

A Study on Statutory and Non-Statutory Labour Welfare Measures in Sugar Mills at Thanjavur and Nagapattinam Districts of Tamil Nadu: An Indian Scenario

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Abstract

Globally, all countries are 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 the cash crops which largely yields better income to the cultivators. Based on this theoretical backdrop of the concept, the present study was carried out with three objectives viz. (i) To study the statutory and non-statutory labour welfare measures in sugar mills at Thanjavur and Nagapattinam Districts of Tamil Nadu, (ii) To examine the welfare measures in force for the employees of sugar mills and measure their level of satisfaction, and (iii) to suggest the remedial measures for improvement of the performance of the Sugar mills in the study area.

Key words: Sugar Mills, Statutory Welfare Measures, Non-Statutory Welfare Measures

1.0. Introduction: A Conceptual Frame Work

Globally, socio-economic growth and development of any nation depends on its pace of growth of GDP and national income via industrialization. On one hand, it is undeniable fact that the industrial sector plays a key role in generation of employment avenues to the workforce in a country and thereby ensures a steady income and standard of living to the masses. On the other hand, any firm in the industrial sector can survive and grow in the long run provided its level of operational efficiency is constantly improved for meeting

its short term and long term financial needs. Therefore, profitability is a must not only for maintaining status quo in its own existence but also to retain the dedicated and efficient workforce in such firm or industry.

In order to retain such workforce in an organization, wage and salary administration become very essential. Hence, compensation in terms of salary, wages and other fringe benefits must be linked to the performance of those employees in their 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 in terms of quality, quantity etc. So, integration of all the individuals' goals with the organizational goals in a must for mutual gains between the participants. In other words, 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 “**A Study on Statutory and Non-Statutory Labour Welfare Measures in Sugar Mills at Thanjavur and Nagapattinam Districts of Tamil Nadu: An Indian Scenario.**”

2.0. Significance of the Study

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

Welfare measures are the most important variables which contribute to retain the spirit of employees to the organization. Following the salary and wages, welfare measures contribute profoundly to the job satisfaction of the employees. The cheerfulness of the employees and usually be perceived through the welfare measures existing in the organization. In view of the above, the present study has been carried out to examine the statutory and non-statutory labour welfare measures in sugar mills at Thanjavur and Nagapattinam districts of Tamil Nadu, India.

3.0. Review of Literature

In view of identifying the research gap, the researcher has undertaken a preliminary literature review to justify the need for a study of this kind. Some of the prominent studies on the selected area have been presented alphabetically hereunder;

Arnolds and Venter (2007) had examined motivating factors for lower-level employees in manufacturing and clothes retail firms. The examination attracted consideration regarding fringe benefits and convincingly demonstrated that the most essential individual motivation for employees was found to be fringe benefits and rewards.

Chin Jutsal (2005), In his study focused on advanced the connection between reward, incentive compensation and organizational performance. The examination exposed the powerful connection of reward and incentive compensation to the employees performance. The research obviously expressed that reward has a positive impact on the organizational performance as a whole.

Devina and Gupta (2012) determined that communication plays a vital role in expanding the satisfaction of an employee. Satisfied employees are accounted to have high morale. Welfare measures and work experience does not really identifies with satisfaction. As such, it is recommended that organization have to offer satisfactory welfare measures yet require not burden itself by expanding the cost part of it in greed to earn the focused edge and declare itself as most desired organization. Different components like correct and open conversation, providing motivating elements, empowerment, and etc., ought to be considered for expanding the employee satisfaction level.

Ida (2005) communicated that the proportion from aggregate resources that a general public's commitment to social welfare is a valuable general measure identified with social policy. The United States spent 21 per cent of its Gross National Product (GNP) for public social welfare programs including health, education, social insurance (the biggest fragment) and assistance. In excess of 90 per cent of civilians aged more than 65 years had received social security (pension) benefits. Meantime the interceding of social welfare destinations and frameworks into the texture of modern labour life couldn't be fixed.

Lumley *et al.*, (2011) focuses around finding out the impact of money related advantages on jobs and in addition to the organization. The investigation determines that the compensation, promotion, supervision fringe benefits, contingent reward seem to feel more emotionally allotted and engaged with their respective organization.

Ryne and Kathleen (2004) aimed at finding out the impact of pay, performance and extra incentives on the high performing employees. The examination has featured on a high requirement for accomplishment in an organization. The investigation emphasized the significance of pay and reward in an organization and explained how it lessens conflicts and also incites the employees to have job involvement in the working environment.

Singh and Pathak (2009) aimed at finding out the awareness and execution status of the statutory welfare schemes. The researcher expressed that the degree of awareness among the employees is positively influenced. The investigation exposed that overall job satisfaction and employees' welfare measures are in tolerating and in addition appreciative level.

Souza (2009) characterized labour welfare and job satisfaction relationship in pharmaceutical organizations and multinational pharmaceutical organizations that all the eight labour welfare measures namely education, training, recreation, medical, subsidized loan, canteen, housing, safety and others are positively and significantly correlated with job satisfaction at the 0.01 level. This implies a development in any of the labour welfare dimensions is likely to noticeably development in job satisfaction of employees (N=201) in the pharmaceutical organizations in Goa.

