



# Performance of Sugar Mills in TamilNadu: A Case Study of Thanjavur, Thiruvarur and Nagappattinam Districts.

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## Abstract

Across the globe, all countries always striving very hard to boost their economic growth and development. For achieving their broader goals of economy, it becomes very essential and inevitable to accelerate the process of industrialization. In addition to the development of all the sectoral growth, industrial growth may have to be paid due attention by the policy makers of a nation, While the wheels of industrial engine are lubricated, the output of the goods and services can be anticipated to rise gradually. Obviously, it will entail the higher rate economic growth in terms of GDP national income, Needless to say that there will be certainly an increase of new employment avenues commensurate with the increase of industries irrespective of their size, micro, small medium and so on. As a result, the level of income and standard of living amongst the people are likely to increase during a giving period of time. Thus, it is a continuous process for achieving the broader goals of economy in order to compete with each other in the world and to grow socially and economically. Keeping in view, there are several industries being setup throughout the world for attaining a balanced economic growth and development of innumerable industries. Sugar industry is one of the significant industries interms of its contribution towards the higher economic growth, employment, income, standard of living etc. simultaneously, sugarcane is also one the cash crops which largely yields better income to the cultivators. therefore the production and marketing of sugarcane have also been felt very important like any other kind of such crops.

**Key Words:** Performance Appraisal , Economic Development, Sugar Industry.

## **Introduction: A Conceptual Framework**

Sugarcane is one of the most important commercial crop of the country and the sugar industry occupies an important position in the economy of our country. Sugar industry is one of the largest agro-based processing industries which are responsible for socio-economic development of rural masses and national economy of our country.

Globally, all countries always striving very hard to boost their economic growth and development. For achieving their broader goals of economy, it becomes very essential and inevitable to accelerate the process of industrialization. In addition to the development of all the sectoral growth, industrial growth may have to be paid due attention by the policy makers of a nation, While the wheels of industrial engine are lubricated, the output of the goods and services can be anticipated to rise gradually. Obviously, it will entail the higher rate economic growth in terms of GDP national income, Needless to say that there will be certainly an increase of new employment avenues commensurate with the increase of industries irrespective of their size, micro, small, medium, and so on. As a result, the level of income and standard of living amongst the people are likely to increase during a giving period of time. Thus, it is a continuous process for achieving the broader goals of economy in order to compete with each other in the world and to grow socially and economically. Keeping in view, there are several industries being setup throughout the world for attaining a balanced economic growth and development of innumerable industries. Sugar industry is one of the significant industries in terms of its contribution towards the higher economic growth, employment, income, standard of living etc. simultaneously, sugarcane is also one of the cash crops which largely yields better income to the cultivators. Therefore the production and marketing of sugarcane have also been felt very important like any other kind of such crops. As a matter of fact, the agricultural products have an enormous potential to the farmers if they are converted into value added products. Similarly, the sugar mills play a vital role in the process of converting the sugarcanes (raw materials) into various value added (finished goods) products such as sugar, sugarcandy etc. It ultimately results in material gains to both the owners of such mills and the consumers in the society at large in terms of profit and satisfaction respectively. In order to enhance the level of output within the industry concerned, due consideration on the quality of inputs (factors of production) is a must. In this context, it may be noted that the integration of the factors of production, land, labour and capital can be done by one of the most important factors, 'an organization' or 'an entrepreneur'. While executing the integration of other factors of production, it is a complex task to satisfy the factor, 'labour' as human effort and satisfaction are involved. At this juncture, the significance of human resource management is felt very essential so as to promote the productivity of an organization by acquisition, development and maintenance of efficient and dedicated work force of such organization.

In order to retain such efficient and dedicated workforce in an organization, The compensation in terms of salary, wages and other fringe benefits must be linked to the performance of those employees in this assigned jobs. For the purpose, a sound performance appraisal system becomes mandatory. In addition to compensation and other benefits, it is also necessary to launch and implement multifarious welfare schemes to the employees, including retirement benefits, accident benefits, insurance benefits etc, for their retention. consequently, it may be believed that such the employees will certainly be motivated to contribute better to achieve the goals of the organization in the long run. In nutshell, it is apparent that the performance of any organization largely depends on the performance of its employees on various jobs. Rather, the productivity of all the workers collectively determine the level of output of the organization interms of quality, quantity etc. Hence, integration of all the individuals goals with the organizational goals in a must for mutual gains between the participants. In otherwords, it may be stated that the performance of an organization substantially relies on the performance of its competent and efficient workforce .keeping in view, it becomes very essential to introduce labour welfare schemes to the employees, apart from a sound and good salary and wages administration. Based on this theoretical background the present research study has been attempted on topic entitled “**PERFORMANCE OF SUGAR MILLS IN TAMILNADU: A CASE STUDY OF THANJAVUR, THIRUVARUR AND NAGAPPATTINAM DISTRICTS.**”

