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**A STUDY ON LEVEL OF SATISFACTION WITH HUMAN RESOURCE  
PLANNING : A CASE STUDY ON PRIVATE SUGARMILLS IN TAMIL NADU**

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**ABSTRACT**

Private institutions have a sizable amount of human capital. All different kinds of private firms need to manage their people resources effectively and creatively. The unique growth of small businesses and a lack of knowledge of the issues with human resources are some of the causes. The majority of privately owned sugar mills are modestly sized and operated. They are therefore ignorant of the methods used in human resource management. Nonetheless, the chairman and the board of directors are anticipated to be knowledgeable about human resource management techniques in the large-scale private sector, such as private sugar mills. In time, widespread employee dissatisfaction led to the development of private human resource management. The unhappiness of the workforce is a result of poor working conditions, restricted opportunities for personal development, a lack of expertise in the area of human resource management, and other issues. The private sector, one of the most important economic sectors, cannot afford to become complacent with the current situation in the years to come. Due to the aforementioned factors, little has been done in the private sector to develop and distribute human resource management system knowledge and skills. Thus, efforts must be made to find solutions to the aforementioned issues.

**KEY WORDS: Satisfaction, Employees, Working Conditions, Human Resource Planning.**

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**INTRPODUCTION**

The management of the human component, the most significant of all production factors, has taken on increasing importance in Indian modern management. If an organisation could learn how to unlock the untapped potential in its people resource, as Douglas Mc Gregor put it,



their effectiveness would be much enhanced. Human resource management has recently been the method to man management that has received the most attention in India. For a better understanding of India's growing situation, a brief overview of human relations in management is required. Similar to other management scenarios, human relations in India refer to a set of systematic knowledge committed to analysing individual behaviour in working organizations. The response of employees to management's clearly expressed interest in the work that they are performing, as well as their own opinions of it and the informal social structure that predominates at work, is the basis of human relations philosophy. In essence, the human relations school in India refers to a theory of management of organisations approach that places an emphasis on the necessity for each employee to have a satisfied relationship with the other members of his work group and his workplace.

Human resource management is not a one-man job, and it cannot even be completed by one person. It is a corporate and cooperative integrated undertaking that ought to start with a shared sentiment and idea and move forward in a synchronised and coordinated way.

### **SUGAR INDUSTRY PRACTICES RELATING TO HUMAN RESOURCES**

One of the largest agro-based processing sectors in the nation, the sugar industry contributes significantly to the socioeconomic growth of our nation. In our nation, there are 490 sugar mills, and 45% of them are privately owned. One of the top states for sugar production is Andhra Pradesh, and the majority of the state's sugar mills are owned and operated by the private sector. The main goal of the sugar industry is to advance member welfare by helping the economically disadvantaged, fostering community growth, and assisting the general populace. The socioeconomic development of the people in Andhra Pradesh has changed thanks to the presence of Indian sugar factories.

Sugar industrial units are battling to survive in the current environment as a result of competition brought on by globalisation, economic reforms, and privatisation policies. Obsolete technology, poor financial performance, discriminatory government policies, strong political influence, frequent management changes, limited modernization and diversification, and careless management are some of the obstacles to poor performance. The issues faced by



industrial units in the sugar business are similar to those faced by other organisations in building organisations and the capacity of those organisations to accomplish desired goals.

The optimal performance of an organisation comes from properly managing all HRM procedures. Businesses with efficient HRM typically have happier employees and clients, and they also tend to be more innovative, more productive, and to have a better reputation in the community.

HR procedures are being implemented by businesses nowadays in an effort to give their workers a competitive advantage. Older management theories viewed human resources management as an administrative task. Today, HRM is viewed as a tool for assisting an organization's strategy, including its plan for achieving broad objectives, profitability, quality, and market share. In other words, managers and HR experts work together strategically. This indicates that they help the corporation build plans and match HRM policies and practises with these strategies by using their expertise in business and human resources. Despite the fact that the degree to which HR professionals are involved and the nature of strategic concerns such as quality emphasis and decisions regarding growth and efficiency, HR professionals' support for strategy varies.

According to Likert, "the people who make up an institution originate and decide on all the actions of any organisation. The ability, drive, and overall efficacy of a firm's human organisation in adapting to change and assisting firms to deal with is a significant issue of human resource. Using great human resource management can help a firm develop and prosper as well as acquire and maintain a competitive advantage.

Yet, because of inadequate professional human resource management and the rural location of Indian sugar industrial facilities, production is typically limited. Due to weak human resource departments, many firms lag behind. Few companies have full-fledged human resources or personnel departments; instead, many just employ labour welfare officers, limiting the departments' duties to maintaining the time office and engaging in welfare-related activities. The requirement for professional management through an ongoing programme centred on systematic human resource management was stated in the cooperation



policy resolution from 1997 itself. These days, the workforce's knowledge, dedication, abilities, and training are what give it a competitive edge.

