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Evaluating Labour Welfare Legislations and Statutory Measures Initiated by Perambalur Sugar Mills Ltd., Eraiyur, Perambalur District

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ABSTRACT

Effective and smooth industrial relation at all times reflecting that, there is an adequate level of labour welfare legislations and statutory members. To equip the level of labour welfare measures of any organisation, the management must be at least reasonably thing about the overall standard of living about the working populations. In fact the unions are representing the problems and demand of their members with the management. So there is bilateral table/negotiation it does always exist in case of good and smooth industrial atmosphere. The labour welfare legislations and statutory measures are weighing against of compulsory and non-compulsory, monetary and non-monetary benefits to the working populations. This article has recorded the views and opinion of the employees to the fore job satisfaction, salary, bonus, canteen facilities, working conditions, workload, recreational facilities, etc have been put under analyzing and finally the researcher has been received a mixed response over the selected issues.

KEYWORDS: Industry, legislation, employer-employee relations, welfare initiatives, job satisfaction

INTRODUCTION

The Industrial revolution, which took, place during the 18th & 19th centuries, had played a major role in the concept of industrial relations. The master-servant relationship in a concern was totally disturbed. In the later years acceleration in industrialization paved the way for a very complex and impersonal relations between the workers and employers. The workers were treated as a mere commodity that could be easily exchanged. The workers were treated in an ill-mannered fashion, poor salary, unduly long hours, unhealthy working conditions marked the life of the workers.

After the First World War a tremendous change took place in the industrial relations. The workers were retaliating to attain their demands, resulting in strikes and lockouts on both sides. The government did not take any necessary steps to solve the problems that arose. The Royal commission on Labour observed in 1921 "the attempt to deal with unrest must begin rather with creation of an atmosphere unfavourable to disputes than machinery for their settlement". In continuation of the above, it is felt that, Labour – management relations play a predominant role and take part as a vital function in the management of modern corporate administration. For every nation to achieve the normal rate of industrial progress, among other factors, the most important is the continuation of healthy labour- management relations. Healthy labour-management relations indicate "A situation when labour and management work mutually and pleasantly towards their socially desirable goals".

This condition enables them to achieve the desirable social welfare and for that reason increases the per capita income. A study of labour-management relations is noteworthy in the sense that without smooth, cordial, peaceful, and harmonious relations, an organization cannot function smoothly and effectively and contribute its mite to any productive activity. Smooth and cordial relations are essential for any organization if it is to survive for a long time and to achieve the corporate objectives. Labour welfare may be viewed as a total concept, as a social concept and as a relative concept. The total concept is desirable state of existence involving the physical, mental, moral and economical well being. These four elements together constitute welfare. The social concept of welfare implies the welfare of man, his family and his community. All these three aspects are interrelated and work together as a three- dimensional approach. The relative concept of welfare implies that welfare is relative in time and place. The relative concept of welfare implies that welfare is relative in time and place. It is a dynamic and flexible concept and hence its meaning and content differ from time to time, region to region, industry to industry and country to country, depending upon the value systems, level of satisfaction, and social customs, degree of industrialization and general standard of the social-economic development of the people.

Labour welfare implies the selling up of minimum desirable standards ad the provision of facilities like food, clothing, housing, medical assistance, education, insurance job security, recreation etc., Such facilities enable the workers and their families to lead a good work life, family life and social life. Labour welfare also operates to neutralize the harmful effects of large-scale industrialization and organization.

OBJECTIVE OF THE STUDY

To examine the adequacy of labour welfare Legislations, statutory measures, in the industry to make progress the industrial climate.

REVIEW OF LITERATURE

Survey and analysis of previous literatures are the two important parameters to draw out a better understanding and insights about the selected problem. The literatures are the yardstick and they are capable of guide the research work in proper direction and dimension.

Since this study is about Industrial Relations, it would be appropriate to define the concept of Human Relations. John F. Mee defines, "Human Relations is a medium through which both employees and the company mutually co-operate to achieve more production through high morale which after all is the economic purpose of all business and industries."

a. Taylor (1911) opined that the most important motivator of workers is salary and wages when he said that "non-incentive wage system encourages low productivity". He said that if employees receive the same wage irrespective of their individual contribution to the goal, they will work less and that employees think working at a higher rate means fewer employees may be needed which discourages employees to work more. All these analogies affect only the unskilled and "unmotivated" workers in Midvale Steel Company where Taylor worked as a manager.

Taylor worked as an engineer in the production unit. His principle does not apply to administrative and managerial duties where it may be difficult to measure individual performance. Gantt (1913) suggested that compensating 'hardworkers' will be better done through basic pay for all and bonuses for extra performance. The two methods treat workers as 'labourers' who toiled only for money and has been discouraged by modern managers. Modern managers recognise employees as part of a team and who are collectively responsible for the team's performance. The inadequacy of one must be covered by others though there is room for recognition of good works of individual team members, rewards and awards.