#### **RELEVANCE OF THE STUDY**

As compared with industries of various products the sugar industry of India is highly labour oriented. It involves several processes, starting from cane production, and harvesting to sugar production and sales.

#### **Rationale for the Study:**

The sugar industry is the second largest industry in India. It is an instrument of rural reconstruction and development. India is the original home of sugar in the whole world. Sugarcane is the major cash crop of TamilNadu, which is also the largest producer of sugar in the country. Besides this, the Alcohol-based industry also plays a major role in the economy of the state. Recently, the central government had taken the decision to delicense the sugar industry. This has opened up new opportunities to the state.

India is considered as the country of origin of sugarcane. The first transition of sugarcane from garden plant to a field crop to be used as raw-materials for sugar factories took place only in India. Sugar industry concentrated more in Northern States viz , Uttarpradesh, Gorakhpur, Deria, Ghaziabad , Meeret, Kanpur, Shahjahanpur, Lucknow, Naziabad, Varanasi, Basti and Bareilly. Later it was extended to the southern states also. Now the sugarcane is grown in almost all parts of India with the exception of Jammu and Himachal Pradesh. India is to produce sugar to meet the domestic requirements of our 1000 million people with the 240 million tonnes of sugarcane produced from 3.7 million hectares only 122 million tonnes have been handled by 385 sugar mills in the country. It will be pleasant exercise if analysis is made of different strategies of utilizing the sugarcane to drive lasting benefits to,

- I.The sugarcane farmers
- II.The consumer,
- III.The sugar mills and
- IV.The nation as a whole

TamilNadu has well utilized the policy of the government of India to develop its sugar Industry. The sugar mills at Nellikuppam in south arcot district is the oldest one in Tamilnadu and it was started as early as 1897 latest Nil versus. The Indian sugar production has reached 188 lakhs tons by end Feb13 which is a blew last year output by 0.31%.According to the Indian sugar about 246lakhs tons was produced for the sugar season 2012-2013.Indian sugar production is poised to increase to 29.8 million tons in the next year due to an expected increased in sugar cane production with a surplus sugar production for 2012-2013 India will continue to the exported of sugar for the tamilnadu.While assessing the performance of Tamilnadu sugar industry. It is found that both the production of sugarcane as well as sugar in Tamilnadu contributes around 10%of the countries production. Tamilnadu stands first in sugarcane yield per hectare. This is due to fertility of land and the suitability of the soil for the improved cane varieties and the existing climatic conditions in Tamilnadu. During 1995 the production of sugar cane was 3.33 lakhs metric tonnes. During the year 2000,area under sugarcane cultivation in Tamilnadu was about 4.62 lakhs hectares with a production of at 52.04 million tonnes of sugarcane. Being a long duration crop water is not available in adequate quantities at times to meet the normal requirement. More than 80 percent of sugarcane cultivated area in Tamilnadu depends mainly an ground water.

The aggregate zone under sugarcane cultivation relies upon on Ratooning: The degree of ratoon crop is one of the determinants of the general region under sugarcane cultivation. In spite of the fact that agriculturists under a lower yield in ratoon crop as compared with a plant crop, they want to develop another sugarcane crop as opposed to switch to opportunity vegetation due to lower expenses of a ratoon crop. Climate situations in the past season and additionally the desires for agriculturists in regards to the agro-climatic situations within the modern season decide the choice for sugarcane crop. The payment of profitable cost positively impacts the planting of sugarcane in the current season. Support given by a mill as appropriations for the acquisition of seeds, fertilizers and pesticides, and for harvesting and transportation of cane favourably influences sugarcane cultivation.