Sukhareva (2009) researched health, labour and welfare activities of Japan government through an examination among public and private sector workers. From the research purpose 1550 sample respondents from 6 states of Japan were randomly chosen and met with respect to the legislations and its suggestions identified with health and welfare measures. The result of the examination demonstrate that the government departments especially health department insist on healthcare, security, clean and comfortable life. Workers are happy with welfare, medical coverage, medical care and allowances for their kids. Medicinal insurance like employee medical coverage, national medical coverage and seamen's insurance safeguard elders in the family. Retiring employees acquire from the pension bureau through established employees' pension insurance and national pension framework. Welfare department of each public and private concern in Japan instructs and prepares employees in such manner to get the benefit.

Venugopal, Bhaskar and Usha (2011) have determined that employees in industrial group at Chittoor district are profiting welfare measures, for example, recreational, medical, educational, housing, transportation, sanitation, security and furthermore statutory welfare measures, for example, workmen remuneration, ESI, sickness, EPF and Maternity benefits however these industries need to give some more

welfare facilities to their employees, for example, Gratuity, Pension, Welfare subsidize, so they may protect the employees and their quality of work life.

Vijayabanu and Ashifa (2011) made an examination on labour welfare measure public transport corporation at Karnataka, which tosses light on welfare measures being disseminated in Karnataka. This examination investigate the different elements of labour welfare measures that were seen by the labours and point out their level of satisfaction with regard to ESI, PF, gratuity and family welfare schemes. Welfare measures like housing facilities, loans, rest rooms, flexi timing and medi claim ought to be fused alongside the current welfare measures with the end goal to satisfy employees and thus job performance can be enhanced effectively. The findings also shows that the huge connection between socio economic profile (age and income) of the respondents and their perception on welfare schemes.

Weathington and Jones (2006) examined the relationship among the satisfaction and both monetary and non-monetary measures of benefits. Their investigation exposed that the medical, insurance and retirement benefits might enhance the worker's satisfaction in their respective jobs. The study inferred that the employees monetary benefits had a positive impact on employees' economic satisfaction and commitment to the organization.

White (2005) expressed that the effect of associations on the organizational practices to diminish labor costs, execute high-performance work frameworks, and employees welfare schemes. In regard to dissociated workplaces, those associations are determined to have practices which are predictable with 'mutual profits' outcomes.

Yew *et al.*, (2008) focused on employees monetary and fringe benefits that led to the organizational commitment. The researcher at last concluded monetary and fringe benefits had a significant and positive association with the organizational commitment. The examination further demonstrated that the employees who got more fringe benefits were more dedicated to the organization and their degree of consistency was higher than the others.

The aforementioned review of literature has provided a right direction and shown the research gap. Rather, no such studies have been carried out in the selected area for the current research by the researcher. Eventually, it has resulted in selection of the current topic for further scientific enquiry to gain more insight into the phenomenon.

4.0. Objectives of the Study

The primary objectives of the study are given below;

- To study the statutory and non-statutory labour welfare measures in sugar mills at Thanjavur and Nagapattinam Districts of Tamil Nadu.
- To examine the welfare measures in force for the employees of sugar mills and measure their level of satisfaction, and
- To suggest the remedial measures for improvement of the performance of the Sugar mills in the study area.

5.0. Research Methodology

Keeping the objectives of the study, the research methodology adopted during the study has been presented below;

✓ **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 and Nagapattinam Districts. Similarly, the total population, comprising the employees, of sugar mills area together 3305 in aggregate from the two districts viz. Thanjavur, and Nagapattinam districts of Tamil Nadu, India.

The population of the study covers the labour welfare measures offered by the sugar mills in Thanjavur and Nagapattinam Districts. The study has adopted a probability sampling method, i.e. Proportionate Stratified Random Sampling method was used to select the sample respondents in the four sugar mills located in the study area.

The sample size for the study was scientifically determined by using the Yamane, (1973) formula as given below;

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

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

✓ **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 with the help of an interview schedule. The survey was administered on 357 employees were working in sugar mills. The schedule contained 20 questions. It was further classified into three parts. Part I consisted of 10 questions relating to personal and socio-economic variables of the respondents. Part II comprised 03 questions in three dimensions viz; Statutory labour welfare measures, Non-statutory labour welfare measures and Social welfare measures. Part III contained the measures and the employees' level of acceptance and their satisfaction towards the welfare facilities available in their respective mills concerned.

The researcher also visited the sugar mills in Thanjavur and Nagapattinam districts to gain first hand information on the availability of welfare measures in their sugar mills.

(ii) Secondary data: The secondary data was collected from various sources such as journals, magazines, research reports and the related websites.