This research work's aim was to find out if it is possible to adequately compensate employees and how managers and team heads can motivate their employees with the scarce resources available to them.

Review of Literature

Some theorists and writers on motivation of employees concluded it is not possible to adequately motivate employees based on Maslow's

"Heirachy of Needs" and Frederick Herzberg's "theory of hygiene needs" or "two-factor theory" because these theories averred that human needs are 'insatiable'.

For example, Amabile and Kramer (2007) said "anyone in management knows that employees have their good days and their bad days and that, for the most part, the reasons for their ups and downs are unknown. Most managers shrug their shoulders at this fact of work life". Other writers on motivation and satisfying human needs include, Henry Mintzberg's "Ten Managerial Roles", Michael E. Porter's "Competitive Strategy", Chris Argyris's "Bureaucratic/Pyramidal Value System and Humanistic/Democratic Value System", Douglas McGregor's "Theory X and Theory Y", Rensis Likert's Management System and Styles", Elton Mayo's "Hawthorne Experiments", Fredrick Herzbergs' "Two Factor Motivation Hygiene Theory" and David McClelland's "Achievement Theory".

Abraham Maslow in his 1943 paper titled "A theory of Human Motivation", is an extension of human innate curiousity. Maslow devided human needs into five. Maslow said that human beings' first group of needs are physiological; the second needs are safety related; the third are love/belonging to the society; the fourth are esteem and the fifth are self-actualization.

The physiological needs are breathing, food, water, sex, sleep, homeostatis and excretion; safety needs include security of body, of employment, of resources, of morality, of the family, of health, of property; love/belonging to society, bieng in friendship (being in love and being loved), family, sexual intimacy; esteem needs are self-esteem, confidence, achievements, respect for others, respect by others; and self actualization include morality, creativity, spontaneity, problem solving, lack of prejudice, and acceptance of facts (Maslow, 1943).

The Hawthorne studies allegedly discovered the influence of human relations or social factors on workers motivation (Roethlisberger and Dickson, 2003). According to Porter (1997) and Mintzberg (1989) motivation is only a secondary link in the chain represented by management. According to them, both motivation and market evolution are evolving in a linked relationship.

This analogy is called the Contingency Theory. The contingency theory is a behaviorial theory that says that there is no one best way to manage a company, to lead an organisation or to make decisions. But the critical path analysis, the employees suggestion programs, SMART analysis, analytic heirarchy process etc, are decision making ways that have been proved to work better than others in their categories. The only way to manage an underfunded organisation is to provide "adequate fund" through injecting more fund or downsizing.

Herzberg (1959) said we have basic needs (hygiene needs) which, when not satisfied, cause us to be dissatisfied. Meeting these needs does not make us satisfied...it merely prevents us from becoming dissatisfied. 'Hygiene' is a medical word and an analogy of the necessity to do something that is essential, but which does contribute towards making a patient well (it only prevents infection).

These needs are also called maintenance needs. Herzberg said there is a seperate set of needs which, when resolved, do make us satisfied. These are called motivators (Herzberg, 1959). A manager does not need to provide all employees' needs before being a motivator. All he needs to do is to make an employee happy through identifying their state of mind while in office and talking over moody employees' problems.

Mintzberg (1989) said to be able to motivate employees different factors would have to be put in place as much as we have employees. If management could go to the extent of carrying out opinion survey on employees, they will be able to motivate all employees and it will affect production. Recently, a company in Glasgow carried out a survey on motivating employees in the period of economic crunch.

The question is: should the company sack some workers and increase salaries of retained workers? The other question is, should the company leave employees population at status quo and reduce salaries of employees across board? The employees voted for lower salaries and remaining as a family. They all believed the economic conditions 'will change'. If the organisation has assumed that increased salaries and wages will motivate "retained workers" and sacked less-productive workers, they would have been wrong.

Herzberg (1987) identified two main categories of motivational factors: contextual factors and descriptive factors. The first factors include salaries, working conditions, organisation strategy etc. The second factors include threats and opportunities, competences, achievements, sense of belonging etc. Herzberg (1959) discovered that the factors that lead to dissatisfaction are completely different from those that provide satisfaction. He discribed the positive factors "motivation factors". These met human needs in a unique way and include achievement, personal development, job satisfaction and recognition. Improving these factors can provide employees; job satisfaction. Herzberg (1959) concluded that organisations should ain to motivate employees through job satisfaction, rather than reward or pressure. Herzberg (1987) believes workers are not motivated by salaries and wages. But his study of 200 Pittsburgh Engineers and Accountants are based on middle-, and high-, cadre workers and cannot be generalised for low-cadre employees. Low-cadre employees see salary and wages as mtivating factors more than anything.

