

Labour Relations Practices In Sugar Industry of Uttar Pradesh

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INTRODUCTION

Sugar industry is the most important industry in Uttar Pradesh as elsewhere in the country. The last few decades have witnessed a salient industrial revolution in this part of the country resulting in the transformation of a predominantly agricultural economy into an important industrial economy. Impressive progress has been made in the field of large, medium and small-scale industries in Uttar Pradesh. The state continues to maintain a matching position among the industrialized states of the country. There were only 14 sugar factories in Uttar Pradesh in 1932. At present, there are nearly 130 sugar mills in the state, each depending upon 150 to 400 villages for its cane supply. On an average, the industry covers about 20,800 villages. But in recent years, due to low productivity, most of the sugar mills of the state are running in losses and are unable to maintain harmonious labour relations. It is against this backdrop that the present research paper attempts to evaluate the labour management relations practices in Sugar Industry of Uttar Pradesh.

LABOUR RELATIONS: A CONCEPTUAL EXPOSITION

Broadly speaking, the term labour relations is composed of two words 'labour' and 'relations'. According to Marshall (1961), labour may be defined as 'any exertion of mind or body undergone partly or wholly with a view to some other than the pleasure derived from the work and relations mean, 'the relationship between the employer and his employees that exists at the work place'. In the words of Cryster (1944), 'the term labour relations has come to mean that part of general labour field which includes the procedure in collective agreements, the servicing of grievance and the conciliation of disputes between the employers and the employees, if at all possible, without cessation of work'. It deals with the scientific investigations of the social and psychological inter-relations, establishing a direct relationship between the employer and employee. Labour relations are primarily concerned with the union management relations, techniques of negotiation, collective bargaining, evaluation of labour contracts, discipline, joint consultation, arbitration, conciliation, adjudication and other allied legal matters, strikes and lockouts, labour costs, employment and non-employment and other terms and conditions of service such as wages, allowances, bonus, benefit plans, closure, retrenchment, working hours, festival holidays and leave and security of service (Nath and Ghosh:1973).

REVIEW OF LITERATURE

Since the very purpose of the literature review is to give insight as to how the subject matter is dealt, the researchers have opted to summarize the findings and conclusions drawn from, and recommendations given on the studies made by different researchers in the field of labour relations in India and even in foreign countries.

Haber and Levinson (1956) designed a study of 'labour relations and productivity in the building trades'. They found that the labour relations pattern in the building trades differs materially from that perfected in other industries. The only suggestion to improve the labour relations in the building trades is the progress in assuring steady employment.

Saxena (1964) in his study entitled, 'Industrial Relations in Five Industrial Units of Meerut District' has brought to the forefront the fact that the problems of industrial relations should not be tackled merely on the economic front. These are sociological problems depending for their solution on the mutual trust and confidence among the workers and the employers.

Singh (1966) in his published doctoral thesis entitled, 'Labour Management in Sugar Industry' has observed that

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there is no initiative on the part of employers willfully (excepting legal obligations) to provide welfare facilities to workers.

Turner et al. (1968) made a study of labour relations in Motor Industry. They found a remarkable rise in the number of strikes in British Car Industry due to failure of institutions.

Nair (1973) conducted case studies to ascertain the labour management relations in Kerala. He pointed out rich diversity in the pattern and composition of labour management relations that prevail in the state. It shows that Kerala has forged ahead in the matter of evolving a system of labour management relations, which can well be a guide and model for the rest of India.

Das (1983) in his research makes an intensive study of industrial relations in six textile mills of Indore. He found that industrial relations are sociological problems, depending for their solution on the mutual understanding between the operative and managerial staff.

Chand (1989) designed a study of industrial relations in the public sector in Andhra Pradesh. He suggested uniformity in the wage structure of all public sector units in the Andhra Pradesh (to reduce many labour problems).

Gani (1990) in his research paper entitled, 'Industrial Relations in Jammu and Kashmir' has suggested the need of a good infrastructure for the management of industrial relations in the state before the situation goes beyond limit.

Moorthy (2005) in his research paper attempted to identify the changes that have occurred in industrial relations scenario in textile industry in Tamil Nadu after the economic reforms introduced during the nineties. The major findings of the study are that both the number of disputes and the number of workers involved in the disputes have come down gradually in the post reforms period in Tamil Nadu. But at the same time, the number of man-days lost due to strikes and lockouts showed an increasing trend during the same period.

RESEARCH GAP

From the foregoing review of literature it can be understood that though many studies have been conducted on different aspects of labour relations in India and even in foreign countries, a study specifically for labour relations practices in sugar industry of Uttar Pradesh is missing in literature. Similarly, no study has made a comparative analysis of degree of satisfaction among the employees of public, private and cooperative sector sugar mills of Uttar Pradesh. Moreover, till date, no research has been conducted on any aspects of labour relations in sugar mills sampled for this study. Hence, the present study examines empirically the vital issues affecting the relationship between labour and management in selected sugar mills of Uttar Pradesh and suggests measures to make them more effective contributors for the productivity and prosperity of sugar mills of Uttar Pradesh.

