
CHAPTER-VI

SUGGESTIONS

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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 villages leaders through co-operative sugar factories. The sugar enquiry commission 1965 had rightly reported that the setting up of Co-operative Sugar Factory helps significantly in the economic and social betterment of the area around it. Trucks, tractors are indicators of the developing activities of the areas around the co-operative sugar factories. These sugar factories have released the tension of rural unemployment.

In such an important industry labour force is very important factor; even in every type of economy. The 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.

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

to harmonise between traditional capitalists unified and awakened labour force. There may 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 movement of leisure in which he can pursue cultural activities.

A labour remuneration (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 the balance is not maintained there, shocking strikes, lock-outs or lay offs, retrenchments, closures or chronic, sickness, materialises and private sector gets narrowed as the circumstances of the public sector.

The student of this study the researcher humbly place as a record of his findings that the Indian economy needs a self controlled security of on all hands the industrialists and entrepreneur the workers and the union leader, the Government and the consumers.

In Warana Sahakari Sakhar Karkhana Ltd., Warananagar. The 50% of the total permanent workers are getting wages below Rs.2000. The preferred higher wages. 45% of workers are inadequate to meet the minimum basic needs. They are of the opinion that their wages and salaries. The majority of the workers preferred to other elements like job recognitions participation, job security, better working conditions, more allowances, more welfare facilities, more living facilities etc. So the researcher strongly suggested that the wages and salaries rates should be standard or standard wage rates.

VI.1) BASIC WAGES AND DEARNESS ALLOWANCES :

The workers of this sugar factory are paid basic pay plus fixed dearness allowance plus variable dearness allowances. The basic wages are fixed and dearness allowance is paid according to the consumers price index.

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 that here Govt. 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 unnecessary high on the other hand, the wages and salaries of the workers, whose wages are fixed by Committee are extremely low as compared with other factory of industrial workers and employees.

The dearness allowance is paid according to the Consumers price index number declared by the Central Govt. and circulated through National Federation of Co-operative Sugar Factories Ltd., New Delhi. Do the inflationary pressure, the demand of Trade Union to change the elements.

VI.2) ALLOWANCES OF VEHICLES :

All the workers are not provided with housing facilities. The most of workers i.e. 96% of workers come from 10 Kms. distance. 69% of the workers are coming either by bus, by cycle or by auto-cycle. Some workers have come to at night time for night shift by cycle. In all other industries the workers are paid vehicle allowance to maintain and repair the vehicle. So sugar industrial workers are also in badly need of the vehicle allowance.

VI.3) 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. The 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 and employees.

VI.4) RETENTION ALLOWANCE :

The existing practice is satisfactory and should be continued.

VI.5) OTHER ALLOWANCES :

Except Dearness allowance and special allowance for employee of workers 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, and night shift allowance be paid to the workers so as to make the wages and salary administrative effective. These allowances will be help to increase the total income of the workers and to reduce the dissatisfaction among the workers. The washing allowance is also suggested here in case of workers in engineering and manufacturing departments, who are working with machines and chemicals.

VI.6) EDUCATIONAL FACILITIES :

Under this sugar factory educational facilities are not provided to the workers and their childrens. 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. This Karkhana should start no grant technical college like all other sugar factories. It will help the sugar factory to achieve the trained and educated labour force, from they are around it.

VI.7) HOUSING FACILITIES :

40% of the 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 responsible, but the workers should be paid house rent allowance. The water and sanitation facilities should be improved.

The management should a fixed amount of loan to build up houses to the workers through Warana Sahakari Sakhar Karkhana Ltd., Warananagar at the subsidised rate of interest and at easy instalment. So it will become helpful to the workers to build their own houses.

VI.8) REST-ROOM FACILITIES :

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

VI.9) 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.

VI.10) ATTENDANCE BONUS :

Warana Sahakari Sakhar Karkhana Ltd., Waranagar is not providing attendance bonus to the workers but to create interest in their works and reduce absentism. The sugar factory should be provide attendance bonus as an incentive to the workers and employees.

VI.11) CANTEEN FACILITIES :

A good canteen should be provided in every factory. When the workers come to the Canteen they want to relax. They want to wipe out the strain of the work. This sugar factory was built a good and decent building for canteen. The Contractors 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.

The main problem is 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 of subsidised rates.

VI.12) WORKERS CO-OPERATIVE CREDIT SOCIETY :

It is observed by the researcher from the interview and questionnaire that almost 96% of the workers of this sugar factory have to borrow from some where majority of the workers i.e. 80% borrowed from workers co-operative society. It is observed that 80% workers have to borrowed from this society. It shows that this society is the main source of borrowing of the workers. But this society's funds 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 society. So

as to make it able to meet all the needs of all the workers of this factory. Society should also start to getting the deposits from workers as well as the public and share holders also at the attractive rate of interests. The society to meet the credit needs of the workers. The society should also think to provide loans for housing to the workers and at the rate of interest are subsidised. It is suggested that the management of this sugar factory should take interest in the affairs of this workers co-operative society more and more then.

VI.13) THE HABITS OF SAVINGS AND INVESTMENT AND THRIFT :

All the workers contribute to the contributory provident fund scheme, however 100% of the permanent workers contribute to cumulative time deposit and the recurring deposit schemes, sponsored by the Govt. Then the 67% of the workers have covered their lives under life insurance policy scheme. Out of 480 permanent workers 100% of the workers opened their C.T.D. and R.D. accounts in the Post-office under the salary saving scheme. Similarly 33% of 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.

VI.14) PARTICIPATION IN MANAGEMENT :

Only one representative of employees 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, Trade Union and workers, officers etc. They should meet together after regular intervals.

VI.15) BONUS :

The 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 this sugar factory.

VI.16) INCENTIVES :

This sugar factory has not introduce satisfactory incentive scheme. The salary, bonus and job security are not adequate to the workers. The sugar factory should be considered to declare awards every year by introducing a best workers scheme. The delegation of authority should be considered by the management in order to decent realise of powers. Joint Council scheme should be introduced; management, officers and workers at every level should come together, atleast once in a month to know each other and to reduce the misunderstandings. A 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.

VI.17) MANPOWER PLANNING OF W.S.S.K.Ltd., WARANANAGAR :

The any other managements, the personnel management also needs planning. Not systematic and scientific planning of manpower is done in this sugar factory. 15% of the workers are having merely primary education or no education, 62% of the workers are having secondary or higher secondary and college level (degree), 23% of 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. The responsibilities of every worker should be laid down in writing. In otherwise many a times right man is not placed at right job.

VI.18) GENERAL SUGGESTIONS :

The following are the general suggestions declare by me.

- a) The retirement age limit should be minimised upto 55 years as it has been observed that many workers are unable to work on machine due to old age, like drivers, watchman.
- b) Detail job description programme should be implemented. Job evaluation should be done according to the job description.

- c) In case of accident free medical aid should be provided and special leave for rest must be sanctioned.
- d) The more 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.
- e) Annually the system of merit rating and performance appraisal should be followed by the management for the proper placement of the manpower planning.
- f) A Grievance Committee should be formed in the factory to solve the problem of the workers.
- g) To recruitment and selection procedures should be introduced in the sugar factory, due to which the organisation can place right man on right job.