Levinson (1989) said "every manager must motivate and encourage employees somehow reconciling the individual needs with the goals of the organisation. All employees have aspirations and objectives which they want to achieve through their organisations. Responsible managers ought to help them to achieve their modest aspirations. Lewis-McClear and Taylor (1998) said that employee contract breach may act as demotivator and is related with employee's intention to quit an organisation.

Having clearly set-out objectives can motivate employees. Small business owners in UK have been informed that their staff do not know what their objectives are for next year and are not feeling motivated, according to a report by the Department for Business Innovation and Skills (BIS, 2009).The BIS report revealed that only 25% of staff have had objectives for 2010 clearly communicated to them and a further third do not even know if a vision for their business' future exists.

The report suggested this is having a negative effect on employee motivation levels, as only 27% feel positive about the year ahead. "If leaders don't explain where the business is going and what it's seeking to achieve, how can people be motivated or know what they're meant to contribute? Clear goals are a key ingredient for achieving performance and productivity" (MacLeod, 2009).

Motivation factors that are affective and effective in one employee or in a group of employees may not be affective or effective in others. This is an area where study, query and feedback will have to be carried out. For example, the issue of bonus as motivation factor in employees may spurn employees to be 'distrustful', 'self-centred', 'selfish' and 'individualistic' instead of working for the collective success of a team. The Parliament in UK is considering a Financial Services Bill that Gordon Brown says will wipe out the old bonus system where bank bosses collect bonus based on percentage of profit (BBC News, 2009).

Bonus can instigate good performance, but experience over the years show that some bank bosses only cover up, produced 'cosmeticized' Annual Report and push the bad days forward. In trying to get more bonus, they go into shaddy deals, They do not write off "Bad Debts" as place them under "Debtors" so that they can have bogus and inflated "Turnover" and "Profit after Tax". The liability is always inherited by their successors. If employees collect bonuses for exceeding expectation, they should also be fined for receding expectation.

For employees to be fully motivated, managers must be aware that human beings are different in the way they think, see, view, feel, do things and reason. Myer-Briggs model (1956) talked about human differences. This model is about personality types. Myer-Briggs identified four ways people differ from each other. These are: the way they think; the way they view; the way they feel/perceive and the way they see things (Myers, 1980).

To satisfy an individual you must know what he needs either by observation or through interviewing. Psychologist Eduard Spranger said there are six values in human beings which we all have in varying degrees. They are: theoretical (passion for knowledge), utilitarian (passion for money and what is useful), aesthetic (passion for beauty, balance, and harmony), social (passion for service to others), individualistic (passion for power and control), traditional (passion for finding the highest meaning in life). He said your top two values are what drive you and must be fulfilled for you to achieve happiness in life (Spranger, 1955).

Motivating employees begins with recognizing that to do their best work, people must be in an environment that meets their basic emotional drives to acquire, bond, comprehend, and defend (Nohria et al, 2008). According to Amabile (1998), "in today's knowledge economy, creativity is more important than ever. But many companies unwittingly employ managerial practices that kill it. How? By crushing their employees' intrinsic motivation, the strong internal desire to do something based on interests and passions. Managers don't kill creativity on purpose. Yet in the pursuit of productivity, efficiency, and control - all worthy business imperatives - they undermine creativity".

Mishra and McKendall (1993) suggested that employees suggestion programs (ESPs) should be used to involve employees in decision making and motivate them. "An ESP represents an opportunity to tap the intelligence and resourcefulness of an organization's employees, and by doing so, reap significant cost savings. Those companies and managers that have an ESP program uniformly list economic advantages first when describing the benefits of their employee suggestion programs" (Mishra and McKendall, 1993).

Employees motives and psyche have changed appreciably in production. All employees want is the opportunity from the management to prove their worth. Employees no more want to be "driven", but to be "moved", not to be "ordered", but to be "shown the way" and not to be "paid" but to be "compensated".

Methodology

Researches in social sciences, especially one involving employees will be best approach using both qualitaitive and quantitave approaches. This research method known as triangulation has been greatly exploited by other writers. Triangulation or mixed methods of research has advantage in that the data collected from a method complemented the ones collected using the other method. By doing this, comprehensive opinions of people can be extrapolated and analysed by the researcher.

Survey research and employees' interview were carried out by the researcher on a manufacturing company in East Kilbride, Glasow, Scotland, United Kingdom. 30 Questionnaires containing basic factors about motivation were asked while 10 employees were interviewed based on structured interview method. The results were interesting after participants have been assured of their annonimity and freedom of retirement from the research at their own peril.