OBJECTIVES OF THE STUDY

The present study examines the labour relations practices in sugar industry of Uttar Pradesh and aims at making a comparative analysis of labour relations in the sugar mills of the state, taking into account the public, private and cooperative sector sugar mills of Uttar Pradesh. The important objectives of the study are:

- To study the labour relations practices in Sugar mills of Uttar Pradesh;
- To conduct attitude survey on selected samples, make analysis, and draw conclusions;
- To highlight the strong areas where the Sugar mills would be advised to capitalize on; and
- To identify problem areas and formulate suitable recommendations to improve the pattern of labour relations in Sugar mills of Uttar Pradesh.

RESEARCH DESIGN

The sugar industry of Uttar Pradesh is divided into two sectors, viz. organized sector and unorganized sector. The study covering a period of 1998 to 2008 subject to the availability of data refers only to the organized sugar mills of Uttar Pradesh, which consists of private, public, and cooperative sector sugar mills of the State. However, one of the best methods of the study would have been to make a survey of all the sugar mills of Uttar Pradesh. But since this is a very large and time consuming project, it was decided to use the case method. Thus, a sample of three sugar mills (selecting one from each sector) has been considered as the modest number from the point of view of feasibility of cost and time.

The field investigation is based on a sample of 320 respondents selected through simple random sampling

technique with a precision rate of ± 5 per cent. Out of this, 195 respondents of private sector sugar mill, 62 respondents of public sector and 63 respondents of cooperative sugar mill have been selected to ascertain their reactions towards different labour issues and to locate the problems. While choosing respondents, efforts have been made to ensure that all categories of employees are interviewed. The analysis is based mainly on the responses received from them. Luckily, all the randomly selected employees replied on time. It is needless to mention here that the researchers had to meet them invariably to explain the main points of the questionnaire and also to convince them to respond fairly and fearlessly on the assurance that their identities will not be disclosed to the management and their support will help to improve the pattern of labour relations practices not only in their respective mills, but also in other mills of the state. The study has been conducted in the following three sugar mills:

Public Sector: A Case Study of Uttar Pradesh State Sugar Corporation Ltd. (UPSSCL) Bijnor;

Private Sector: A Case Study of Dwarikesh Sugar Industries Ltd. (DSIL) Dwarikeshnagar; and

Cooperative Sector: A Case Study of Rudra Bilas Kisan Sahkari Chini Mills Ltd (RBKSCML) Rampur.

RESEARCH METHODOLOGY

The present study is based on published and unpublished data collected from both primary and secondary sources. All the information based on primary sources has been collected from the personnel departments of the selected sugar mills of Uttar Pradesh and through personal interviews with the workers, union leaders, and officers on the basis of pre-structured questionnaires eliciting information on a number of major aspects of labour relations like personnel policies and practices, wages, labour welfare, working conditions, trade unions, strikes, procedure for settlement of disputes, redressal of respondents' grievances and taking disciplinary action, workers' participation in management etc. to authenticate the research and arrive at genuine conclusions.

A major chunk of the portion based on the secondary information is obtained from the magazines, newspapers, journals, books, unpublished theses, annual reports of the companies and various other publications of the Government of India and Government of Uttar Pradesh. Some information has been collected / scanned from the Internet also. Finally, all the information and data collected are analyzed and important inferences have been drawn from them.

LIMITATIONS OF THE STUDY

In the present study, an attempt has been made to cover all-important aspects of labour relations in sugar mills of Uttar Pradesh with the maximum degree of thoroughness. But in this earnest endeavor, various difficulties of a serious nature at all stages of the enquiry have been experienced. Moreover, it has been observed (during the period of data collection) that the employees and the management did not generally speak correctly. There was a fear psychosis in the minds of employees of almost all the mills surveyed. Not only this, Personnel Officers and Labour Officers were absent or very busy despite prior appointments. In certain cases, adequate information was not provided. Hence, the researchers had to restrict themselves to a more recent period. The other most important difficulty faced was that most of the workers and union leaders, being illiterate and having a low level of awareness about the workings of an organization, were also not in a position to help in an effective manner to supply the relevant information. This could leave a deep impact upon the findings of the study.

The study, however, brings within its fold almost all vital issues relating to the labour relations in the sugar industry of Uttar Pradesh. But it is pertinent to mention that as these are case studies, results and findings presented in it may not strictly apply to the sugar industry of Uttar Pradesh as a whole.