✓ **Analysis and Interpretation of the Data**

After the collection of data, the researcher analyzed the collected data with the help of the statistical package, SPSS 25.0 (Statistical Package for Social Sciences). The analysis was made at four stages. Firstly, Cronbach alpha was applied to identify the reliability and validity of the framed interview schedule. Secondly, simple frequency tables and cross tabulation analysis were applied which showed the position of the various items. Thirdly, ANOVA was used to examine the relationship between the variables. Finally, at the fourth stage, multiple regression analysis was applied to find out the effect of employees' satisfaction level towards the welfare measures in the sugar mills.

6.0. Role of Sugar Industry and Global and Indian Perspective: An Overview

6.1. Sugar Industry in the World

There are two main types of sugar-yielding plants in the world; cane and beet. Both produce the identical refined (centrifugal) sugar product when processed. Cane which accounts for about 65-70 per cent of the world sugar production. It is a bamboo-like grass with a fibrous stem that is grown in semi-tropical regions. Sugar Beets are grown in more temperate climates. World sugar production and consumption for 1995-1996 are projected to reach record levels of 119.0 million metric tons (130.9 million ton) and 118.1 million metric tons (129.9 million tons), respectively. World sugar projections for 1995-1996 are about 3percent higher than the output of the previous record of 116.4 million metric tons (128.0 million tons), which was set in 1991-1992. Over the last decades, the growth in global sugar consumption has been about 1.2 percent per year, which is down from about 2 percent during the previous decade. However, world consumption is forecast to rise robust 3.5 percent over the next year because rapid declines in consumption are associated with economic turndowns in the countries of the former Soviet Union central Europe appear to have ceased and consumption has either stabilized or is starting to rise. About one-third of the world's centrifugal sugar production is in four countries (India, Brazil, The United States, and China);an additional one-third is grown in the next four largest producers(Thailand, Australia, France, and Mexico).India and Brazil are easily the world's largest cane growers at 146.0 and 125 million metric tons(160.6 and 137.5 million metric tons),respectively. World sugar production is very dependent on weather and the global demand-supply balance, which dictates free market pricing. The free market for sugar is classified as a "residual market"- a market in which the freely traded product is only a residual of the world's total production. Because the free market for sugar is typically only 20-25% of world production, a 5 per cent change in production can represent a 25per cent- 35%per cent change in free-market sugar supply, which is one of the reasons for the high historical volatility of sugar prices. During 1995-1996, world exports are expected to total to be about 31 million metric tons (34 million tons). A few countries produce enough excess sugar to export large amount of sugar. Half of the world's traded sugar is exported by four countries: Brazil, Thailand, Australia, and Cuba. The productivity of these countries can significantly affect world free-market sugar supply and price. This is particularly true of Brazil's sugar cane is used to product fuel alcohol for transportation uses.

6.2. Sugar Industry in India

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 Uttar Pradesh, Gorakpur, Deria, Ghaziabad, Meerut, Kanpur, Shahjahanpur, Lucknow, Faziabad, 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 Kashmir and Himachal Pradesh.

The hybrid varieties developed by the Tamil Nadu Agricultural University known as co- varieties are very familiar in international sugarcane scenario. Further India is one of the major sugar producing countries in the world. The first three countries being USA are Brazil, Cuba where as in cane production. The total area covered by the sugarcane in India is around 31,19,000 hectares, which is 40 percent on world acreage. During the 1981 -82, India got the first place with a record of 84.38 lakhs tones of sugar production. The cane production in the Northern and Eastern state namely Assam, Bihar, Punjab, Haryana, Rajasthan, Uttar Pradesh and West Bengal have account for 68 percent of area under Sugarcane cultivation. The rest of 32 percent of the area is concentrated in southern and central States of India. In the case of number of factories Uttar Pradesh occupied the top position with 99 factories. Andhra Ranked third with 36 factories, Tamil Nadu

ranked fourth with 31 factories in Tamil Nadu is 36 which consist of 3 Government units and the rest being co- operative and private sector.

India offers the most favourable environment for maximum growth and accumulation of sugar in sugarcane crop. The country has achieved tremendous progress in cultivation of sugarcane since independence. Though sugarcane cover about 2 percent of cultivated area in the country it contributes about 7 percent of the total value of agriculture output as the most important non food grain crop.

Sugar cane is a long duration crop that stands in the field for about 12 months. However, in certain parts of the country, the period may extend upto eighteen months. The short duration varieties of sugarcane developed will facilitate the cultivation of other crops in the field after harvesting sugar cane. The normal planting period of the cane in India is from January to march whereas it is harvested from November to April which also happens to be the peak crushing season of the sugar factories in many parts of the country. In our country, harvesting is generally carried out by manual labour unlike other countries where mechanical harvesting is prevalent .

The historical and mythological confirmations clearly show that the authentic domestic of sugarcane and sugar production is India. "The warriors of Alexander the Great who attacked India around 327 B.C. were the primary Europeans to look out the sugarcane in India. In spite of the fact that they took sugarcane to Europe it was not really developed there until 700 A.D."Evidently, sugarcane was there in India long earlier than it became cultivated in Europe, and it was from India that Europe got here to recognize about sugarcane. In any case, the way toward making sugar was developed between the 4thand 6thcenturies. Around 600 A.D. Tsai-Hang, the Chinese Emperor sent a mission to Bihar to comprehend the skill of sugar manufacturing.