The data collected were analysed using descriptive statistics and content analysis. According to Patton (2002) "validity in quantitative research depends on careful instrument construction to ensure that the instrument measures what it is suppose to measure. The questionnaires were shared in equal number of ten to higher, middle and lowewr levels so as to have an unbiased opinions.

The integrity of any research, especially one involving employees, not only depends on its analytical rigour, but also on ethical adequacy. The ethics of research bodering on voluntary participation, purpose of research, anonimity of respondents, data protection, and opportunity to read research report were assured the participants.

Data Analysis

Analysis of the survey data showed 90% (27 respondents out of 30) opined that "empathy from the managers" will motivate them. 86.67% or 26 respondents said that "welfare packages like accommodation, organisation transport system, medical facilities, scholarship for students and pension scheme" will motivate them. 83.33% (25 respondents) said that "fairness to all employees by the managers" and "freedom to use own initiative" will motivate them. 76.67% (23 respondents) said that conducive and neat working environment will motivate them more than any motivating factor, while 73.33% said "managers leading by example" will motivate them.

20 respondents (66.67%) said that "opportunity to train and develop your potentials" will motivate them and 17 respondents (56.67) said their motivation can only come from "regular increment in wages and salaries". "Sense of belonging in the organisation" will motivate 16 respondents (53.33%), while "effective communication of latest development" was supported as a motivating factor by 16 respondents (53.33%). The employees that will be motivated by conflict" management system were 50% (15) and those that will be motivated by reward and award were 43,33% (13).

15 out of 20 respondents (75%) in the lower and middle levels of employment supported "regular increment in salary" as against 2 out of 10 respondents in the higher cadre. All employees in the lower and middle leves (100%) and 7 from the higher level chosed "empathy from the manager as the highest motivating factor. 9 respondents from the lower and middle levels each and 8 from the higher level said "welfare packages like accommodation, organisation transport system, medical facilities, scholarship for students and pension scheme" will motivate them.

Research Findings

Managers can successfully motivate their employees through empathy, leading by example, management by objectives (MBO), fairness to all, rewards, awards and recognition for long-service and good work, opportunity for employees' training and development, periodical promotion and increase in take-home pay, welfare package like employees' children scholarship, free medical services for employees and their families, recognition of birthdays of employees, the creation of a sense of belonging among all employees, regular feedback from employees, effective communication in the project environment and assurance of employees future within and without the organisation, providing a conducive and attractive working environment for the employees, and instituting conflict resolution management.

Nothing motivates better than working in a cohesive team and being seen as part of a success story. Workers are motivated when they are getting results, otherwise, they feel depressed and weak. Other motivating factors are secondary. Managers should be aware that their job is to plan, organise, control, supervise and direct a motivated employees to achieve objectives.

Conclusion/Recommendations

A manager can adeqautely motivate his or her employees. He or she should, through methods like psychometric test and physical observation of the employees, inquire about an employee's needs to know the type of motivators that can spurn the employees to get the best from him or her. Motivation to some people means a 'fat salary', to others, motivation means working in a neat and hygienic environment, while to some employees motivation is having sense of belonging and having opportunity to train and develop a career.

Salaries and wages are not the only motivators that can improve productivity. In a multi-national company in Nigeria, the human resources department found out that by introducing a 'cold water tap' and a 'colour television' in the junior staff waiting room, production increased by more than fifteen percent within a year. The workers derived a sense of belonging in the organisation and worked harder. The two motivators could not have affected every employee as their motivators are different in the company. Some employees would have preferred to monetised the benefits. But the results cut across all employees as their total production increased.

Award and recognition and not salary, overtime and wages have helped organisations to motivate some employees. Managers should practice leadership by being close to all emplyees to know what will motivate them. An employee with large family size and huge bills to settle every month will probably prefer money as motivation than an employee with small family size. In some cases, the promise of accommodation, paid holidays, company car and company health facilities have been used to inspire employees. Managers should identify individual employee's common motivators and prioritise the motivators, by needs of the employees, before they can successfully motivate their employees at work.

Employees that are familiar with the objectives of their organisation are more motivated than employees who have promise of higher pay. Organisations should have corporate culture", build teams and not encourage any scheme that recognises individual team members as the champion of a team. Review of wokers should be done before they start work at all where the minimum performance required of them will be exposed in a clear and writen form. Performance measurement of employees should not be shrouded in mystery.

If a bonus has to be paid to motivate an employee to exceed performance, it has to be for performing a measurable and obvious task. Organisations should recognise that there are external factors beyond the control of employees like politics of the area they operate, economic

issues like interest rate, inflation, deflation, currency exchange rate etc, social issues like immigration, language barrier, culture etc, techology change, laws and legal issues, demography, climatology, societal risks etc and health and safety issues, whic can affect the performance of employees.