EMPIRICAL FINDINGS

The respondents' views were taken on a number of common aspects relating to labour relations practices of their respective mills. In the following pages, an attempt has been made to evaluate their views on these issues:

RESPONDENTS' OPINION TOWARDS THE PERSONNEL POLICIES AND PRACTICES

The following data reveals the opinion of respondents regarding personnel policies and practices in the sample sugar mills:

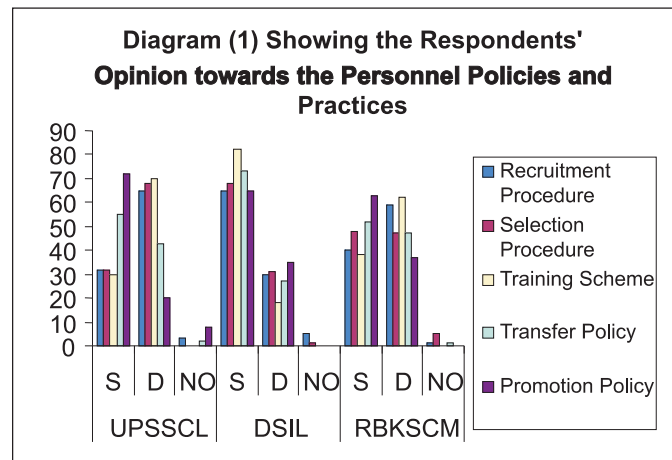
Table 1: Respondents' Opinion Towards The Personnel Policies and Practices

(In Percentage)

Factors	UPSSCL			DSIL			RBKSCM		
	S	D	NO	S	D	NO	S	D	NO
Recruitment Procedure	32	65	3	65	30	5	40	59	1
Selection Procedure	32	68	0	68	31	1	48	47	5
Training Scheme	30	70	0	82	18	0	38	62	0
Transfer Policy	55	43	2	73	27	0	52	47	1
Promotion Policy	72	20	8	65	35	0	63	37	0

Source: Questionnaire and personal interviews

S = Satisfied; D = Dissatisfied; NO = No Opinion



The survey of the personnel policies and practices of the sample companies clearly reveals that the respondents of DSIL have shown a higher degree of satisfaction as compared to the respondents of UPSSCL and RBKSCM. Out of the total, 65 per cent respondents of DSIL were satisfied with the recruitment procedure. However, in UPSSCL, only 32 per cent respondents were satisfied, whereas in RBKSCM, the percentage of respondents satisfied with the recruitment procedure was 40 per cent. In DSIL, 30 per cent of total sample was dissatisfied with the recruitment procedure and 5 per cent gave no opinion. The level of dissatisfaction was very high in UPSSCL as 65 per cent of the respondents showed dissatisfaction towards the recruitment procedure while in RBKSCM, 59 per cent respondents have shown dissatisfaction. The percentage of respondents who did not give any opinion was only 3 and 1 per cent respectively in UPSSCL and RBKSCM.

Sixty eight per cent of the total respondents of DSIL were satisfied with the selection procedure of their company. However, in UPSSCL, only 32 per cent respondents were satisfied, whereas in RBKSCM, 48 per cent respondents were satisfied with the selection procedure. The percentage of respondents who were dissatisfied with the selection procedure was just 31 per cent in DSIL, 68 per cent in RBKSCM, and in UPSSCL, it was only 47 per cent. Those who were neither satisfied nor dissatisfied with the selection procedure were only 5 per cent in RBKSCM.

Eighty two per cent respondents of DSIL were satisfied with the training schemes. However, in UPSSCL, only 38 per cent and 30 per cent respondents in RBKSCM were satisfied with the training scheme. In DSIL, 18 per cent respondents were dissatisfied, whereas 62 per cent respondents were dissatisfied with training schemes in RBKSCM and only 70 per cent respondents of UPSSCL have shown their dissatisfaction towards training scheme.

As far as transfer policy of DSIL was concerned, 73 per cent of the total respondents were satisfied with the transfer policy of the company. However, in RBKSCM, only 52 per cent and in UPSSCL, 55 per cent of the respondents were satisfied with the transfer policy of their respective companies. In DSIL, 27 per cent respondents were dissatisfied, whereas 43 per cent respondents showed their dissatisfaction towards transfer policy of UPSSCL. In RBKSCM, 47 per cent respondents showed their dissatisfaction towards transfer policy.

With regards to promotion policy of DSIL, it was found that 65 per cent respondents were satisfied with it. In

RBKSCM also, more than 60 per cent i.e. 63 per cent respondents were satisfied while the degree of satisfaction amongst the respondents of UPSSCL was as high as 72 per cent. In DSIL, 35 per cent respondents were dissatisfied with the promotion policy and 37 per cent respondents of RBKSCM and only 20 per cent respondents of UPSSCL were dissatisfied with the promotion policy of their companies. Those who were indecisive about the degree of satisfaction with the promotion policy of their respective company were only 8 per cent in UPSSCL.