## REVIEW OF LITERATURE

In order to identify the Research Gap, the Researcher has made and attempt to review the literature available on the current research study. As a result, there have been multifarious research studies being carried out on the current research work throughout the world.

Some of the prominent works of this kind have been presented in brief as follows;

Baum and Kamal (2000) in their research study stated that the income level of an employee persuades his involvement in their job. The investigation revealed that the pay and employee recognition prompted the

employees to have job involvement and enhanced the nature of work life. At last, the researcher concluded that the representatives had job involvement in the nature of work life.

Bhagoliwal (1983) had clarified in this distinctive hazards and sorts of insecurity confronting with the workers. Initially, there might be income insecurity and hazards emerging out of it; such insecurity might exist due to: (i) insufficient wages, (ii) faulty methods of wage payments, illegal deductions at source faulty calculations, and (iii) lay-offs, rejections and conservations. Besides, there might be occupational insecurity which might happen because of: (i) Job-related diseases, (ii) improper work environment, and (iii) industrial accidents. At last, there might be natural insecurity arising from natural factors, such as, old age, death of worker, illness and maternity.

A study was conducted in Bhatnagar during 1984. The investigation focused on the labour welfare and social security guidelines in India. It is an in-depth observation to decide the effectiveness of the Employees' State Insurance (ESI) Scheme in India. Study expressed that a significant number of employees had demonstrated a securing state of mind; such a mentality could be characterized as far as such components on the grounds that the absence of understanding of the scheme and the low dimension of education of the employees. An inadequate promotion of the scheme was responsible for the constrained utilization of the scheme, as the limited use of the scheme would explicitly hit the fundamental point and objective of any social security measure.

Bhatia (1986) in his investigation into the administration of Workmen's Compensation Law found that the greater the impact of the accident, the greater need for assistance to the workers it was. There was a gigantic need for free providing free legal aid and financial assistance to the claimants under the Workmen's Compensation Act. Additionally, he found that the quantum of compensation settled by the law did not seem to have been defined with an eye to the destiny. There was a necessity for enhancement of compensation the wake of inflation.

Gayathiri (2002) directed an investigation towards the job satisfaction of employees on labour welfare measures in N.P.K Ramasamy Co-operative Sugar Mill Limited at Thalainayar and analyzed both the statutory and non-statutory measures among 235 employees. His study concluded that labour welfare measures gave in rise job satisfaction of employees in the mill.

Khan (1981) pronounced that the satisfaction of an employee is the reflection of the success of a nation. In the event of an industrial worker's sickness, the industrial unit might be unwell. To neglect the labour class is to neglect productivity in light of the fact that a nation's welfare eventually lies in the welfare of its workforce. In India, labour welfare measures rise as even more crucial because of the reasons like low level wages, irregular working hours, inability of trade union to combat against exploitation welfare work, to build up a steady work force, to create a devoted labour force, for making a genuine welfare state, to balance psychological emotions and to make practice moral habits.

Misra (1974) pointed at sociological investigation of the labour welfare issues of sugar industry in Uttar Pradesh. The examination relied upon the immediate information obtained from the sugar industries in Eastern Uttar Pradesh. The examination concluded that the operations of in sugar manufacturing plants of eastern region of Uttar Pradesh were not satisfactory, particularly in terms of security measures, cleanliness, sanitation, toilet

facilities, drinking water, rest rooms, etc. It, furthermore pointed out that the course of action for leave and holidays, lighting, housing, health, education, etc is from satisfaction.

An investigation into welfare measures was conducted by Michael (2000). For his research study, the convenient sampling method was adopted to select 150 sample respondents from Trichy Steel Rolling Mills Ltd, Tiruchirappalli. His study attempted to discover his opinion on labour welfare measures. The research revealed that statutory and non-statutory welfare schemes ought to be authorized. Based on this perception, the researcher broadened his recommendation for a need for the facilities such as cafeteria, rest room, medical benefits, educational allowance, rent allowance, transport facilities, and leave encashment procedures which must be expanded to suit the order of the day.

Punekaret *al.*, (1984) examined the social security measures in India. He expressed that the Employees' State Insurance Act and the Employees' Provident Funds Scheme were the most essential Acts providing adequate provisions for social security.

