

AN EMPIRICAL STUDY ON ORGANISATIONAL CLIMATE OF SELECTED SUGAR MILLS IN TAMIL NADU

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Abstract

In India, there is a sweeping shift away from the centralised, controlled, and regularised regime and toward a more liberalised, market-friendly economic structure. Revolutionary advances in science and technology, particularly in information technology, have effectively transformed the modern world into a global village, resulting in a remarkable transformation in the economic system. The study's major goals were to look at how the stated elements influenced the organisation climate in selected sugar mills in Tamil Nadu from the perspective of the employees. The present study is based on a survey method and is pragmatic in character. Personnel from five sugar mills provided the primary data for this study. There is a link between employees' job happiness and their age, educational qualifications, monthly wage, designation, length of employment, number of family members, and marital status at selected sugar mills in Tamil Nadu. In the sense that it indicated the degree of satisfaction of selected sugar mill employees in Tamil Nadu, the study was a pleasant experience. It is critical to meet the demands of sugar mill workers in order to create a friendly culture and a seamless interaction between both the mills and the employees.

Keywords:

Organisation Climate, Job Satisfaction, Work, Healthy Environment

1. INTRODUCTION

Sugar sector played an important part in important sector and provided a profit-making idea for both employees and management, as well as society in both financial and non-financial terms. Agro-based rural sugar industry provides a large number of opportunities for young people through direct entry level employment provided by the HR department of the sugar industry's unit head office, and employees are mostly chosen from within the industry and must have a basic knowledge of the industry and the sugarcane processing process. The people who live in the vicinity of the sugar business rely on it for a majority of their income. They were all hired as seasonal workers during cane crushing season from then on. Later, senior executives in the industry urged that some of the successful temporary staff be hired on a permanent basis [1]-[7].

Employees in the Tamil Nadu sugar sector are concentrated in ways that are both legislative and non-legislatively determined by the sugar mills' senior management accountant and managing director. Employee engagement and welfare programmes pique employees' interest and improve their productivity. An employer-provided healthy atmosphere that fosters employee fulfilment in order to enrich their lives and maintain their excitement levels high. The company's rules and regulations must be renewed once a year or on any other significant occasions. It can be used both legislatively and non-legislatively to extending some measures to employees' wages or salaries, and it can be used both legislatively and non-legislatively.

Sugar can be made from sugarcane, sugar beets, or any other sugar-containing crop. Sugarcane, on the other hand, is the primary source of sugar in India. After the cotton textile sector, this is India's second largest agro-based industry. India is the world's largest sugarcane producer and the world's second-largest sugar producer after Cuba. If gur and khandsari are included, India has become the largest producer. There is a total economic activity of Rs. 1000 crore in this business, which employs 2.86 lakh people. In addition, this industry benefits 2.50 million sugarcane growers.

Sugar production in India has a long history. Even in the Atharva Veda, references to Indian sugar production can be discovered. India is rightfully known as the "Sugar Capital of the World." However, in olden history, only gur and khandsari were produced, and the modern sugar business did not arrive in India until the middle of the 19th century, when the Dutch introduced it in North Bihar around 1840.

Unfortunately, this attempt was unsuccessful. The first major attempt was made by indigo growers in 1903, when vacuum pan mills were established in Pursa, Pratabpur, Barachakia, Marhowrah, and Rose in north-eastern Uttar Pradesh and adjoining Bihar, on the initiative of Britishers. Only 10% of the sugarcane acreage in the state is irrigated by drip irrigation. This is quite low for a drought-stricken state. Allowing the sector to perish in Tamil Nadu is another alternative. After all, to meet the country's demands, sugar output in neighbouring states has increased dramatically. On the other hand, it will result in the unemployment of up to 1.5 lakh rural residents and the abolition of the livelihoods of up to 5 lakh farmers.

2. REVIEW OF LITERATURE

An employee's perception of the physiologically relevant characteristics of their work environment is characterised as organisational climate, and it is thought to have an effect on the work performance and job performance [15]. Climate refers to a set of characteristics that identify a company, distinguish it from competitors, persist a long period, and influence employee behaviour. Because various people have varied experiences with the same job, the individual worker's judgement of his workplace environment is factored rather than a general agreement [14].