Therefore, it is crucial for sugar production facilities to acknowledge the growing significance of human resources and envision their strategic usage in order to obtain a competitive edge. A fully functional human resources department must be kept up, as must the department's contribution to the demands of the firm.

A high performance work system, or an organisation where technology, structure, people, and procedure all operate together in a competitive environment, can be built on the foundation of effective human resource management. As a result, the human resource department has a variety of tasks to carry out in order to support the strategy and maintain a sustainable competitive advantage. In sugar factories, these tasks include supporting organisational strategy, job analysis and development, teamwork and empowerment, pay plan and benefits, and human resource management development.

Finding and retaining the ideal fit between their social system and technical system is crucial for the sugar industry's human resource management. Employees with a wide range of abilities and high levels of motivation are required in the sugar industry so that HR professionals can support organisational initiatives for quality, expansion, and efficiency. The top management should support HRM in all of its endeavours because it has several responsibilities. Management must work to establish the conditions necessary for all organisational members to focus their efforts on the organization's objectives in order to best achieve their own goals.

## **RESEARCH METHODOLOGY**

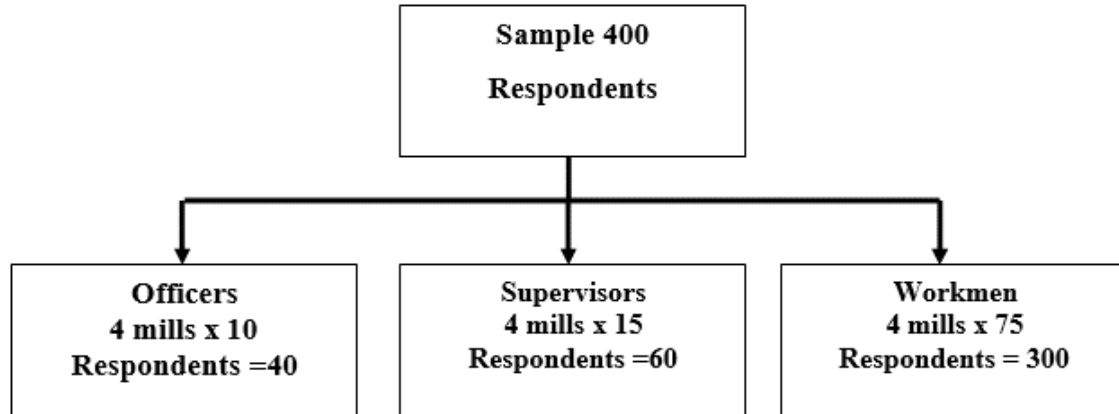
One of the top producing States in the Indian Union is Tamil Nadu. The spectacular expansion of the agriculture sector is the main factor influencing its development. Yet, just three commercial crops—paddy, sugarcane, and cotton—are experiencing expansion in the agricultural sector. Because of the expansion of the sugarcane sector under State protection, sugarcane cultivation has advanced significantly in Tamil Nadu in recent years; sugarcane is now grown on around 10% of the state's total cultivated land. The sub-soil drainage that the



land in Tamil Nadu has is a special characteristic that makes it advantageous for sugarcane growing. The favourable climatic circumstances, combined with the use of contemporary farming techniques, the diligent work of farmers, and the development efforts of the sugar plants, have all led to a quicker expansion of the sugar business in Tamil Nadu. For the advantage of their members, the sugar companies have implemented soil studies, irrigation plans, and road development inside their operational region. The primary agro-based rural business, the sugar industry employs 0.50 lakh people directly. Also, this business indirectly employs about 25 lakh people in the State.

Ratooning determines the overall area used for sugarcane growing. One of the factors affecting the entire area planted with sugarcane is the size of the ratoon crop. Despite the fact that ratoon crops yield less than plant crops, farmers still choose to grow ratoon crops since they are less expensive than switching to other crops. The choice for the sugarcane crop is influenced by weather patterns from the previous season as well as farmer expectations for the agro-climatic conditions in the current season. The current season's sugarcane planting is influenced favourably by the payment of remunerative prices. Sugarcane farming is influenced favourably by support provided by a mill in the form of subsidies for the purchase of seeds, fertilisers, and pesticides as well as for the harvesting and transportation of cane.

In Tamil Nadu, there are 19 sugar mills run by the private sector. For this study, only five sugar mills were chosen based on turnover. As of 31.03.2021, there were 3426 employees among the five private sugar mills. 500 respondents were chosen using a stratified random selection technique (proportionate) based on the different employment categories. The sample respondents were chosen using Tippet's random number table for each stratum. Officials, supervisors, and workmen were the three categories into which the employees were divided. From each sugar mill, ten officers, fifteen supervisors, and seventy-five labourers were chosen.