Thingeshwaran (2002) examined labour welfare measures in Kothari Sugars and Chemicals Limited at Lalgudi, Tiruchirappalli. For analysis, 255 sample respondents were chosen through lottery method and pre-tested questionnaires were distributed for data collection. The findings of the examination affirmed that ventilation facility, sanitary conditions, safety measures, medical facilities, uniform and toilet facilities were adequately provided.

In the year, 1984, Vijayaragavan sought the opinion of workers towards the welfare facilities in Rukmini Mills, Silaiman. This study examined the barriers that prevented the implementation of welfare programmes and the general attitude of the workers such programmes. Further, it revealed the truth that the implementation of welfare programmes was one of the important factors for better productivity, decrease in employees turnover and better industrial relation.

## **OBJECTIVES OF THE STUDY**

The present study has the following primary objectives;

I.To examine the opinion on labour welfare measures in the sugar mills of Thanjavur, Thiruvarur and Nagappattinam Districts of TamilNadu

II.To measure the level of satisfaction of employees of the sugar mills in the study area and

III.To suggest remedial measures for improvement of performance of sugar mills in the study area

## **RESEARCH METHODOLOGY**

The present study is mainly concerned with the performance evaluation and labour welfare measures in Thanjavur, Thiruvarur and Nagappattinam Districts sugar mills in TamilNadu . The primary data collected from labours by using a Interview Schedule. The secondary date collected from various journals, reports, magazines, books and internet.

## **SAMPLING DESIGN**

It is a sample survey to measure the employees' satisfaction towards welfare measure facilities in the sugar mills. There are four sugar mill industries functioning in Thanjavur, Thiruvarur and Nagappattinam Districts. Similarly, the total population of sugar mills are 3305 in three districts namely Thanjavur, Thiruvarur and

Nagapattinam. Proportionate Stratified Random Sampling Method was used for choosing the sample respondents for primary data collection.

**Table – 1:** Total Number of Employees in Sugar Mills

Sl. No.	Name of the Sugar Mill	No. of Employees	Percentage
1	Shree Ambika Sugars Ltd., Thuhili, Thiruvidaimaruthur.	696	21.06
2	ThiruArooran Sugars Ltd., Tirumandankudi, Papanasam.	896	27.11
3	Arignar Anna Sugar Mill Ltd, Kurungulam.	839	25.39
4	N.P.K.R. Ramasamy Co-Op Sugar Mills Ltd., Thalainayar.	874	26.44
<b>Total</b>		<b>3305</b>	<b>100.00</b>

### Sample Size

The population of the study covers the labour welfare measures offered by the sugar mills in Thanjavur, Thiruvarur and Nagapattinam Districts. A study was adopted a probability sampling method of Proportionate Stratified Random Sampling method was used to select the sample respondents in the four sugar mills located in Thanjavur and Nagapattinam Districts. The sample size for the study was scientifically determined (Yamane, 1973) formula;

$$n = \frac{N}{1 + (N \times e^2)}$$

Where, n denotes sample size; N denotes the total population; e denotes margin of error and 1 is a constant number.

It is calculated that the recommended sample size for the population of 3305, a confidence level of 95 percent, and a margin of error (degree of accuracy) of 5 percent would be 357. Further this sample size is proportionately distributed according to the number of employees in each sugar mill.

**Table – 2: Proportionate Distribution of Sample**

Sl. No.	Name of the Sugar Mill	No.of Employees	Percentage
1	Shree Ambika Sugar Ltd., Thuhili, Thiruvaidaimaruthur.	75	21.06
2	ThiruArooran Sugar Ltd., Tirumandankudi, Papanasam.	97	27.11
3	Arignar Anna Sugar Mill Ltd, Kurungulam.	91	25.39
4	N.P.K.R. Ramasamy Co-op Sugar Mill Ltd., Thalainayar.	94	26.44
<b>Total</b>		<b>357</b>	<b>100</b>

**Collection of Data**

Both the primary and secondary data have been collected for the research work.

**(i) Primary data:** The study is primarily based upon primary data collected from a structured survey through an interview schedule. The survey was administered on 357 employees were working in sugar mills. The schedule comprised of 20 questions. The interview schedule was classified into three parts. Part I consist of 10 questions relating to personal and socio-economic variables of the respondents. Part II comprised 03 questions in three dimensions namely statutory labour welfare measures, non-statutory labour welfare measures and social welfare measures. Part III measures the employees' level of acceptance and their satisfaction towards the welfare facilities available in their respective industries.