It is clear from these certainties that the first home of sugarcane and sugar manufacturing is India.

In the early days, the method of sugar manufacture became simple and native in nature. Until 1932, the Indian sugar market was ruled by Jawanesh sugar market and without home defensive measure; the Indian sugar producing scene did not demonstrate any massive development. Properly perceiving the development capability of the sugar manufacture in India, arrangement producers of the Government thought of offering assurance to the home enterprise and the problem become stated the Tariff Board. In 1934, the Sugar Industry Protection Act was passed, whereby the homegrown sugar industry in India was conceded security for an underlying time of 14 years.

As expected the impact of the segregating assurance approach on the development of sugar industry was remarkable. In reality, the adoption of the discriminative security arrangement denoted the commencement of modern sugar processing industry with the aid of direct vacuum pan technique in India. Even within three years after the adoption of separating insurance strategy, the industry enrolled wonderful development to the quantity that the variety of sugar factories expanded from 32 units in 1931-32, to 454 units in 2009-10. During this period, the quantity of manufacturing also enlisted a significant increase.

This charge of enlargement constitutes almost an international record. At any charge, if judged by the quantity of the manufacturing units, there is no parallel to it in the history of Indian Industries.

The appearance of present day sugar manufacturing industry by vacuum pan process in India, however, began just with the selection of a strategy of discriminative assurance to the enterprise with the aid of the Government of India in 1932. The business turned into then started out in areas like U.P. and Bihar where the sugarcane developing was sorted out. Security to the business was given for a time of 14 years, i.e., till 1946, and this progression for all intents and purposes upset the fortunes of the industry. A nation depending on imports of crystal sugar has turned out to be one of the biggest manufacturers within the world.

It was felt, as right on time as in 1934 that a base cost ought to be guaranteed to the cane cultivators who supply the raw material, which constitutes almost 70% of the cost of production of sugar. A minimum cane charge came to be settled by the Government under a statute.

In 1934, Union Government of India passed the Sugarcane Act. Section 3 of the Act enabled the State Government to settle the minimum rate for the acquisition of sugarcane proposed for use in any factory, and furthermore to manage its buy.

Uttar Pradesh and Bihar were the two State Governments settling the minimum cane price each year till the Central Government took over the control of sugar industry under the Industries (Development and Regulations) Act, 1951.

6.3. Sugar Industry in Tamil Nadu

Tamil Nadu 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 Tamil Nadu 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 below last year output by 0.31 per cent. 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 Tamil Nadu. While assessing the performance of Tamil Nadu sugar Industry, it is found that both the production of sugarcane as well as sugar in Tamil Nadu contributes around 10% of the countries production. Tamil Nadu 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 Tamil Nadu. During 1995 the production of sugar cane was 3.33 lakhs metric tonnes. During the year 2000, area under sugarcane cultivation in Tamil Nadu 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 Tamil Nadu depends mainly on ground water.

Tamil Nadu is one of the main States of the Indian Union in sugar manufacture. The real determinant of its improvement is the sensational development of the agricultural region. However, the development of agricultural area is restricted just to three industrial crops viz. paddy, sugarcane, and cotton. The cultivation of sugarcane has made considerable development in Tamil Nadu in the ongoing years as a result of the development of sugarcane industry under State assurance; sugarcane is cultivated in approximately 10 percent of the gross cultivated area. The soil in Tamil Nadu is helpful for the development of sugarcane which has an extraordinary element of sub-soil drainage, which is useful to sugarcane cultivation. The beneficial climatic situations combined with adoption of current techniques of cultivation, hard work by agriculturists and advancement endeavors by the sugar industrial facilities –these types have resulted in a quicker development of sugar industry in Tamil Nadu. The sugar factories have taken up soil surveys, irrigation schemes, and road construction within their zone of activity for the advantages of individuals. Sugar industry is the principal agro-based provincial industry presenting direct employment to 0.50 lakh individuals. Other than around 25 lakhs individuals are indirectly associated with this industry within the State.

7.0. Statutory and Non-Statutory Labour Welfare Measures in Sugar Mills: A Scenario in the Study Area

Statutory welfare measures mainly include the welfare facilities provided within an industrial establishment. They form part of the employers' statutory obligations. All welfare states provide welfare to the employees by securing and protecting social order to ensure social, economic and political justice.

Such statutory welfare measures are in conformity with the provisions of law.

The non-statutory welfare measures are undertaken voluntarily by employers and other voluntary organizations. The non-statutory or voluntary welfare measures are mostly extra mural *i.e.* the welfare facilities provided outside the work place.