Organisational environment refers to shared beliefs or developed organisational norms for carrying out workplace operations. As a result, the seat of the organisational climate may be monitored for updating reasons. It has been characterised as a functional behavioural set of visual descriptors that characterize the team atmosphere [13].

As a result, the focus is on employees' perspectives on essential components of the organisation. [12] advocated that academic investigate the relationship between individual attributes and perceived situational factors of the environment

when determining whether specialists will willingly wish to obtain new talents. Perceptions of a specific climate domain, such as innovative activity, have motivational implications for congruent behavioural outcomes. As per [8], organisational climate is a set of qualities that are unique to a certain organisation and may be determined from how another organisation interacts with its personnel and its environment. Climate refers to a set of attitudes and beliefs that explain how a firm organises both static attributes (such as degree of independence) and organizational performance for individual employees.

In the examination of the effects between demographic factors and the environment of a cement firm, [9] found no evident impact of culture on the overall climate of the organisation. Customer orientation improves the organisational climate, according to [10], who focused on the relationship between customers motivation and organisational climate in a sample size of 50 personnel from public and private banks. Building a positive business culture needs a greater focus on customers.

The [11] investigated organisational climate by analysing six climate causes on 453 managers in a large Indian public sector corporation using motivated analysis of organisational environment. The findings show the range of organisational climates, and the investigation aids in a greater understanding of employee behaviour differences inside the company.

3. STATEMENT OF THE PROBLEM

The organisational climate of certain sugar mills differs significantly from that of other sugar mills. The sugar mill's management is delegated to either special officers chosen by the state government or a president elected by the people of the selected sugar mills. In essence, the special officer/director lacks sufficient experience in the area of sugar production, and as a result, they do not make acceptable decisions at the appropriate time.

As a result, the selected sugar mill's overall performance, particularly in the area of human resource management, falls short of expectations. The main goal of the chosen sugar mills is to help agriculturists, particularly its members. The company's ability to provide consistent service to its employees is dependent on solid human resource policies. A comprehensive and thorough examination is required to determine the actual current status.

There is currently no systematic examination of the social issues of sugar mill employees and their degree of satisfaction by members or independent bodies. The cooperative sector, which is a significant part of the Indian economy, aims to improve the socioeconomic situations of the poorer members of society. Its services must correspond to the demands and expectations of its personnel.

The adoption of modern management techniques by selected sugar mills in Tamil Nadu has become mandatory in order to tackle the work of performance management. Employee satisfaction must be a top priority for sugar mills. Employee satisfaction is believed to be the key to excellent long-term performance in cooperative mills, as is collecting complete understanding about the desires of employees. Thus, particularly for cooperative sugar mills, the design of management strategies in accordance with the needs, desires, and satisfaction of employees is a dire necessity.

One of the most important variables in the longevity of sugar mills is employee happiness. If neglected, it will tarnish the bank's reputation in the eyes of the public, leading to a bleak future. Despite the fact that the cooperative movement has been around for over a century, cooperatives must find ways to recognise and capitalise on their strengths in order to address diverse cooperative difficulties and remain in the changing situation.

As a result, it's important to have questions about certain fundamental concerns, such as how sugar mills work. Have they grasped their employees' requirements? What do they do to meet the potential requirements and expectations of employees, and how do they achieve it? What suggestions do employees have for increasing their degree of satisfaction with cooperatives? and other comparable concerns that needed to be addressed for the current study.

In light of this, an in-depth and extensive investigation of job satisfaction among employees of a few sugar mills in Tamil Nadu was conducted. The purpose of this study is to evaluate the multidimensional dimensions of employee happiness in cooperative sugar mills, as well as to make constructive recommendations for the welfare of employees in chosen sugar mills in Tamil Nadu.

3.1 OBJECTIVES OF THE STUDY

- To investigate the identified elements that influence job satisfaction in selected sugar mills in Tamil Nadu from the perspective of the employees.
- To make recommendations for improving job satisfaction at sugar mills in Tamil Nadu.