In a case where bonuses are paid for officers who receive salary and wages to perform a given job, the bonuses should be motivatinonal, an instigator of innovation and good work and not as a tradition. Employee receiving the bonus should be able to show that the exceptional performance was as a result of his action and nothing else. Workers should not be seen as 'greedy' by employers when drafting contract agreement. They should not be treated as miserable and as if it is only money they work for. Workers should be made to feel proud about a business as a "going-concern" and not to milk it dry. The exposition of the obvious - that a company which was in debt will go extinct if something was not done has motivated a company's workers to perform brilliantly without additional remuneration, turned around the fortune of the company and thereby saved their company and their jobs.

According to Sec. 2 (m) of the Workmen's compensation Act 1923, "wages for leave period, holiday pay, overtime pay, bonus, attendance bonus, and good conduct bonus" form part of wages.

Culpepper. W.L. (2009) found that, implementing a pay for performance system has been shown to resolve organizational problems because it aligns the preferences of firms and employees. In addition, creating a pay for performance system serves as a sorting mechanism to identify and attract the most capable employees. This type of system has shown that individual pay incentives significantly improve productivity.

Nohria. N. et al (2008) opined that, Motivating employees begins with recognizing that to do their best work, people must be in an environment that meets their basic emotional drives to acquire, bond, comprehend, and defend.

Gomez-Mejia. L.R. et al (2001) stated that, companies with strong employee relations initiatives will benefit because their workforce is highly motivated to expend their best efforts it involves providing fair and consistent treatment to all employees so that they will be committed to the organization. Thus, good employee relations help in developing satisfied, committed and productive work force that lead towards overall effectiveness of an organisation.

METHODOLOGY

A study of labour management relations is significant in the sense that without smooth, cordial, peaceful and harmonious labour management relations an organization, cannot function effectively and cannot contribute its mite to the welfare of its workers and the progress of the nation.

A good industrial climate is essential for the expansion of industry. It has been increasingly realized that the industrial system has brought about numerous complexities. Higher living standards encourage demand for luxuries and services.

SAMPLING METHOD

Methodology is aimed to bring out the sequences followed in research and manners of carrying out the survey and compilation of data. Random sampling techniques were employed in this article bring together the data from various employees belonging to several departments. Data have been collected from primary and secondary sources.

TOOL USED

Simple Percentage analysis is used in this article to analyse the collected data.

LIMITATIONS OF THE STUDY

The study attempts to examine and assess the labour legislation and statutory measures in Eraiyur sugar Industry Limited, Perambalur. The scope is limited to a study of 200 employees chosen at random. It can be considered as a case study, since it takes into account Eraiyur Sugar Industry only. Hence, the result cannot manifest problems pertaining to the whole lot of labour. Most of the information has been collected from primary and secondary sources.

There might be personal bias in the information and in the opinion of the employees. During the interview, some employees hesitated to express their feelings and opinions. This limits the validity of the facts discussed here.

RESULTS AND DISCUSSION

• WAGE AND SALARY

The wage and salary structure in Perambalur Sugar Mills Limited follows the norms and recommendations of the Board of Government Undertaking Enterprises constituted by the Government of India. The wages of the employees are subject to revision in specified periods.

TABLE-I
SALARY POSITION

Salary	Workers Respondents		Managerial Personnel Respondents	
	Numbers	Percentage	Numbers	Percentage
Up to 4000	30	20	---	---
4001 – 6000	89	59	27	54
6001 – 8000	31	21	16	32
8000 and above	---	---	7	14

Source: Primary data

In regard to salary 20 percent of the worker-respondents get up to Rs. 4000. 59 percent between Rs. 4001 Rs. 6000 and the rest more than Rs. 6000 per month/ 54 per cent of the managerial personnel-respondent get up Rs. 6000, 32 percent get in between Rs. 6000 and Rs. 8000 and 14 percent more than Rs. 8000.

TABLE-II
OPINION ABOUT SALARY

Sl. No	Opinion	No of Respondents	%	Managerial Personnel Respondents	%
1	Satisfied	97	64.67	37	74
2	Dissatisfied	53	35.33	13	26
Total		150	100	50	100

Source: Primary data

The above table clearly indicates that the 64.67 per cent of the worker respondents are satisfied with their salary, while the rest are dissatisfied. 74 per cent of the managerial personnel-respondents are satisfied and 26 percent dissatisfied with their salary.