**Table – 3: Structure of the Interview schedule**

Part	Dimension	No. of Questions	Measurement Scale
I	Personal and Socio-economic	10	Nominal, Rational and Ordinal
II	Welfare Measures	03	Likert Scale – 1 as highly dissatisfied /strongly disagree and
III	Level of Acceptance and Satisfaction	07	5 as highly satisfied/strongly agree

**(ii) Secondary data:** The secondary data were collected from various, sources such as journals, magazines, research reports and the related industries websites. The researcher also visited the sugar mills in Thanjavur and Nagapattinam to gain first hand information on the availability of welfare measures in their industries. Thereafter, schedule was designed by the researcher based on the data collected on the sugar mills.

**Analysis and Interpretation of the Data**

After the collection of data, the researcher was analyzed the collected data with the help of statistical package namely SPSS 25.0 (Statistical Package for Social Sciences The computerized analysis was done at three

stages. In First Stage, Cronbach alpha was applied to identify reliability and validity of the framed questionnaire. In Second Stage, simple frequency tables and cross tabulation analysis were applied which showed the position of the various items. In Stage Three, ANOVA was used to examine the relationship between the variables. Finally the Fourth Stage, multiple regression analysis was applied to find out the effect of employee's satisfaction level towards the welfare measures in the sugar mills.

### Performance Evaluation of Sugar Mills in Thanjavur, Thiruvarur and Nagappattinam Districts

Labour welfare is an important dimension of industrial relation, labour welfare includes overall welfare facilities designed to take care of well-being of employees' and in order to increase their living standard. It can also be provided by the government, non-government agencies and trade unions. The concept of labour welfare is flexible and elastic and differs widely with time, region, industry, social values and customs, degree of industrialization, the general socio – economic development of the people and the political ideologies prevailing at a particular time. It is also moulded according to the age – group, sex, socio – cultural background, marital and economic status and educational level of the workers in various industries.

The opinion on the Welfare Measures and employees satisfaction in the Sugar Mills of Thanjavur, Thiruvarur and Nagappattinam Districts have been given in Table 1.1. below

**Table – 1.1**  
**Opinion on the Labour Welfare Measures and Employees' Satisfaction**

(N = 357)

Opinion on Labour Welfare Measures	Level of Satisfaction					Mean	SD	Rank
	NA	RA	SA	PA	CA			
Improves HRD Climate	34 (9.5)	51 (14.3)	58 (16.2)	124 (34.7)	90 (25.2)	3.52	1.27	IX
Reduces employee absenteeism & turnover	31 (8.7)	34 (9.5)	52 (14.6)	139 (38.9)	101 (28.3)	3.69	1.22	II
Increases job satisfaction	34 (9.5)	35 (9.8)	61 (17.1)	134 (37.5)	93 (26.1)	3.61	1.24	V
Increases productivity	25 (7.0)	38 (10.6)	53 (14.8)	129 (36.1)	112 (31.4)	3.74	1.21	I
Reduces wastages and damages	32 (9.0)	45 (12.6)	64 (17.9)	125 (35.0)	91 (25.5)	3.56	1.25	VIII
Creates employee – employer relationship	50 (14.0)	54 (15.1)	64 (17.9)	105 (29.4)	84 (23.5)	3.33	1.36	XII
Builds greater loyalty	35 (9.8)	49 (13.7)	66 (18.5)	115 (32.2)	92 (25.8)	3.50	1.28	X
Enables organizational stability	41 (11.5)	58 (16.2)	63 (17.6)	106 (29.7)	89 (24.9)	3.40	1.33	XI
Helps team spirit	27 (7.6)	36 (10.1)	69 (19.3)	128 (35.9)	97 (27.2)	3.65	1.20	III

Improves quality of work life	31 (8.7)	42 (11.8)	51 (14.3)	137 (38.4)	96 (26.9)	3.63	1.24	IV
Prevents social evils	26 (7.3)	49 (13.7)	61 (17.1)	124 (34.7)	97 (27.2)	3.61	1.22	VI
Improves physical & mental health	28 (7.8)	42 (11.8)	65 (18.2)	128 (35.9)	94 (26.3)	3.61	1.21	VII

**Source:** Primary Data

**Note:** As on Table Where, NA = Never Accepted; RA = Rarely Accepted; SA = Slightly Accepted; PA = Partially Accepted; and C A Completely Accepted.