RESPONDENTS' OPINION TOWARDS THE WAGES AND SALARIES

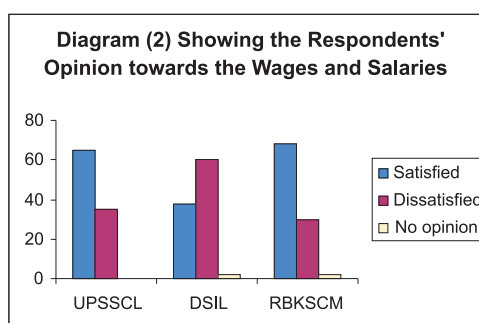
Wages and salaries determine the degree of job-satisfaction among the employees. The following table exhibits the opinion of respondents regarding their remunerations.

Table 2: Respondents' Opinion Towards The Wages and Salaries

(In Percentage)

Factors	UPSSCL	DSIL	RBKSCM
Satisfied	65	38	68
Dissatisfied	35	60	30
No opinion	—	02	02
Total	100	100	100

Source: Questionnaire and personal interviews.



When all the three mills were compared on the basis of actual wages and salaries, significant differences were observed. A majority of the respondents in UPSSCL and RBKSCM, i.e. 65 per cent and 68 per cent respectively were satisfied with the existing wages, whereas in DSIL, only 38 per cent respondents were satisfied with their monthly emoluments. However, there is contentment among the respondents of UPSSCL and RBKSCM with regard to wages and other financial benefits as compared to DSIL. The level of discontent was so high that 60 per cent of the respondents of DSIL were unhappy with the monthly remuneration they get, however, in UPSSCL and RBKSCM, only 35 per cent and 30 per cent respectively were unhappy with their wages.

RESPONDENTS' OPINION TOWARDS WELFARE FACILITIES

Labour welfare facilities in sugar mills have significance from the point of job satisfaction. The provision of various financial and non-financial facilities has direct bearing on the productivity of respondents. Table (3) reflects the attitude and opinion of respondents towards welfare facilities.

Table 3: Respondents' Opinion Towards Welfare Facilities

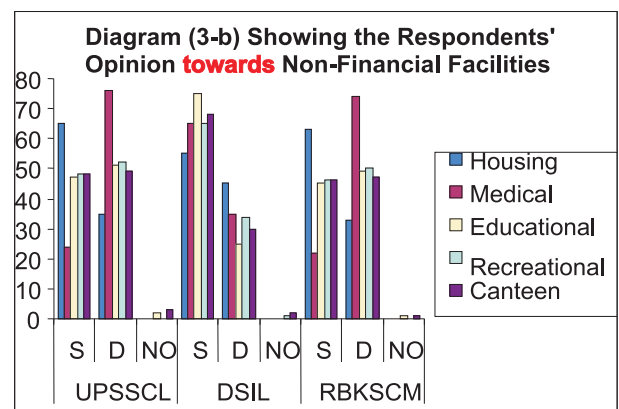
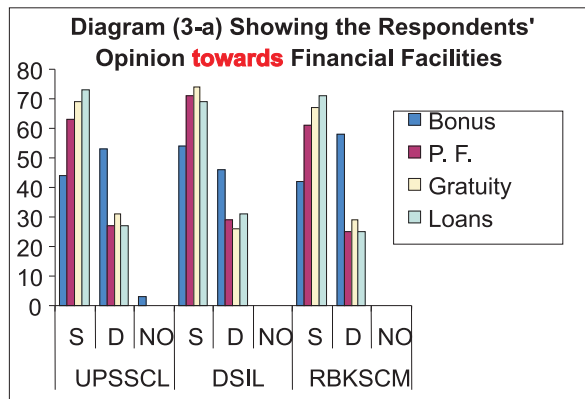
(In Percentage)

Factors	UPSSCL			DSIL			RBKSCM		
	S	D	NO	S	D	NO	S	D	NO
Financial									
Bonus	44	53	3	54	46	0	42	58	0
P.F.	63	27	0	71	29	0	61	25	0
Gratuity	69	31	0	74	26	0	67	29	0
Loans & Advances	73	27	0	69	31	0	71	25	0

Factors	UPSSCL			DSIL			RBKSCM		
	S	D	NO	S	D	NO	S	D	NO
Non-Financial									
Housing	65	35	0	55	45	0	63	33	0
Medical	24	76	0	65	35	0	22	74	0
Education	47	51	2	75	25	0	45	49	1
Recreational	48	52	0	65	34	1	46	50	0
Canteen	48	49	3	68	30	2	46	47	1