TABLE-III
REASONS FOR JOB SATISFACTION

Sl. No	Reasons	Worker Respondents	%	Managerial Personnel Respondents	%
1.	Good Pay	10	9.50	10	25.00
2. Security		9	8.57	15	37.50
3.	Good superiority and Relationship	13	12.39	5	12.50
4.	Conductive to Workers	4	3.81	1	2.50
5.	Suitable working hours	54	51.43	2	5.00
6.	Chance to contribute	15	14.28	7	17.50
Total		105	100.00	40	100.00

Source: Primary data

The above Table clearly indicates that 9.52 percent of the worker-respondents feel that there is good pay, 8.57 percent feel there is good job security, 12.39 percent have good supervisory relationship, 3.81 percent think that the atmosphere is conductive to work, 51.43 percent express the opinion that the existing working hours are suitable and14.28 percent feel that there are more chances to contribute their ideas 25 percent of the managerial staff respondents feel that there is good pay, 37.50 percent have good job security, 12.5 percent have good supervisory relationship, 2.5 percent feel that the atmosphere is conducive to work, 5 percent express the opinion that the working hours are suitable and 17.50 percent feel that there are chances to contribute their ideas. a majority of the respondents are satisfied with their jo

TABLE-IV
REASONS FOR JOB DISSFACTION

Sl. No	Reasons	No. of Worker-Respondents	%	No of Managerial Personnel Respondents	%
1	No equitable relations between effort and reward	16	35.56	7	70.00
2	No social prestige attached to the job	21	46.67	1	10.00
3	No promising prospects	8	17.77	2	20.00
Total		45	100.00	10	100.00

Source: Primary data

The above table clearly reveals that 35.56 per cent feel that there is no equitable relation between effort and reward. 46.67 per cent feel that there is no social prestige attached to the job. 17.77 per cent feel that there are no promising prospects in the sugar industry.

The above table clearly reveals that 70 percent of the managerial staff respondents feel that there is no equitable relationship between effort and reward. 10 percent feel that there is not social prestige attached to the job. 20 percent feel that there is no promise in the sugar industry.

WORKING CONDITIONS
As far as the researcher could understand from his visits to the mills, there obtain normal working conditions, of course, with a lot of engine noise, dust, heat which are naturally attendant on any industry.

TABLE-V
WORKING CONDITIONS-WORKER RESPONDENTS

Opinion	Up to 35 Young age	%	36 to 50 Middle age	%	51 and above	%
Good	28	62.22	42	71.19	18	39.13
Fair	10	22.22	11	18.64	15	32.16
Poor	7	15.56	6	10.17	13	28.26
Total 45		100.00	59	100.00	46	100.00

Source: Primary data.

The above table clearly gives the attitude of the workers to their working conditions out of 45 worker-respondents 62.22 per cent of the young age group feel that there do exist good working conditions 22.2 per cent that their working conditions are fair and the remaining 15.56 per cent feel that the working conditions are poor. In the Middle-age group out of 59 respondents 71.19 per cent feel that there exist good working conditions, 18.64 per cent feel that the working conditions are fair and the remaining 10.17 per cent feel that the working conditions are poor. In the old-age group out of 46 respondents 39.13 per cent feel that there are existing good working conditions, 32.61 per cent feel that the working conditions are fair and the remaining 28.26 per cent feel that the working conditions are poor.

TABLE-VI
WORKING CONDITIONS-MANAGERIAL PERSONNEL RESPONDENTS

Opinion	Up to 35 Young age	%	36 to 50 Middle age	%	51 and above	%
Good	7	70.00	28	82.35	4	66.67
Fair	2	20.00	5	14.71	1	16.67
Poor	1	10.00	1	2.94	1	16.66
Total	10	100.00	34	100.00	6	100.00

Source: Primary data.

The above table clearly gives the attitudes of the managerial personnel of the working conditions. In the young age group out of 10 managerial personnel-respondents 70 per cent of the respondents feel there are good working conditions, 20 per cent feel that their working conditions are fair and the remaining 10 per cent feel that the working conditions are poor. In the Middle-age group out of 34 respondents 82.35 per cent feel that there do exist good working conditions, 14.71 per cent feel that the working conditions are fair and the remaining 2.94 per cent of the respondents feel that the working conditions are poor. In the old-age group out of 6 respondents 66.67 per cent feel that there exist good working conditions, 16.67 per cent feel that the working conditions are fair and the remaining 16.66 per cent feel that the working conditions are poor.

The researcher visited the mill to find out the sports facilities provided by the mill. There are a football ground, and courts for volleyball, badminton, basket ball and tennis.

PRESENT WORK LOAD
To achieve the organizational goals good working conditions and reasonable workload are very important. Heavy workload reduces the levels of production and directly affects the workers' interests. So, the management should take care not to overburden employees. The mill works in 3 shifts, of 8 hours each. These are plants-crushers, boilers and colour converting. In addition there are unloading and loading yards.

TABLE-VII
PRESENT WORK LOAD-WORKER RESPONDENTS

Opinion	Up to 35	%	36 to 50	%	51 and above	%
Heavy	5	11.11	7	11.86	2	4.35
Normal	30	66.67	38	64.41	40	86.96
Light	10	22.22	14	23.73	4	8.69
Total	45	100.00	59	100.00	46	100.00

Source: Primary data.

