



# A Study on Level of Satisfaction on Human Resource Management Practices In the Co-Operative Sugar Mills in Cuddalore, Villupuram and Thiruvannamalai Districts

## KEYWORDS

Human Resource management, Human Resource, Workers' Satisfaction and Sugar Mills.

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**ABSTRACT** Human resource is the back bone of any enterprise. The Human Resource Management is a proactive central strategic management activity which is different from conventional personnel management. It has tremendous relevance to productivity. The successful implementation of Human Resource Management Practices very much depends on the attitude of and the support extended by the workers. In this paper, it was decided to study the workers' satisfaction towards Human Resource Management policies and practices in the Co-operative Sugar Mills in Cuddalore, Villupuram and Thiruvannamalai districts. An attempt has been made to study the attitude of the respondents on human resource management practices in the selected co-operative sugar mills in the light of socio-economic background of the sample workers.

**INTRODUCTION**

The successful implementation of Human Resource Management Practices very much depends on the attitude of and the support extended by the workers. The information elicited from workers about their attitude on Human Resource Management Practices would help the management to appraise the effectiveness of their policies in practice and to understand the level of satisfaction of workers and formulate programme for further improvement. The attitude of the workers on Human Resource Management Practices is shaped by their socio-economic background.

In this paper, an attempt has been made to study the attitude of the respondents on human resource management practices in the selected co-operative sugar mills in the light of socio-economic background of the sample workers.

**NEED FOR THE STUDY**

Human beings differ from one another in their basic mental abilities, skills, approaches, qualifications and also behavior which account for their complex behavior patterns and psychological makeup. Such difference gets multiplied when they interact with one another in a group or in an organization. This generates different styles of management, values, feelings, beliefs and opinions of the employees. They must be groomed in order to take risks, think innovatively, and handle new problems. In the competitive environment, workers of any business organization are the key factor for deciding the success of the firm, in general, and cooperatives in particular. At the same time, human resources management has been a neglected field in co-operative sugar mills over a period of time. Only recently has there been a greater recognition of this function. In this study, an attempt has been made to analyze the practices of human resource management and the challenges faced in efficient personnel for managing the complex affairs of cooperative sugar mills.

**OBJECTIVES OF THIS STUDY**

- To study the level of satisfaction on Human Resource management practices in the Co-operative Sugar mills by department wise in Cuddalore, Villupuram and Thiruvannamalai Districts.
- To study Influencing Factor towards Human Resource Management Policies and Practices the selected Co-operative Sugar mills.

**HYPOTHESES****The Null Hypotheses are**

- The level of satisfaction on Human Resource management practices includes Recruitment and Selection, Promotion policy, Transfer policy, Salary Structure Allowances, welfare facilities and Retirement Benefits in the selected cooperative sugar mills is similar by Department wise
- The level of satisfaction on employer and employee relationship factors includes Grievance redressal, working conditions and Union- Management relation in the selected cooperative sugar mills is similar by Department wise.

**RESEARCH METHODOLOGY**

Methodology is the systematic way to solve the research problem. The sample size of this study is 392 workers in the Co-operative Sugar mills in Cuddalore, Villupuram and Thiruvannamalai Districts. The workers were selected on proportionate random sampling method from the pay rolls of the workers. So, casual workers were excluded from the study. Twenty five percent of total workers excluding top and middle level managers and supervisory staffs were selected for sample. Primary data are collected by interviewing the workers of the cooperative sugar mills. The collected primary data have been statistically processed, classified and tabulated by using appropriate methods. The statistical tools used for analysis are percentage analysis, arithmetic mean, ranking analysis, multiple comparison tests, non parametric tests like Friedman Test and Kruskal-Wallis Test were used for data analysis.

**FINDINGS**

- None of the co-operative sugar mills under study had separate Human Resource department and the Human Resource policy at micro level, for the individual co-operative sugar mill. However, the Human Resource functions were carried out by the establishment section headed by the Labour Welfare Officer, which was a part of the administrative department and the Human Resource policy of the co-operative sugar mills was formulated and circulated by the apex level organizations at macro level.
- 392 workers were selected and interviewed for the study.
- All the workers are found to be male.