Source: Questionnaire and Personal Interviews

S = Satisfied; D = Dissatisfied; NO = No Opinion



It was observed during the survey that excepting a few, majority of respondents of DSIL, UPSSCL and RBKSCM were satisfied with the financial facilities provided to them. In RBKSCM, 42 per cent respondents opined favourably saying that they were getting only a minimum bonus, as the mill was running at loss. At the same time, 58 per cent respondents disagreed with the profit sharing scheme. However, only 44 per cent respondents were satisfied with the payment of bonus in UPSSCL as against 53 per cent respondents who were not at all satisfied. Regarding P.F. Schemes, Gratuity Payment, Loans and Advances facilities, a majority of the respondents have shown higher degree of satisfaction, whereas, at the same time, a remarkable percentage of respondents of UPSSCL and RBKSCM mill complained that at the time of leaving the organization, they have to wait for longer time and roam around the general offices for getting their dues. Some respondents of DSIL also reported the same problem. The table also reveals that out of all the three mills surveyed, with the exception of the respondents were not happy with the provision of housing. Some variations were also noted in the degree of satisfaction for facilities like Medical, Educational, Recreational and Canteen etc.

Out of the total, 65 per cent respondents of DSIL mill were satisfied with the medical facilities as against 24 per cent and 22 per cent of UPSSCL and RBKSCM respectively. Moreover, 75 per cent respondents of DSIL were satisfied with the educational facilities as against 47 per cent and 45 per cent of UPSSCL and RBKSCM respectively. Similarly, 65 per cent respondents of DSIL opined in favour of recreational facilities as against 48 per cent and 46 per cent respondents of UPSSCL and RBKSCM. Respondents also enquired about the canteen facilities provided to them. In DSIL, 68 per cent of respondents expressed satisfaction as against 48 per cent and 46 per cent of UPSSCL and RBKSCM respectively.

RESPONDENTS' OPINION TOWARDS WORKING CONDITIONS

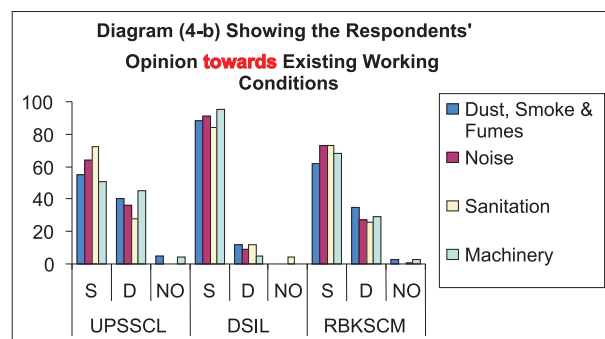
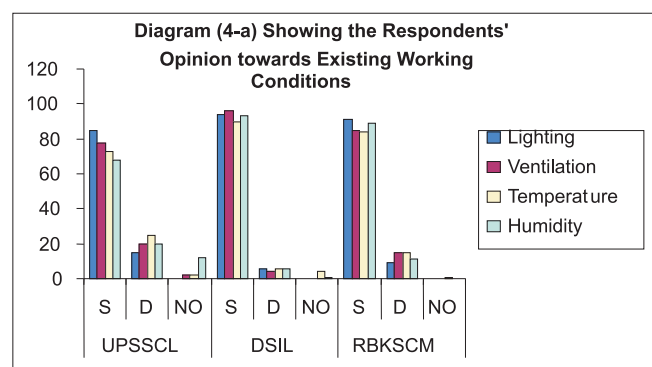
An analysis of job satisfaction of the respondents has been done in the light of existing working conditions. Feelings of respondents towards the working conditions in all the three sugar mills are recorded in the following table:

Table 4: Respondents' Opinion Towards Existing Working Conditions**(In Percentage)**

Factors	UPSSCL			DSIL			RBKSCM		
	S	D	NO	S	D	NO	S	D	NO
Lighting	85	15	0	94	6	0	91	9	0
Ventilation	78	20	2	96	4	0	85	15	0
Temperature	73	25	2	90	6	4	84	15	1
Humidity	68	20	12	93	6	1	89	11	0
Dust, Smoke & Fumes	55	40	5	88	12	0	62	35	3
Noise	64	36	0	91	9	0	73	27	0
Sanitation	72	28	0	84	12	4	73	26	1
Machinery	51	45	4	95	5	0	68	29	3

Source: Questionnaire and Personal Interviews

S=Satisfied; D=Dissatisfied; NO=No Opinion



The survey highlights that on the whole, the working conditions in DSIL were quite satisfactory since more than 90 per cent respondents have shown a higher degree of satisfaction towards every aspect of working conditions. A close perusal of the data reveals that the working conditions in UPSSCL and RBKSCM were also quite tolerable and a majority of respondents were not against the existing working conditions. Only a small number of respondents in DSIL, UPSSCL and RBKSCM sugar mills showed their disagreement with the working conditions.