TABLE-VIII
PRESENT WORK LOAD-MANAGERIAL PERSONNEL-RESPONDENTS

Opinion	Young Age up to 35	%	Middle age 36 to 50	%	Old age 51 and above	%
Heavy	2	20.00	5	14.71	1	16.66
Normal	7	70.00	26	76.47	4	66.67
Light	1	10.00	3	8.82	1	16.67
Total	10	100.00	34	100.00	6	100.00

Source: Primary data

This above table clearly reveals that of the young age group 20 percent of the respondent feel that the workload position is heavy 70 percent feel normal and 22.22 percent feel light. In the middle age group 14.71 percent of the respondent feel that the present workload is heavy, 76.47 percent feel normal and 23.73 percent feel that the workload position is light. In the old-age group 16.66 percent feel that the present workload is heavy, 66.67 percent feel normal; and 16.67 percent feel light.

TABLE-IX
CANTEEN FACILITIES.

Opinion	Worker Respondents	%	Managerial Personnel Respondents	%
Good	69	46.00	03	06.00
Fair	16	10.67	40	80.00
Poor	50	33.33	07	14.00
Very Poor	15	10.00	--	--
Total	150	100.00	50	100.00

Source: Primary data

From the above table 46 percent of the worker-respondents feel that the canteen facilities are good, 10.67 percent feel that the canteen facilities are fair, 33.33 percent feel that the canteen facilities are poor and 10 percent feel that the facilities are very poor. 6 percent of the managerial personnel respondents feel that the canteen facilities are good 80 percent feel that the canteen facilities are fair. 14 per cent fell that the canteen facilities are poor.

Recreational Facilities
Recreational facilities have an important bearing on the individual's personality as well as his capacity to contribute to social development. It affords the workers an opportunity to develop a sense of physical and mental discipline. Music, dance, drama, games and sports, paintings, carvings, etc., are different forms of recreation.

The importance of recreation in creating a healthy climate for industrial progress has been emphasized by several committees and commissions, which have studied the working and living conditions of labour in India during the period from 1950 to 1990. The labour Investigation Committee had stated that the average industrial workers work in an atmosphere of dust, noise and heat, and live in terrible over-crowded and in sanitary dwellings which are generally no way better than dark dungeons. There are a few recreation facilities like T.V.books and table tennis provided in the rest rooms.

TABLE-X
RECREATION FACILITIES-WORKER RESPONDENTS

Opinion	Young age	%	Middle age	%	Old age	%
Good	5	11.11	8	13.56	10	21.74
Fair	14	31.11	22	37.29	20	43.48
Poor	19	42.22	21	35.59	12	26.09
Very Poor	7	15.56	8	13.56	4	8.69
Total	45	100.00	59	100.00	46	100.00

Source : Primary data.

The above table clearly indicates that in the young age group 11.11 percent of the respondents feel that the recreations facilities are good. 31.33 percent feel fair, 42.22 percent fell recreation facilities are poor and 15.56 percent feel it is very poor.

In the middle age group 13.56 feel good, 37.29 percent feel fair, 35.59 percent feel poor, and 13.56 percent feel very poor. In the old age group 21.74 percent respondents feel good, 43.48 percent feel fair, 26.09 percent feel poor, and 8.69 percent feel very poor.

From the above analysis we find that there is no sufficient recreation facility. A majority of the respondents in all age groups gave their poor opinion about the recreation facilities.

The rest room is furnished with a number of books, a T.V. and table tennis.

The sugar Mills provide welfare series as required by the Government.

TABLE-XI
AMOUNT UTILIZED FOR LABOUR WELFARE MEASURES

Year	Number of Beneficiaries	Amount spent (Rupees in Thousands)	Average Amount Spent on an Employee (Rs.)
2001-02	620	460.28	742.38
2002-03	670	482.26	719.80
2003-04	690	514.40	745.50
2004-05	716	526.30	735.66
2005-06	822	540.70	657.78
2006-07	854	562.34	658.48
2007-08	816	572.40	701.48
2008-09	834	583.50	699.64
2009-10	876	596.34	680.76
2010-11	928	614.30	661.96

Source: Annual Report of the Perambalur Sugar Mills Limited.

The above table clearly reveals that the average amount spent on an employee during the year 2001-02 was Rs. 742.38, In 2005-06 it was Rs.657.78, in 2009-10 was Rs. 680.76 and during the year 2010-11 it was Rs. 661.96. The average amount per employee has been fluctuating during the study period even though the industry increased the amount spent on the welfare measures year after year.

IMPACT OF LABOUR WELFARE MEASURES.