- 78.6 per cent respondents were middle aged.
- 60.9 per cent respondents have studied up to below Higher secondary and Higher secondary level.
- 61.5 per cent respondents have 15 to 20 years of work experience.
- 49.0 per cent respondents are getting monthly emoluments of Rs.10,000 to 15,000/-.
- 59.4 per cent respondents recruited through employment exchange in all the three departments namely, Cane, Engineering and Manufacturing departments.
- 80.6 per cent respondents were selected through written test and interview.
- It is evident that 42.9 per cent respondents are neither satisfied nor dissatisfied with the recruitment and selection policies and procedure of the co-operative sugar mills.
- It is evident that 63.2 per cent of the respondents are dissatisfied with the training policies and programme of the co-operative sugar mills.
- It is evident that 78.9 per cent respondents are dissatisfied with the promotion policies of the selected co-operative sugar mills.
- 72.2 per cent respondents are neither satisfied nor dissatisfied with transfer policies of the co-operative sugar mills.
- 57.1 per cent respondents are dissatisfied with the salary structure of the co-operative sugar mills.
- 68.9 per cent respondents are dissatisfied with the allowances provided by the co-operative sugar mills.
- 55.4 per cent respondents are satisfied with Welfare facilities provided by the co-operative sugar mills.
- 70.2 per cent respondents were highly dissatisfied with the retirement benefits provided by the co-operative sugar mills.
- Among all the Human Resource management factors welfare facilities ranked first and salary and the retirement benefits ranked least.
- Regarding Recruitment and Selection Practice, the workers are mildly satisfied. The average score was found to be 3.01, 3.19 and 3.11 respectively by Cane, Engineering and Manufacturing Departments. It can be concluded that the Non Significant P Value infers that the level of satisfaction on Recruitment and Selection practice has been similar in all the three departments. Hence, the Null Hypothesis is accepted.
- The level of satisfaction regarding Promotion Policies was found to be dissatisfied among the workers. The average score was found to be 2.60, 2.86 and 2.73 respectively by Cane, Engineering and Manufacturing Departments. It can be concluded that the Non Significant P Value indicates that the level of satisfaction on promotion policy has been similar in all the three departments. Hence, the Null Hypothesis is accepted.
- Regarding Transfer Policy, workers average score was found to be 3.04, 2.85 and 3.01 respectively by Cane, Engineering and Manufacturing Departments. It can be concluded that the Significant P value infers that the level of Satisfaction on Transfer has differed by Department wise. Hence, The Null Hypothesis is rejected. The Multiple comparison tests of Kuruska Wallis Test indicate that the Engineering department workers has lower satisfaction than the other two department workers.
- Regarding Salary Structure, the workers are dissatisfied. The average score was found to be 2.29, 2.45 and 2.55 respectively by Cane, Engineering and Manufacturing Departments. It can be concluded that the Non Significant P Value infers that the level of satisfaction on Recruitment and Selection practice has been similar in all the three de-

partments. Hence, the Null Hypothesis is accepted.

- The level of satisfaction on Allowances was found to be neither satisfied nor dissatisfied. The average score was found to be 3.10, 2.71 and 2.66 respectively by Cane, Engineering and Manufacturing Departments. It can be concluded that the Significant P value infers that the level of Satisfaction on Allowances has differed by Department wise. Hence, the Null Hypothesis is rejected. The Multiple comparison tests of Kuruska Wallis Test indicate that the Cane department workers have little more satisfaction than the other two department workers.
- 85.7 per cent respondents are dissatisfied with the grievance redressal procedure of the co-operative sugar mills.
- 57.4 per cent of the respondents are satisfied with the working conditions of the co-operative sugar mills.
- 48.2 per cent of the respondents are satisfied with Union-Management relations in the cooperative sugar mills.
- Among all the employee-employer relationship, working conditions ranked first and Grievance redressal ranked least.
- The level of satisfaction on Grievances redressal was found to be mild. The average score was found to be 2.81, 2.58 and 2.69 respectively by Cane, Engineering and Manufacturing Departments. It can be concluded that the Non Significant P value infers that the level of Satisfaction on Grievances redressal has been similar in all the three departments. Hence, the Null Hypothesis is accepted.
- Regarding Working Conditions, workers average score was found to be 3.53, 3.28 and 2.96 respectively by Cane, Engineering and Manufacturing Departments. It can be concluded that The Significant P value infers that the level of Satisfaction on Working Conditions has differed by Department wise. Hence, the Null Hypothesis is rejected. The Multiple comparison tests of Kruskal Wallis Test indicate that the manufacturing department workers have a milder level of satisfaction than the other two department workers.
- The level of satisfaction regarding Union-Management relation was found to be moderate satisfaction to the workers. The average score was found to be 3.39, 3.17 and 3.11 respectively by Cane, Engineering and Manufacturing Departments. It can be concluded that the Non Significant P Value indicates that the level of satisfaction on Union-Management relation has been similar in all the three departments. Hence, the Null Hypothesis is accepted.

## SUGGESTIONS

- In the Selection Committee, representatives of the co-operative sugar mill, Government and workers' union must be included in addition to one subject expert drawn from outside.
- Avoid too much of political influence and interference in the recruitment and selection procedure of the co-operative sugar mills.
- The training needs of the workers should be estimated in advance and arrangements must be made for providing training in collaboration with the respective training centres.
- Strict adherence of the well laid down norms for promotion and timely promotion to the deserving workers will reduce the scope of disputes in promotion.
- Transfer may be used as a disciplinary action to improve the efficiency in the performance of the workers.

Uniformity in salary structure should be evolved by the streamline committee should be implemented in all co-operative sugar mills, to make it more efficient and satisfactory. Disparities prevailing among their counterparts in private sector, other cooperatives and in public sector undertakings in respect of pay scales, minimum and maximum level of pay scales, allowances, annual increments, incentives, etc., can be eliminated.

### CONCLUSION

The Human Resource management practices except welfare facilities in the Cooperative Sugar Mills Ltd. are not satisfactory. It is noted that from the Freidman test analysis that among all the Human Resource management factors welfare facilities ranked first and salary and the retirement benefits ranked least. The results of kruskal wallis test indicates that the level of satisfaction on Recruitment and Selection, Promotion policy, Salary Structure and Retirement Benefits in the selected cooperative sugar mills is similar by Department wise and the level of satisfaction on welfare facilities, Allowances Transfer policy in the selected co-operative sugar mills has differed by Department wise. The results of kruskal wallis test indicates that the level of satisfaction on the level of satisfaction on Grievance redressal, and Union- Management relation in the cooperative sugar mills is similar by Department wise and the level of satisfaction on working conditions in the co-operative sugar mills has differed by Department wise. It could be concluded that the level of satisfaction on human Resource Management is less effective in the co-operative sugar mills.

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