The methods used for managing human resources differ amongst mills. While hiring employees, there are no set standards. Compared to mills with lower capacity, those with higher capacity employ fewer people. Also, the number of workers fluctuates according to the season. Hence, samples based on a certain proportion or percentage won't be useful. As a result, a predetermined number of workers from each category have been chosen for this study.

The current study is based on a survey method and is pragmatic in character. The staff of five private sugar mills provided the initial data collection. In three private sugar mills, a pilot research was carried out in July 2007 with the participation of 25 employees and 10 officers. The journals, reports, books, and records of the private sugar mills served as the primary sources for the secondary data collection. Further pertinent secondary sources were gathered from the Indian Institute of Management in Bangalore, the ICSSR in New Delhi, and the Vellore College of Technology in Vellore.

The study's main goal was to assess how private sugar mills in Tamil Nadu manage their human resources. Several statistical techniques, including Chi-square, Correlation, Multidimensional scaling, Factor Analysis, ANOV A, Multiple Regression, Cluster analysis, and Multi Dimension Scaling (MDS), have been used with the aid of SPSS to analyse the current human resource management practises in the private sugar mills. Also, a straightforward percentage analysis was used to arrive at potential answers.

**RESULTS AND DISCUSSION**

**TABLE – 1: THE RESPONDENTS’ SATISFACTION WITH HUMAN RESOURCE PLANNING**

S.No	Particulars		Highly Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Partially Satisfied	Highly Dissatisfied	Total
1	Ensuring adequate supply of manpower	Frequency	132	136	88	28	16	400
		Percentage	33	34	22	7	4	100
2	Ensuring proper use of existing human Resources	Frequency	148	116	64	44	28	400
		Percentage	37	29	16	11	7	100
3	Assessing surplus or shortage if any	Frequency	124	136	80	36	24	400
		Percentage	31	34	20	9	6	100
4	Forecasting future requirements of human resources	Frequency	172	88	84	32	24	400
		Percentage	43	22	21	8	6	100
5	Anticipating the impact of technology on jobs And requirements for more human resources	Frequency	172	64	80	48	36	400
		Percentage	43	16	20	12	9	100

*Source: Primary Data*

The respondents' level of satisfaction with HR planning is shown in Table-1. 16. 33% of respondents believe that the private sugar mills provide enough labour, whereas at least 4% disagree. 37 percent of respondents express strong satisfaction with the use of the existing



workforce, while 7 percent express dissatisfaction. 31 percent of people have trouble planning for surplus or shortage labour. Just 6% of respondents are extremely dissatisfied with future human resource projections, compared to 43% who are highly satisfied. Just 9% of respondents indicate dissatisfaction with the effects of new technology, whereas 33% express strong pleasure with the adoption of new technology and processes.

### LEVEL OF SATISFACTION WITH RECRUITMENT AND SELECTION AMONG THE RESPONDENTS

TABLE – 2: THE RESPONDENTS’ SATISFACTION WITH RECRUITMENT AND SELECTION

S.No	Particulars		Highly Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Partially Satisfied	Highly Dissatisfied	Total
1	Sources of recruitment	Frequency	244	76	48	12	20	400
		Percentage	61	19	12	3	5	100
2	Recruitment process	Frequency	144	108	52	28	68	400
		Percentage	36	27	13	7	17	100
3	Process of Selection	Frequency	144	108	52	28	68	400
		Percentage	36	27	13	7	17	100
4	Reservation system	Frequency	168	100	72	36	24	400
		Percentage	42	25	18	9	6	100
5	Induction	Frequency	212	68	88	24	8	400
		Percentage	53	17	22	6	2	100

Source: Primary Data

Table No.-2. lists the respondents' levels of satisfaction with the recruitment and selection process. 19% of respondents are satisfied with the source of recruiting, and 61% are very satisfied with it. 3% of people are only somewhat satisfied, while 5% are very dissatisfied.





12% of the population is undecided. 36 percent of respondents report a high level of satisfaction with the hiring process, while 7 percent show a high level of dissatisfaction. 6 percent are unhappy with the selection process, while 39% are very satisfied. Just 6% of respondents are dissatisfied, with a maximum of 42% of respondents favouring the reservation system. Only 2% of employees are unsatisfied with the results of recruiting and selection, compared to 53% of respondents who are highly satisfied with induction.