RESPONDENTS' OPINION TOWARDS THE UNIONS' ACTIVITIES AND MANAGERMENTS' ATTITUDE TOWARDS UNIONS

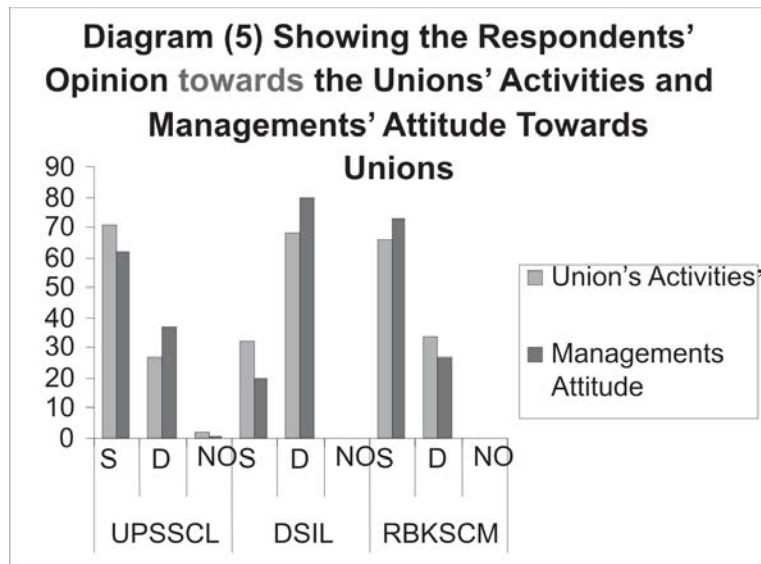
A review of respondents' opinion with respect to trade unions reflects their perception about the activities of union and attitude of management towards them. The expressions of the respondents towards the activities of trade unions and attitude of management towards the trade unions are presented below in Table (5):

Table 5: Respondents' Opinion Towards The Unions' Activities and Managements' Attitude Towards Unions**(In Percentage)**

Factors	UPSSCL			DSIL			RBKSCM		
	S	D	NO	S	D	NO	S	D	NO
Unions' activities	71	27	2	32	68	0	66	34	0
Managements' attitude	62	37	1	20	80	0	73	27	0

Source: Questionnaire and personal interviews

S = Satisfied; D = Dissatisfied; NO = No Opinion



It was observed that during the survey, the total respondents- 32 per cent in DSIL, 71 per cent in UPSSCL and 66 per cent RBKSCM were satisfied with the activities of the trade unions. The respondents were of the view that union leaders of recognized unions in DSIL were under the grip of the management. The unions neither chalk out any welfare programme nor fight for the rights of respondents, as about 68 per cent of the respondents were not having a good opinion about the activities of unions.

Moreover, it was also reported by 20 per cent respondents in DSIL that the attitude of management was favourable towards union. On the contrary, 80 per cent respondents alleged that the management does not encourage unions. However, the position with regard to UPSSCL and RBKSCM was totally different. Generally, the management did not interfere with the legitimate trade union activities. As noted through interviews, 37 per cent and 27 per cent respondents in UPSSCL and RBKSCM respectively felt that the management of their company possessed a hostile attitude towards their association. Besides, in UPSSCL and RBKSCM, no proper record of membership was kept regarding un-recognized unions. It was also found that workers' participation in trade union activities was significantly high in UPSSCL and RBKSCM as compared to DSIL.

RESPONDENTS' OPINION TOWARDS ORGANIZING STRIKES

Workers' willingness to organize the strikes gives us an idea about their trust in management. The following table shows the Respondents' opinion about organizing strikes in their respective mills:

Table 6: Respondents' Opinion Towards Organizing Strikes

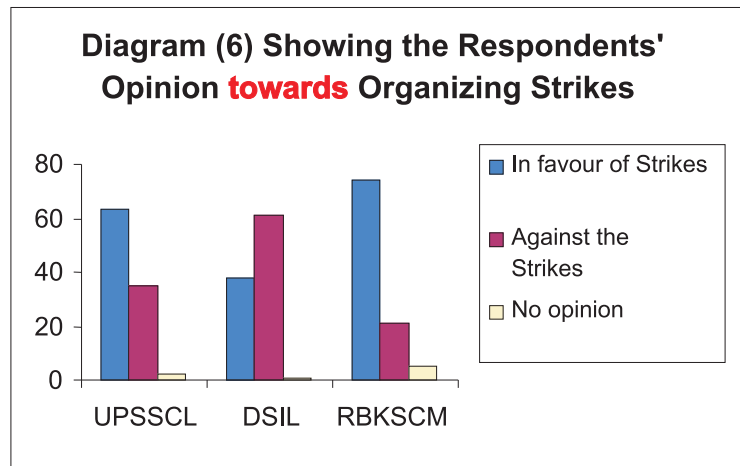
(In Percentage)