Table – 7.1
Employees’ Perception towards Statutory Labour Welfare Measures
(N = 357)

Statutory Labour Welfare Measures	Level of Satisfaction					Mean	SD	Rank
	HD	D	U	S	HS			
Medical Facilities	28 (7.8)	40 (11.2)	57 (16.0)	130 (36.4)	102 (28.6)	3.67	1.22	II
Canteens & their maintenance	32 (9.0)	44 (12.3)	75 (21.0)	108 (30.3)	98 (27.5)	3.55	1.26	VI
Drinking water & Sanitation facilities	42 (11.8)	48 (13.4)	58 (16.2)	104 (29.1)	105 (29.4)	3.51	1.35	VIII
Washing facilities	45 (12.6)	48 (13.4)	55 (15.4)	127 (35.6)	82 (23.0)	3.43	1.32	X
Clothing & drying facilities	37 (10.4)	40 (11.2)	56 (15.7)	130 (36.4)	94 (26.3)	3.57	1.27	IV
Proper ventilation facilities	32 (9.0)	41 (11.5)	70 (19.6)	121 (33.9)	93 (26.1)	3.57	1.24	V
Waiting Hall facilities	20 (5.6)	37 (10.4)	61 (17.1)	135 (37.8)	104 (29.1)	3.75	1.15	I
Rest & lunch room facilities	35 (9.8)	47 (13.2)	64 (17.9)	121 (33.9)	90 (25.2)	3.52	1.27	VII
First Aid appliance facilities	41 (11.5)	49 (13.7)	62 (17.4)	115 (32.2)	90 (25.2)	3.46	1.31	IX
Role of labour welfare officer	34 (9.5)	43 (12.0)	50 (14.0)	128 (35.9)	102 (28.6)	3.62	1.27	III

Source: Primary Data

Note: (i) Figures in parentheses indicate percentage to N. / (ii) Rank is assigned on the basis of mean score. / (iii) Where, SD = Standard Deviation; HD = Highly Dissatisfied / D = Dissatisfied; U = Undecided; S = Satisfied; HS = Highly Satisfied.

Table 7.1 presents the details on the employee satisfaction in regard to their statutory labour welfare schemes such as medical facilities, canteens & their maintenance, drinking water & sanitation facilities, washing facilities, clothing & drying facilities, proper ventilation facilities, waiting hall facilities, rest & lunch room facilities, first aid appliance facilities and the role of labour welfare officer in the mills concerned.

In the case of medical facilities, about 65.0 per cent of the employees expressed their satisfaction, while 16.0 percent expressed low level of satisfaction. The rest expressed dissatisfaction towards the medical facilities offered by the mills.

With regard to the canteen and its maintenance facilities, around 57.8 percent of the employees working in the sugar mills expressed their satisfaction, followed by 21.0 percent left with no comments with the canteen and its maintenance facilities offered by the mills, while 21.3 percent were dissatisfied.

Rewardingly, the drinking water and sanitation facilities concerned, the proportion of employees who had high level of satisfaction was about 58.5 percent with the drinking water and sanitation facilities, while 16.2 percent had low level of satisfaction and the rest 25.2 percent reported that they were not satisfied with the drinking water and sanitation facilities available in their mills.

In terms of washing facilities, around 58.6 percent of the employees were satisfied with the facilities available in the mills, while 15.4 percent could not decide with the existing facilities. The rest 26.0 per cent are reported that they are dissatisfied with the washing facilities in the organization.

Out of 357 employees in the sugar mills, 62.7 percent of the employees are expressed their satisfaction, followed by 15.7 percent shown their dissatisfaction with the clothing and drying facilities in the mills. The rest 15.7 percent left with no comments on the existing facility.

From the Table 1.1 it was found that the majority 60.0 percent of the employees were satisfied with the ventilation facility in the mills. Meanwhile 20.5 percent of the employees working in the sugar mills were comparatively dissatisfied with the ventilation facilities and 19.6 percent of the employees reported that they had no comments on the ventilation facilities in their mills.

It is clear that, 66.9 percent of the respondents expressed a high level of satisfaction towards the waiting hall facilities available in their mills followed by 17.1 percent reported that they could not decide with the waiting hall facilities in their respective mills. A very low proportion of employees 16.0 percent expressed dissatisfaction the waiting hall facilities in their respective mills.

The view of employees on the rest and lunch room facility, 59.1 percent of the employees were satisfied with the existing facilities, while 23.0 percent were dissatisfied with the existing facilities. About 17.9 per cent of the employees were not able to give any opinion on the rest and lunch room facility in their mills.

Regarding the first aid appliance facilities, the majority of the employees 57.4 percent expressed their satisfaction, while 17.4 percent expressed low level of satisfaction and 25.2 percent of the employees failed to express their satisfaction against the first aid appliance facilities in the mills concerned in the study area.

During the study, 64.6 percent of the employees reported that they were satisfied with the role of labour welfare officers, while, 21.5 were not satisfied. A very low proportion of the employees 14.0 percent had left no comments on the role of labour welfare officer in the sugar mill.