### LEVEL OF RESPONDENTS SATISFACTION WITH TRAINING AND DEVELOPMENT

TABLE – 3: LEVEL OF RESPONDENTS’ SATISFACTION WITH TRAINING AND DEVELOPMENT

S.No	Particulars		Highly Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Partially Satisfied	Highly Dissatisfied	Total
1	Arrangement of training programmes	Frequency	180	108	76	20	16	400
		Percentage	45	27	19	5	4	100
2	Conduct of adequate training & Development	Frequency	164	132	52	24	28	400
		Percentage	41	33	13	6	7	100
3	Efforts for the conduct of training programmes	Frequency	160	100	84	24	32	400
		Percentage	40	25	21	6	8	100
4	Facilities available to the employees	Frequency	168	92	80	20	40	400
		Percentage	42	23	20	5	10	100
5	Treatment of high potential employees	Frequency	188	80	68	40	24	400
		Percentage	47	20	17	10	6	100

Source: Primary Data



Table No. 3. lists the respondents' levels of satisfaction with training and development. 4 percent of respondents are dissatisfied with the programmes for raising employee performance, while 45 percent find them to be highly satisfactory. Regarding the delivery of suitable training and development, 7 percent of people are unsatisfied, while 41% express strong satisfaction. 40% of those who participated in the attempts to carry out training programmes said they were satisfied, while 8% said they were very unsatisfied. 42 percent of employees who want to switch are extremely delighted with the facilities, while 10 percent are extremely dissatisfied. Just 6% of respondents express dissatisfaction with the training and development, while 47% of respondents rate their satisfaction with how high potential individuals are treated as highly.

#### **LEVEL OF SATISFACTION WITH WAGES AND SALARY ADMINISTRATION AMONG THE RESPONDENTS**

**TABLE – 4. THE RESPONDENTS’ SATISFACTION WITH WAGES AND SALARY ADMINISTRATION**

S.No	Particulars		Highly Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Partially Satisfied	Highly Dissatisfied	Total
1	Wage and salary structure	Frequency	152	116	60	60	12	400
		Percentage	38	29	15	15	3	100
2	Difference between the wages and salary in your organization and those in other organization.	Frequency	184	68	88	28	32	400
		Percentage	46	17	22	7	8	100
3	Acknowledgement of employees’ worth	Frequency	136	140	64	32	20	400
		Percentage	34	37	16	8	5	100



4	Adequacy of Various allowances	Frequency	156	104	80	20	40	400
		Percentage	39	26	20	5	10	100
5	Maintenance of equity and fairness	Frequency	156	116	80	28	20	400
		Percentage	39	29	20	7	5	100
6	Wage settlement period	Frequency	184	116	40	40	20	400
		Percentage	46	29	10	10	5	100

**Source: Primary data**

Table No. 4. lists the respondents' overall satisfaction with the administration of pay and salaries. 3 percent of respondents are extremely dissatisfied with the pay and salary structure, compared to 3 percent who are highly dissatisfied with it. 5 percent of people are unsatisfied with the wages and salaries, while 46% are very dissatisfied. 5 percent of people are dissatisfied with the acknowledgement of an employee's value, while 31% are satisfied. Just 10% of respondents are extremely dissatisfied with the various allowances, and 39% are quite satisfied. Only 5% of respondents express dissatisfaction with the respondents' level of satisfaction with maintaining equity and fairness in wages for comparable jobs. Only 5% of people are unsatisfied with the wage settlement phase, compared to 46% who are extremely satisfied.

**CONCLUSION**

Human resources are the energies, abilities, skills, and knowledge of individuals that can and ought to be used in the creation of commodities and services. The management of materials, machines, methods, money, and motives all follow the same path as the management of human resources, which is the most crucial "M" of all. To attain personal and organizational goals, human resources should be used as much as feasible. Results and productivity in firms are directly correlated with the number and caliber of their human resources. Next to the textile industry, the sugar industry is a significant agricultural sector in Tamil Nadu. It is essential to the state's economic growth, especially in rural areas. A research of the evaluation of human resource development practices in private sector sugar mills in Tamilnadu is made



with the importance of human resources in mind. The quality and care given to the seeds affects the overall sugarcane production. The yield potential of various seed types varies. In India, there is a lot of research being done to find new cane varieties that will produce the most cane per hectare. Depending on the cultivar, sugarcane takes one to two years to grow from planting to maturity. This is crucial because harvesting must coincide with the sugarcane crop's maturing, when the sucrose concentration is at its highest. Temperature is one of the most important elements in sugarcane cultivation.

Overstaffing is a dreadful result of the private sugar companies' uneconomical operation. The majority of the issues are brought on by variations in the traits and attitudes of the workforce, agitation among some of the workforce, and strained labour relations. Private sugar mills need human resources that are both cooperatively minded and professionally competent. Review the current methods and create appropriate parameters to improve management excellence. This creates an environment that is favourable for work in private sugar mills.

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