER IN DAULAT SHETKARI
SAHAKARI SAKHAR KARHHANA
LTD. HALKARNI.
4. COURSE OF STUDY - M.PHIL.(COMMERCE)
-

1. IDENTIFICATION-

1. Name :
2. Address :
3. Native Place - 4. Age - - years
5. Sex - Male / Female 6. Post - -
7. Marital status -Married/Unmarried 8.Department -
9. Date of joining the service -
10. Distance of work place from your native place -
11. Distance of work place from your residence -
12. Status of your job - Permanent / Seasonal Permanent
13. Mode of conveyance - S.T.Bus/Motor Cycle/Cycle/By walk

2. EDUCATIONAL AND VOCATIONAL BACKGROUND

1. Educational Qualification -
2. Vocational Qualification -
3. Vocational Status - Blue collar / White Collar /Executive

3. EXPERIENCE -

Sr. No.	Name of factory	Department	Post	Experience in years
1.				
2.				
3.				
4.				
5.				
6.				
7.				

4. FAMILY BACKGROUND -

1 How many persons are there in your family ?

Adults - children-

2. How many of them are earning ? -

3. How many children are learning ? -

4. What is your status in your family ? - Head/Subordinate

5. Is your wife serving any where ? -

5. WORKING CONDITIONS-

1. Are you satisfied with the following working conditions in your factory ? -

a) Temperature - Yes/No b) Ventilation - Yes/No

c) height - Yes/No d) Sanitation - Yes/No

e) Furniture - Yes/No f) Space provided - Yes/No

g) Cleanliness - Yes/No h) Vehicle parking - Yes/No

2. Were you satisfied with the working conditions available in the Previous / Daulat factory ? - Yes/No.

3. If 'No' in what respect you were not satisfied ?

4. Are you working with machine - Yes/No

5. If 'Yes' is it in good condition - Yes/No

6. Can you get machines repaired immediately after a breakdown ? - Yes/No.

7. Do supervisors help you in problems relating to work ? - Yes/No.

8. Is your working period fixed ? - Yes/No

9. Are you working on shift basis ? - Yes/No

10. Are you satisfied with the timing of shifts and working period ? Yes/No.

11. If 'No' what is your suggestion ?

12. What was the position regarding the following in the previous /Daulat factory ?-

a) condition of machinery - Satisfactory / Unsatisfactory

b) Supervision and attitude of Supervisor - Satisfactory/Unsatisfactory.

c) Working period and timing of working period - Satisfactory/Unsatisfactory.

6. OVERTIME

1. How many hours are you required to work in a day ? -

2. Are you required to work overtime ? - Yes/No

3. If 'Yes' do you get pay for overtime work ? - Yes/No

4. Is the overtime work compulsory ? - Yes/No

5. What was the position in the previous/Daulat factory regarding the following -

a) Working period --- hours b) Overtime duty - Yes/No

c) Overtime pay - Yes/No d) Compulsion of overtime work-

Yes/No

7. WORK BEHAVIOUR AND WORK ATTITUDE-

1. Do you find your job interesting ?-Yes /No

2. Is there any reward for a better job ? - Yes /No

3. If 'Yes' have you got it ? - Yes/No
4. Do you feel secure at work place ? - Yes /No
5. Do you have good relator with your officers ? - Yes/No
6. Is there any chance for workers to participate in the management ?- Yes/No
7. If ' Yes ' have you participated ? -Yes /No OR do you hope to participate ?- Yes/No
8. What was the position regarding following in the previous /Daulat factory ?
 - a) Interesting job - Yes/No
 - b) Reward for better job-Yes/No
 - c) Security at work place -Yes/No
 - d) Good relation with officers - Yes/No
 - e) Chance for participation in the management - Yes/No.

8. INCOME

1. What is the total amount of wages or salary for this month ? Rs. _____
2. Are you satisfied with the present wages or salary?--Yes/No
3. If 'No' what do you expect ? Rs. _____.
4. Do you get bonus ? - Yes/No
5. It 'Yes' at what percent ?-
6. Are you satisfied with the amount of bonus ? -Yes/NO
7. Are you satisfied with the mode of payment ? Yes/No
8. If 'No' What are your suggestions?
9. What are other sources of income ?
10. In previous / Daulat factory -
 - a) what was the amount of wages or. salary ? Rs _____
 - b) what was the percentage of bonus ?

9. HOLIDAYS AND LEAVES-

1. Do you get all sanctioned holidays during your employment?
2. Do you get leave when you need ? Yes/No
3. How do you get wages for the work performed in the period of holiday? -at regular rate /at additional rate
4. Do you get compensating off for the work performed in the holiday ? - Yes/No
5. Did you get all sanctioned holidays and leaves in the previous / Daulat factory ? -Yes /No

10. WELFARE FACILITIES

1. Are the following facilities provided in your factory ?
 - a) Drinking Water - Yes/No
 - b) Canteen - Yes/No
 - c) Rest room - Yes /No
 - d) Medical facility - Yes/No
 - e) Library - Yes/No
 - f) recreational facility - Yes/No
 - g) Educational facility-Yes/No
 - h) Consumer co-op.store-Yes/No
 - i) Housing facility - Yes/No.
2. Were you provided all the facilities in the previous / Daulat factory ? - Yes/No
3. If 'No' what are the facilities not provided for ?
4. Is the housing facility satisfactory ?- Yes/No
5. If 'No' what are your suggestions?
6. Was the housing facility satisfactory in the previous/Daulat factory ? Yes/No
7. Is there any bank / Co-operative credit society/both at factory site ? - Yes/No
8. Other sources of loans -
9. Source of loans in the previous / Daulat factory - bank/

credit co-operative society /both/ _____

11. TRADE UNION-

1. Do you have your trade union ? Yes/No
2. Are you member of such union ? Yes/ No
3. Are you given a proper hearing when you file a grievance ? - Yes/ No.
4. Have you lodged any complaint with your union ? Yes/No
5. If 'Yes' which complaint have you lodged ?
6. Were you the member of trade union while you were working in the previous / Daulat factory ? - Yes/No

12. TRAINING FACILITIES AND PROMOTION POLICIES

1. Is there any training facility in the factory ?Yes/No
2. Are you trained for job in this factory ? Yes/No
3. Are you required to undego training at your cost ? Yes/No
4. Was there training facility in the previous / Daulat factory ? Yes/No
5. Do you think that the method of promotion is satisfactory?
Yes/No
6. If 'No' what are your suggestions ?
7. Was the method of promotion satisfactory in the previous/
Daulat factory ? Yes/No
8. Do you have an opportunity for promotion ? - Yes/No
9. Are you sure that the management will promote you? Yes/No

13. FUTURE-

1. Are you in search of a better job?- Yes/No
2. If you get a similar job elsewhere, will you leave this factory ? - Yes/No
3. Do you like to get transfered to other departments of

this factory ? Yes/No

4. If 'Yes' to which department do you wish to get transferred ?

5. State the reasons for transfer -

14. PERSONAL OPINION AND SUGGESTIONS

1. What is your opinion and what are your suggestions regarding your present service and organisation ?

2. What is your opinion and what are your suggestions regarding the previous / Daulat factory ?

Place

Date

Signature of employee

Thank you

Kadam Nandkumar Laxman.