Table – 7.2
Employees' Perceptions towards Non-statutory Labour Welfare Measures
(N = 357)

Non-statutory Labour Welfare Measures	Level of Satisfaction					Mean	SD	Rank
	HD	D	U	S	HS			
Transport facilities	36 (10.1)	50 (14.0)	62 (17.4)	118 (33.1)	91 (25.5)	3.50	1.28	XI
Facilities for training and Education	45 (12.6)	51 (14.3)	59 (16.5)	105 (29.4)	97 (27.2)	3.44	1.36	XIII
Loans and Advances	34 (9.5)	42 (11.8)	56 (15.7)	127 (35.5)	98 (27.5)	3.60	1.27	III

Leave Travel Allowance	31 (8.7)	48 (13.4)	66 (18.5)	114 (31.9)	98 (27.5)	3.56	1.26	VI
Recreational facilities	39 (10.9)	45 (12.6)	58 (16.2)	129 (36.1)	86 (24.1)	3.50	1.28	XII
Incentives and Bonus	36 (10.1)	43 (12.0)	62 (17.4)	121 (33.9)	95 (26.6)	3.55	1.28	VII
Housing Facilities	29 (8.1)	55 (15.4)	61 (17.1)	123 (34.5)	89 (24.9)	3.53	1.24	IX
Co-operative Stores	38 (10.6)	47 (13.2)	54 (15.1)	122 (34.2)	96 (26.9)	3.54	1.30	VIII
Co-operative Societies	35 (9.8)	40 (11.2)	63 (17.6)	125 (35.0)	94 (26.3)	3.57	1.26	V
Vehicle parking Facilities	30 (8.4)	45 (12.6)	60 (16.8)	130 (36.4)	92 (25.8)	3.59	1.23	IV
Career advancement Schemes	25 (7.0)	35 (9.8)	54 (15.1)	138 (38.7)	105 (29.4)	3.74	1.18	II
Guidance and counseling facilities	35 (9.8)	51 (14.3)	63 (17.6)	113 (31.7)	95 (26.6)	3.51	1.29	X
Benefits for dependents	24 (6.7)	33 (9.2)	55 (15.4)	142 (39.8)	103 (28.9)	3.75	1.17	I
Ex-gratia payments facilities	45 (12.6)	49 (13.7)	56 (15.7)	126 (35.3)	81 (22.7)	3.42	1.32	XIV

Source: *Primary Data*

Table 7.2 presents the details on the employees' satisfaction with regard to their non-statutory labour welfare schemes. It includes the non-statutory labour welfare schemes such as transport facilities, training and education facilities, loans and advances, leave travel allowance, recreational facilities, incentives and bonus, housing facilities, co-operative stores, co-operative societies, vehicle parking facilities, career advancement schemes, guidance and counseling facilities, benefits for dependents and ex-gratia payment facilities in the mills.

In case of transport facilities, 58.6 percent of the employees expressed their satisfaction, while 17.4 percent expressed low level of satisfaction. The rest expressed dissatisfaction over the transport facilities offered by the mills concerned.

With regard to the training and education facilities, 56.6 percent of the employees working in the sugar mills expressed their satisfaction, followed by 16.5 percent had no comments on the training and education facilities offered by the mills, while 26.9 percent of them were dissatisfied with the existing facilities.

With regards to the loans and advances, the proportion of employees who had a high level of satisfaction (63.0 percent) with the loans and advances offered by the mills, while 15.7 percent gained a low level of satisfaction and the rest 21.3 percent of them reported that they were not satisfied with the loans and advances offered by their respective mills.

In case of Leave Travel Allowance, 59.4 percent of the employees were satisfied with the facilities offered by the mills, while 18.5 percent of them did not give any comments on the existing facilities. The rest 22.1 percent were reported that they were higher dissatisfied with the leave travel allowance offered by the sugar mill.

Out of 357 employees in the sugar mills, 60.2 percent of them were satisfied, followed by 23.5 percent are dissatisfied with the recreational facilities in the mills. The rest 16.2 percent gave no comments on the existing facility.

From the Table 7.2, it was revealed that the majority 60.5 percent of the employees were satisfied with the incentive and bonus facilities in the mills. Meanwhile, 22.1 percent of the employees working in the sugar mills were highly dissatisfied with the incentive and bonus benefits and 17.4 percent of them gave no comments on incentive and bonus facilities in their mills.

It is clear that, 59.4 percent of the employees reported a high level of satisfaction high level of satisfaction over the housing facilities in their mills followed by 17.1 percent reported nothing on the housing facilities in the respective mills concerned. A very low proportion of employees 23.5 percent expressed dissatisfaction with the housing facilities in their respective mills.

The view of employees on the co-operative stores facility indicates that 61.1 percent of the employees were satisfied with the existing facilities, while 23.8 percent of them were dissatisfied with the existing facilities. 15.1 percent of the employees were not able to give their opinion on the co-operative stores facility in their mills.

In case of co-operative societies, a majority of the employees (61.3 percent) expressed their satisfaction, while 17.6 percent expressed low level of satisfaction and 21.0 percent of the employees had no satisfaction against the co-operative society's facility in their mills.

Similarly 62.2 percent of the employees reported that they were satisfied with the vehicle parking facility. Meanwhile, 21.0 of them were not satisfied. A very low proportion of the employees (16.8 percent) were not able to give any comments on the vehicle parking facility in the sugar mills.