Criteria	UPSSCL	DSIL	RBKSCM
In favour of Strikes	63	38	74
Against the Strikes	35	61	21
No opinion	2	01	5
Total	100	100	100

Source: Questionnaire and personal interviews

From the data it can be observed that of the total respondents, 63 per cent in UPSSCL and 74 per cent in RBKSCM positively agreed that a strike helped to improve conditions, whereas 38 per cent respondents of DSIL were in favour of strikes. The percentage of respondents who were against the strikes was quite insignificant i.e. 35 per cent in UPSSCL and 21 per cent in RBKSCM. Out of the above, 61 per cent respondents of DSIL were against the strike. Especially in UPSSCL and RBKSCM, respondents opined that without a strike, they couldn't function. They opined that they went on strikes so that they could get a solution to their problems. The respondents

who expressed their unwillingness to participate in strike gave the reasons like fear of victimization, apathy, disliking about a strike call etc.



RESPONDENTS' OPINION TOWARDS THE PARTICIPATIVE SCHEMES, PROCEDURE OF TAKING DISCIPLINARY ACTION, REDRESSAL OF GRIEVANCES AND SETTLEMENT OF INDUSTRIAL DISPUTES

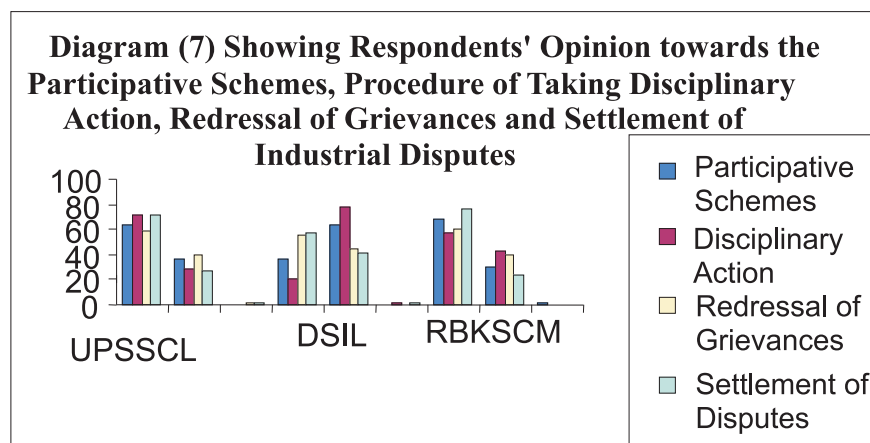
Reactions and feelings of the respondents regarding the procedure of taking disciplinary action, redressing of grievances, and settling the disputes for studying and degree of job satisfaction were also surveyed. In the following table, the opinions of respondents regarding the various procedures have been analyzed.

Table 7: Respondents' Opinion Towards The Participative Schemes, Procedure of Taking Disciplinary Action, Redressal of Grievances and Settlement of Industrial Disputes
(In Percentage)

Aspects	UPSSCL			DSIL			RBKSCM		
	S	D	NO	S	D	NO	S	D	NO
Participative Schemes	64	36	0	37	63	0	69	30	1
Disciplinary Action	71	29	0	20	78	2	57	43	0
Redressal of Grievances	58	40	2	55	45	0	61	39	0
Settlement of Disputes	72	27	1	57	41	2	76	24	0

Source: Questionnaire and personal interviews

S = Satisfied; D = Dissatisfied; NO = No Opinion



As noted in table (7), a majority of respondents of all the three sugar mills reported that their management does not encourage workers' participation in management, except for a few schemes where there were a legal compulsion for worker participation. However, the degree of satisfaction in this matter was noted higher in UPSSCL and RBKSCM. Of the total, 37 per cent respondents in DSIL and 64 per cent in UPSSCL and 69 per cent in RBKSCM were satisfied with the attitude of the management in encouraging and offering their participation in the programmes and policies of management.