Table 1.1 presents the details on the employees' perception against the level of acceptance towards the impact of labour welfare measures on the performance of sugar industry.

It is clear from the table, majority (59.9 per cent) of the employees accepted that the labour welfare measures help to improve the HRD climate in the industry, while 16.2 of them slightly accepted and 23.8 percent denier it.

With regard to reduction of employees' absenteeism and turnover, around 67.2 percent of the employees working in the sugar mills expressed their high level of acceptance. It shows that the labour welfare measures help them to reduce the employee absenteeism and turnover in the industry, followed by 18.2 percent did not accept it and 14.6 percent slightly accept that the labour welfare measures have an impact on Performance of their industries.

Regarding the job satisfaction, the proportion of employees who had high level of acceptance was about 63.6 per cent with the existing labour welfare measures They as see that these measures help them to increase their job satisfaction, while 17.1 per cent had low level of acceptance. The rest 19.3 percent of them that the existing labour welfare measures help them to increase their job satisfaction in the sugar industry.

As far as the productivity, was concerned, around 67.5 percent of the employees accepted that the current labour welfare measures are increasing the productivity, while 14.8 per cent of them slightly accepted. The rest about 17.6 percent reported that the current labour welfare measures do not increase the productivity of the sugar mills .

From the table, it was also found that the majority (60.5 percent ) of the employees accepted that the labour welfare measures offered by the sugar mill industry helps them to reduce wastages and damages in the production. Meanwhile, 21.6 percent were against it and 17.9 per scent of the employees reported that they slightly accept that the labour welfare measures offered by the sugar mill industry help them to reduce the wastages and damages in the production.

It is clear that (52.9 percent ) of the employees expressed the high level of acceptance towards the impact of labour welfare measures on creation of the employer – employee relationship in their industries followed by 17.9 percent reported that they slightly accepted it. A very low proportion of employees (29.1 percent ) expressed their opinion negatively i.e. against the impact of labour welfare measures. They opinion that the labour welfare measures do not create the employer – employee relationship in the industry.

Majority of the employees (58.0 percent ) accepted that the present labour welfare measures help them to build a greater loyalty among their employees. Meanwhile, 23.5 percent did not it accept and 18.5 per cent of the employees slightly accepted that the present labour welfare measures help them to build a greater loyalty among their employees in the sugar mill industries in Thiruvarur, Thanjavur and Nagapattinam Districts.

In terms of organizational stability, the majority of the employees (54.6 percent) expressed the higher level of acceptance, while 17.6 percent were expressed lower level of acceptance and 27.7 percent of the employees failed to express their acceptance against the existing labour welfare measure activities in their industries.

It is apparent that 63.1 percent of the employees accept that all the labour welfare schemes help them to create a team spirit. Meanwhile, 17.7 percent were against it, followed by (19.3 percent) slightly accepted with the existing schemes that help them to create a team spirit in the sugar mill industry.

In terms of quality of work life, around 65.3 percent of the employees accepted that the labour welfare measures improves the quality of work life, while 14.3 percent slightly accepted. The rest about 20.5 percent did not it at all.

It is obvious that to be 61.9 percent of the employees reported that the existing labour welfare measures prevent the social evils of the employees. Meanwhile, 21.0 disagreed that the existing labour welfare measures do not prevent the social evils. A very low proportion of the employees (17.1 percent) slightly accepted with the existing labour welfare measures in preventing the social evils in the sugar mill industry.

It was found that the majority (62.2 percent) of the employees accepted the fact that the labour

welfare measures improve physical and mental health, followed by 19.6 percent of them

opined that the existing labour welfare measures do not improve their

physical and mental health. The rest slightly accepted with the existing facilities having an impact on their physical and mental health.