On the career advancement schemes, 68.1 percent of the employees were satisfied in the mills, while 15.1 percent of them were dissatisfied. The rest 16.8 percent of them were reportedly dissatisfied with the career advancement schemes launched by the sugar mills.

Regarding the guidance and counseling facilities, 58.3 percent of the employees expressed their satisfaction, while 17.6 percent were against their views. The rest 24.1 percent expressed their dissatisfaction over the guidance and counseling facilities offered by the mills.

It is clear that 68.7 percent of the employees were satisfied with the benefits provided by the Mills. Meanwhile, 15.9 percent disagreed with it. A very low proportion of the employees (15.4 percent) had left with no comments on the benefits offered by the mills for their dependents in the sugar mills.

It was found that a majority (58.0 percent) of the employees were satisfied with the ex-gratia payment facilities in their mills, followed by 26.3 percent expressed their dissatisfaction over the ex-gratia payment facility in their respective mills concerned. The rest had no comments on the existing facility.

8.0. Findings of the Study

The present study has resulted in the following key findings;

In the case of medical facilities, about 65.0 per cent of the employees expressed their satisfaction, while 16.0 percent expressed low level of satisfaction. The rest expressed dissatisfaction towards the medical facilities offered by the mills.

With regard to the canteen and its maintenance facilities, around 57.8 percent of the employees working in the sugar mills expressed their satisfaction, followed by 21.0 percent left with no comments with the canteen and its maintenance facilities offered by the mills, while 21.3 percent were dissatisfied.

Rewardingly, the drinking water and sanitation facilities concerned, the proportion of employees who had high level of satisfaction was about 58.5 percent with the drinking water and sanitation facilities, while 16.2 percent had low level of satisfaction and the rest 25.2 percent reported that they were not satisfied with the drinking water and sanitation facilities available in their mills.

In terms of washing facilities, around 58.6 percent of the employees were satisfied with the facilities available in the mills, while 15.4 percent could not decide with the existing facilities. The rest 26.0 per cent are reported that they are dissatisfied with the washing facilities in the organization.

Out of 357 employees in the sugar mills, 62.7 percent of the employees are expressed their satisfaction, followed by 15.7 percent shown their dissatisfaction with the clothing and drying facilities in the mills. The rest 15.7 percent left with no comments on the existing facility.

From the Table 1.1 it was found that the majority 60.0 percent of the employees were satisfied with the ventilation facility in the mills. Meanwhile 20.5 percent of the employees working in the sugar mills were comparatively dissatisfied with the ventilation facilities and 19.6 percent of the employees reported that they had no comments on the ventilation facilities in their mills.

It is clear that, 66.9 percent of the respondents expressed a high level of satisfaction towards the waiting hall facilities available in their mills followed by 17.1 percent reported that they could not decide with the waiting hall facilities in their respective mills. A very low proportion of employees 16.0 percent expressed dissatisfaction the waiting hall facilities in their respective mills.

The view of employees on the rest and lunch room facility, 59.1 percent of the employees were satisfied with the existing facilities, while 23.0 percent were dissatisfied with the existing facilities. About 17.9 per cent of the employees were not able to give any opinion on the rest and lunch room facility in their mills.

Regarding the first aid appliance facilities, the majority of the employees 57.4 percent expressed their satisfaction, while 17.4 percent expressed low level of satisfaction and 25.2 percent of the employees failed to express their satisfaction against the first aid appliance facilities in the mills concerned in the study area.

During the study, 64.6 percent of the employees reported that they were satisfied with the role of labour welfare officers, while, 21.5 were not satisfied. A very low proportion of the employees 14.0 percent had left no comments on the role of labour welfare officer in the sugar mill.

In case of transport facilities, 58.6 percent of the employees expressed their satisfaction, while 17.4 percent expressed low level of satisfaction. The rest expressed dissatisfaction over the transport facilities offered by the mills concerned.

With regard to the training and education facilities, 56.6 percent of the employees working in the sugar mills expressed their satisfaction, followed by 16.5 percent had no comments on the training and education facilities offered by the mills, while 26.9 percent of them were dissatisfied with the existing facilities.

With regards to the loans and advances, the proportion of employees who had a high level of satisfaction (63.0 percent)with the loans and advances offered by the mills, while 15.7 percent gained a low level of satisfaction and the rest 21.3 percent of them reported that they were not satisfied with the loans and advances offered by their respective mills.

In case of Leave Travel Allowance, 59.4 percent of the employees were satisfied with the facilities offered by the mills, while 18.5 percent of them did not give any comments on the existing facilities. The rest 22.1 percent were reported that they were higher dissatisfied with the leave travel allowance offered by the sugar mill.

Out of 357 employees in the sugar mills, 60.2 percent of them were satisfied, followed by 23.5 percent are dissatisfied with the recreational facilities in the mills. The rest 16.2 percent gave no comments on the existing facility.