The procedure of taking disciplinary action was another aspect on which the respondents' views were sought. It was found that in DSIL; only 20 per cent of the total respondents appreciated the procedure of taking disciplinary action while the degree of satisfaction was higher in UPSSCL and RBKSCM i.e. 71 per cent and 57 per cent respectively. The procedure of redressing grievances was acceptable to 55 per cent respondents of DSIL, 58 per cent respondents of UPSSCL and 61 per cent respondents of RBKSCM. The remaining respondents were not satisfied with the procedure of redressing grievances except 2 per cent respondents of UPSSCL who did not give any opinion. The degree of satisfaction among respondents regarding procedure for settlement of disputes was as high as 76 per cent in RBKSCM, 72 per cent in UPSSCL and 57 per cent in DSIL. On further probe it was found that there was a popular belief among the respondents of DSIL that the management never solved their problems unless they represented their cases to the conciliation machinery through union leaders or resorted to a strike. As most of the respondents are illiterate, they are unable to follow the grievance procedure

CONCLUSIONS

On the basis of the empirical survey of labour relations practices in sugar mills of U.P. chosen from public, private and cooperative sector, it was observed that the labour relations did not appear to be poor in any three sectors of the sugar industry of U.P. Rather, the researchers found a lot of cordiality in labour relations practices in all the mills surveyed. There was a downhill trend in the number of disputes in the sugar mills of all the sectors. However, differences in attitude of employees were quite pronounced in the three sectors.

In case of public sector sugar mills of U.P., the industrial awards were implemented on time. Personnel policies and practices are quite appreciable and in other labour matters too, the public sector has been acting as a model employer. Labour force has been given greater importance in all matters and despite financial losses, their demands are fulfilled. There was a greater degree of satisfaction and job security among them. In the cooperative sector sugar mills also, the employers provide maximum benefits to workforce to attain their maximum cooperation. When labour relations practices in the private sector sugar mills were examined, it was found that the degree of satisfaction apparently was quite high among them in comparison to the other two sectors. However, the internal story is something absolutely different. On deeper probe, some of the local people having independent business contacts with the private sector mills informed that it was due to fear of loss of jobs that the employees did not speak against the management. In fact, due to private monopolies, the employer was in a strong position than employees. The employees were not sure how long they would remain in the job and when they could be laid off by their employer. The employees were not very happy with the remuneration, but at the same time, they were satisfied with the working conditions, welfare facilities and policies and practices of personnel management. In case of public and cooperative sector, it was due to employees' awareness of the financial position of their respective mills that there was realization that if they exert much pressure of demands, the mills may come to grief, thereby adversely impacting their source of livelihood.

SUGGESTED REMEDIES

It may be summed up that the public and cooperative sector sugar mills of U.P. have to take immediate effective measures to improve the level of satisfaction of employees, which in turn would contribute to better labour relations. Sugar mill owners of all the sectors should evolve and adopt a suitable and speedy Grievance Redressal Procedure for speedy solution of the grievances of the workers. The mills should give recognition to a representative union and should have pragmatic approach towards unions' activities. The management of all the sugar mills

should encourage joint consultation at different levels and consider collective bargaining for resolving the differences between them. A rule should be made that all differences between labour and management (which cannot be resolved by collective bargaining) should be settled by voluntary arbitration. Target oriented approach towards work should be introduced. Participation of workers in major decisions should be developed. Profit sharing schemes should also be introduced, as it would encourage the workers to work more. Besides, the employers should feel that the employees are human beings; their dignity should be respected so that they themselves feel as a part and parcel of the organization and develop a sense of belongingness to the organization. In addition to this, systematic training needs to be given to workers in those job categories where the conventional, 'on the job' training is insufficient to give better results and that is not available in the cooperative sectors. Workers' education i.e. their awareness of consequences of their work practices and behavior on the mills performance must be increased substantially. Training and education alone will not be enough to motivate them to give their best. The wage structure (in public and cooperative sector in general and private sector in particular) needs several reforms to ensure that the more skilled and the better performing workers are paid more. In fact, the wage needs to be linked with work-load of the workers and not with their assignment of duties or machines. Moreover, the atmosphere inside the mills should be made employee friendly. For this, the management should organize periodical get togethers, in which all the employees of the factory- rural, urban, newcomers etc. should be introduced to one another so that they mix up as a family. It will not only improve their productivity but also remove job insecurity amongst them which is essential and beneficial to the economy of the state as well as to the generations of its subjects.

Lastly and more importantly, this study brings to fore the fact that the present fissure in the labour relations and employees' low level of satisfaction emanates from the poor financial health of the sugar mills, particularly in the public and cooperative sector. The mills, in fact, are in great danger of being technologically left behind in the modern industrial scene unless systematic modernization efforts are made. The productivity of machines, men and materials is low in public and cooperative sector sugar mills of U.P. not because of poor labour relations but mainly due to inadequate and uncertain supply of sugar cane, wastage of sugar, shortage of storage, inadequate power supply, lack of modernization in machines, credit, job insecurity etc. It is suggested that to meet the challenges of globalization, better machinery should be imported by public and cooperative sector sugar mills from outside the country for producing high quality sugar at reasonable prices. This will be conducive to increase the productivity and profitability of these sugar mills which would result in betterment of labour relations.

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