Both worker respondents and managerial personnel respondents have reported that the following benefits will flow from the various welfare measures.

- Better understanding between the workers and the management.
- Reducing conflicts and tensions between the workers and the management.
- Smooth and cordial relations between workers and the management
- Reducing the number of strikes.

TABLE-XII
WELFAE MEASURES –WORKER RESPONDENTS.

Opinion	Young age	%	Middle age	%	Old age	%
Good	30	66.67	33	55.93	17	36.97
Fair	6	13.33	12	20.34	15	32.60
Poor	5	11.11	8	13.56	10	21.74
Very Poor	4	8.89	6	10.17	4	8.69
Total	45	100.00	59	100.00	46	100.00

Source: Primary data

The above table recorded the welfare facilities provided by the sugar industry. The young age worker-respondents are 45, in this group 66.67 percent feel that the welfare facilities are good 13.33 percent feel fair, 11.11 percent feel poor and 8.89 percent feel that there are very poor welfare facilities.

In the middle age group of, 59 respondents, 55.93 percent feel good, 20.34 percent feel fair, 13.56 percent feel poor and 10.17 percent fell that there are very poor welfare facilities. In the old age group 36.97 percent feel that there is a good welfare facility, 32.60 percent feel fair, 21.74 percent feel that poor and 8.69 percent felt that there are very poor welfare facilities.

From the above analysis it is found that a majority of the respondents in all groups have good opinion about welfare facilities in this Sugar Factor.

TABLE-XIII
WELFARE MEASURES-MANAGERIAL PERSONNEL-RESPONDENTS.

Opinion	Young age	%	Middle age	%	Old age	%
Good	03	30.00	06	17.65	01	16.66
Fair	05	50.00	24	70.59	04	66.67
Poor	01	10.00	02	05.88	01	16.67
Very Poor	01	10.00	02	05.88	--	--
Total	10	100.00	34	100.00	06	100.00

Source : Primary data

The above table gives the respondents opinions about the welfare measures taken by the sugar industry. In the young age group 30 percent feel that the welfare services are good. 50 percent feel fair, 10 percent feel poor and 10 percent feel that they are very poor.

In the middle age, group 17.65 percent feel that services are good, 70.59 percent feel fair, 5.88 percent feel poor and 5.88 percent feel very poor.

In the old age group 16.66 percent feel that the there are good welfare services, 66.67 percent feel fair and 16.67 percent feel that there are poor welfare services.

From the above analysis it is understood that a majority of the respondents in all groups have good opinion about welfare services in this sugar industry.

FINDINGS

The following are the facts and findings ascertained from the sample survey conducted at Perambalur Sugar Mills Limited.

- A 65% of the worker respondents and 74% of the managerial personnel respondents are highly satisfied with their salary, because they feel that they are paid according to wage board recommendations.
- 70 percent of the worker respondents and 80 percent of the managerial personnel respondents are satisfied with the job because of good pay, good relationship, suitable working hours and chances to contribute their ideas.
- A large number of workers and managerial staff feel that the work load is normal.
- A majority of the worker respondents and managerial personnel respondents feel that the rest room facilities are reasonably good.
- A majority of the workers and the managerial staff feel that the canteen facilities are fairly good.

- Many workers are dissatisfied with the recreations facilities provided by the management, whereas a good number of employees of the managerial category are satisfied. It is clear that the managements adopt double standards.
- A majority of the worker respondents and managerial personnel respondents of various age groups feel that the welfare services are sufficiently provided.
- A majority of the worker respondents and managerial personnel respondents are satisfied with the bonus.

SUGGESTIONS

- To motivate the employees Special and Selection Grade Scales of pay may be given to those who have completed ten years of service.
- To raise the level of satisfaction with the job, the equitable relations between effort and reward can be established.
- Job rotations and internal transfers are to be treated as good remedies for fatigue and work monotony.
- To create good environment in the work place heating, lighting and ventilation should be sufficiently provided.
- High quality of canteen items may be provided at reasonable price.
- Recreation facilities should be provided to the employees on a regular and sustained basis.
- The amount spent on the welfare amenities per head may be increased.
- The Safety Director may be requested to investigate every accident and prepare a summary of all injuries which have been sustained by employees during a particular period of time. He should classify the accidents departments wise, so that rectification measures can be taken to check the recurrence of accidents and maintain safety.

CONCLUSION:

The findings of the article are indicating that the overall labour welfare and statutory measures are looking fairly satisfactory. In particular the salary, working conditions, workload, canteen facilities and bonus are satisfactory being offered to the employees of the company. The employees of this concern are bothering about recreational facilities and other welfare amenities and they can be improved significantly. As whole the overall job satisfaction and labour welfare measures are in an accepting as well as appreciative level.

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