From the Table 1.2, it was revealed that the majority 60.5 percent of the employees were satisfied with the incentive and bonus facilities in the mills. Meanwhile, 22.1 percent of the employees working in the sugar

mills were highly dissatisfied with the incentive and bonus benefits and 17.4 percent of them gave no comments on incentive and bonus facilities in their mills.

It is clear that, 59.4 percent of the employees reported a high level of satisfaction high level of satisfaction over the housing facilities in their mills followed by 17.1 percent reported nothing on the housing facilities in the respective mills concerned. A very low proportion of employees 23.5 percent expressed dissatisfaction with the housing facilities in their respective mills.

The view of employees on the co-operative stores facility proved that 61.1 percent of the employees were satisfied with the existing facilities, while 23.8 percent of them were dissatisfied with the existing facilities. 15.1 percent of the employees were not able to give their opinion on the co-operative stores facility in their mills.

In case of co-operative societies, a majority of the employees (61.3 percent) expressed their satisfaction, while 17.6 percent expressed low level of satisfaction and 21.0 percent of the employees had no satisfaction against the co-operative society's facility in their mills.

Similarly 62.2 percent of the employees reported that they were satisfied with the vehicle parking facility. Meanwhile, 21.0 per cent of them were not satisfied. A very low proportion of the employees (16.8 percent) were not able to give any comments on the vehicle parking facility in the sugar mills.

On the career advancement schemes, 68.1 percent of the employees were satisfied in the mills, while 15.1 percent of them were dissatisfied. The rest 16.8 percent of them were reportedly dissatisfied with the career advancement schemes launched by the sugar mills.

Regarding the guidance and counseling facilities, 58.3 percent of the employees expressed their satisfaction, while 17.6 percent were against their views. The rest 24.1 percent expressed their dissatisfaction over the guidance and counseling facilities offered by the mills.

It is clear that 68.7 percent of the employees reported that they were satisfied with the benefits extended by the mills. Meanwhile, 15.9 percent disagreed with it. A very low proportion of the employees (15.4 percent) had left with no comments on the benefits offered by the mills for their dependents in the sugar mills.

It was found that a majority (58.0 percent) of the employees were satisfied with the ex-gratia payment facilities in their mills, followed by 26.3 percent expressed their dissatisfaction over the ex-gratia payment facility in their respective mills concerned. The rest had no comments on the existing facility.

9.0. Suggestions and Recommendations of the Study

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

- In the study area, the sugar mills shall make certain constructive attempts to launch sound and innovative compensation management systems to retain the efficient workforce in the sugar mills concerned.
- The mills shall strengthen the direct and indirect compensation bases for motivating the existing employees and thereby increasing the level of their job satisfaction.
- As a part of the infrastructure available in the mills, certain facilities such as washing facilities, first aid, drinking water, sanitation, rest and lunch room facilities etc may be added to, as statutory labour welfare measures.
- Apart from the statutory labour welfare measures, the non- statutory labour welfare measures like Ex-gratia payment, training and educational facilities, recreational facilities, transportation, guidance and counseling etc. may be reviewed and paid more attention for retention of the employees.
- The wage and salary administration, besides the fringe benefits, has to be more effective in the study area not only for reducing the rate labour turnover but also to attract the more efficient employees towards the sugar mills.

- The government shall take suitable measures to identify the sick units and revive them to make them functional constant monitoring of the performance of the sugar mill becomes measuring to take appropriate action in time before they become sick units.

10.0 Limitations of the Study and Future Directions of the Research

There is no research study without limitations. On this aspect, the present study is also not an exception on this front. Such limitations have been listed below;

- The study has confined only the selected twin districts of Tamil Nadu, one of the States of India. Hence, its findings may not have universal applicability.
- No comparative analysis on the statutory and Non-statutory welfare measures in the sugar mills was made.
- No comparison on the performance of the sugar mills in Thanjavur and Nagapattinam districts was made in the light of the welfare measures available in the respective sugar mills.
- No causes for the dissatisfaction of the employees of sugar mills were identified.
- Identifying and analyzing the only variable, 'welfare measures' in force in the selected sugar mills may not be a sound indicator of their performance and satisfaction of their employees. Many more factors are likely to influence the performance of the mills, locate inside and outside the State/Country and also the level of satisfaction of the employees as well. It may vary geographically, depending upon the operational efficiency of the industry and the expectations of the workforce, from one country to another.

Keeping in view, further researches may be undertaken both intensively and extensively in future to gain deeper insight in to the phenomenon, nationally or internationally.

11.0. Conclusion

Across the world, the broader goals of socio-economic development cannot be achieved without accelerating the growth of the industrialization. Undoubtedly, industrial sectoral growth certainly paves a way to create new employment revenues and thereby ensuring a steady income and standard of living to the masses as a whole. Amongst the industries, the sugar industry plays a vital role in employment generation directly and ultimately entails the socio-economic development of a developing country in like India. Taking in to consideration the findings of the study, a team spirit and co-ordination among the government the management of the sugar mills and their employees become inevitable at this moment. Last but not least, it may be concluded that the management maintenance of effective and efficient human resource may serve as a basis for better performance of the sugar mill in the study area in due course of time.

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