### Findings of the Study

The major findings of the studies are given below;

- ❖ Majority of the employees unanimously agreed that the labour welfare measures help to improve the HRD climate in the sugar mills. Further, as reported, they were satisfied with the labour welfare measures available in the mills concerned.
- ❖ The respondents have also expressed their view on labour welfare measures in the sugar mills, that they have the potential to reduce the rate of absenteeism and turnover of the employees.
- ❖ Majority of the employees opined that the existing labour welfare measures and have an impact on employees' job satisfaction.
- ❖ The labour welfare measures and productivity are correlated, as reported by the majority of the respondents during the study.
- ❖ The labour welfare measures considerably reduce the wastages during the production process.
- ❖ The labour welfare measures strengthens the employer – employee relationship in the sugar mills.
- ❖ Further, it was also found that the labour welfare measures assist the employees to gain greater loyalty.
- ❖ The existing labour welfare schemes help the employees to promote the team spirit, apart from improving the quality of worklife.
- ❖ It was also clear from the study that the labour welfare measures prevent the social evils amongst the employees.
- ❖ The study also found that the labour welfare measures promotes the physical and mental well being of the employees.

### Suggestions and Recommendations of the Study

Based on the findings of the study, the following suggestions and recommendations are made;

- The sugar mills in the study area shall take appropriate steps to improve the HRD climate to reduce the rate of employees turnover and absenteeism.

- Remedial measures may be taken by the respective sugar mills in the study area by reducing the wastages during the production process . It will certainly entail an increase in the employees’ productivity and satisfaction.
- In order to strengthen the employer – employee relationship and build loyalty, necessary steps may be taken by the mills concerned in the study area.
- Suitable and need- based labour welfare measures can be launched and monitored for boosting team spirit and quality of work life amongst the employees of the mills.
- For ensuring organisational stability, prevention of social evils and the improvement of physical and mental well being amongst the employees are necessary.

## CONCLUSION

Labour welfare measures help in increasing the productivity of an organization as these influence the attitude of the employees. The happiness and the efficiency of the employees are the indicators of the prosperity of an industry which is the end result of enhanced productivity. Neglecting the employees is just like neglecting the productivity of the industry. Labour welfare exerts positive impact on productivity resulting in increase in profitability of the organization. The ultimate objectives of business organization is wealth maximization by enhancing productivity, level of skill and knowledge, improvement in health and security, job satisfaction, boosting of morale and mental revolution. This goal of wealth maximization may be achieved with the help of overall operational efficiency resulting in increase in industrial productivity. Both of these are the end results of sound and comprehensive labour welfare programmes. On the basis of the results obtained in the present study, it was found that the employees opinion on labour welfare measures and employees’ satisfaction in sugar mill industries located in Thanjavur, Thiruvarur and Nagapattinam Districts. Therefore, the study remarkably reveals that the majority of the employees are satisfied with the existing labour welfare measures provided by the sugar mill industries, but not in all cases. The employees have opined that they have a problems with the labour welfare measures via welfare measures namely canteen and its maintenance, rest and lunch room, drinking water and sanitation, first aid appliances and washing facilities, while under non-statutory welfare measures likely leave travel allowance, incentive and bonus, co-operative stores, housing, guidance and counselling, transport, recreational, training and education and ex-gratia payments facilities to the employees. Furthermore, problems under social security measures specifically deposit linked insurance, employee provident fund, compensation on death and pension schemes to the employees working in a sugar mill industries. Hence, from the analyses and findings, it is concluded that the effective implementation of different types of labour welfare measures namely statutory and non-statutory welfare measures as well as social security measures and furthermore creating an awareness of amongst the employees about the labour welfare measures will highly motivate the employees to work positively and gain , recognition, sustenance and profitability to the sugar mill industry. In this way, the performance of sugar mills will gradually be improved in the study area.

## SCOPE FOR FURTHER RESEARCH

Labour welfare measures provide enormous scope to carry out continuous research. The scope of the present research is limited to the employees working in sugar mill industries only. The present study focused on performance evaluation of the labour welfare measures provided by the Sugar Mill Industries in Thanjavur, Thiruvarur and Nagapattinam Districts of Tamil Nadu. In addition it is worth-mentioning that no inter-se comparison of performances of the sugar mills made during the study. In this context, the review of previous studies and experience from the existing studies make the researcher provides the following directions for further researches on the following topics;

- (a) Impact of Labour Welfare Measures on Job Commitment – An Analysis
- (b) Effectiveness of Labour Welfare Measures among the Teaching staff in Self-Financing Institutions.
- (c) The Relationship between Labour Welfare Facilities and Employees’ Retention Rate in a Manufacturing Industries.

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