4. RESEARCH DESIGN

In Tamil Nadu, there are 27 private sugar mills, 1 public sugar mill, and 15 sugar mills. Perambalur Sugar Mill, Erayur, Kallakurichi Cooperative Sugar Mills Ltd., Mohanur Co-operative Sugar Mills Ltd., Dharmapuri Co-operative Sugar Mills Ltd., Cheyyar Co-operative Sugar Mills Ltd., Perambalur Sugar Mill, Erayur, Kallakurichi Cooperative Sugar Mills Ltd., Mohanur Co-operative Sugar Mills Ltd., Dharmapuri Co-operative Sugar Mills Ltd.

The study used a stratified random sampling procedure with personnel classified as administrative and operational. Administrative/non-technical workers were divided into officers and clerical workers, while technical workers were divided into moderately and skilled workers. The responses are recruited from a total of 20,000 employees from five sugar mills, with 20% coming from different strata. The total number of personnel from the above-mentioned units was 2450.

The questionnaires were distributed and gathered from 85 workers of the selected sugar manufacturing units; the sample was limited to employees for calculating purposes. The present study is based on a survey method and is pragmatic in character. Employee from five sugar mills provided the primary data for this study. In three sugar mills, a pilot research was undertaken in July 2019 with 75 professional and 10 administrative/non-technical participants.

Secondary data was gathered primarily from sugar mill notebooks, reports, books, and records. The study's main goal was to assess the strategic planning used by sugar mills in Tamil Nadu. Various statistical techniques, such as Chi-square, were utilised with the help of SPSS to examine the current organisational climate in the sugar mills.

5. DATA DISCUSSION

Relationship Between Demographic Variables and Sugar Mills Sector Employees' Overall Job Satisfaction Towards Organizational Climate.

Null Hypothesis: There is no link between demographic variables (gender, age, educational qualifications, monthly wage, designation, length of service, number of family members, and marital status) and overall job satisfaction selected sugar mills employees in Tamil Nadu.

Alternative Hypothesis: There is a link between demographic variables (gender, age, educational qualifications, monthly wage, designation, length of service, number of family members, and marital status) and overall job satisfaction among Sugar Mills employees in Tamil Nadu.

Table.1. Dependent Variable: Level of Job Satisfaction - Chi-Square Test

Factor	Calculated Value	P-Value	Df	S/Ns	Remarks
Gender	3.550	0.231	2	NS	Accepted
Age	49.935	.000**	4	S	Rejected
Qualification	54.945	000**	6	S	Rejected
Monthly salary	52.977	000**	4	S	Rejected
Designation	12.237	000**	4	S	Rejected
Service Duration	62.418	000**	6	S	Rejected
Noof family members	49.789	000**	4	S	Rejected
Marital Status	43.968	000**	2	S	Rejected

**-Significant at 1% level S- Significant

It is obvious from the preceding table that the Chi-Square P-value (0.241) is greater than 0.05 at the 5% threshold of significance. The null hypothesis is the one that is accepted. The other theory is ruled out. There is no correlation between employee gender and job happiness in selected sugar mills in Tamil Nadu. The chi-square test revealed that the p-value (.000) was less than 0.01 and that the result has significance at the 1% level. As a result, the null hypothesis (H_0) was rejected, whereas the alternative hypothesis (H_1) was accepted. There is a link between employees' job happiness and their age, educational qualifications, monthly compensation, designation, length of service, number of family members, and marital status in selected sugar mills in Tamil Nadu.

6. DISCUSSION AND RESULTS

One of the most difficult challenges in cooperatives is bringing professionalism to management. Professionalism as a

topic is strongly linked to cost considerations, i.e., the more the professionalisation, the higher the management cost. Because cooperatives are not revenue, they could even afford to take use of the characteristics of good professionalism. On the other hand, inefficiency and ineffectiveness may emerge from a lack of professionalism in cooperative management.

Given the foregoing, cooperative management requires a high level of professionalism. Despite the fact that the government recognises the importance of profession for cooperative, it is urged that professionalism and bureaucracy should not be confused. The cooperative sugar mills will be able to provide excellent human resource management by knowing the requirements, wants, aspirations, attitudes, opinions, preferences, and difficulties of its employees. Employee Welfare Facilities, according to respondents, aid in the company's motivation and productivity, boost employee confidence, and provide job contentment.

Inside the work environment or the production area, airflow, lights, temperatures, seating arrangements, and cleanliness are suitable and good. To maintain the environment fresh, light, cool, and temperate, there are more windows and exhaust fans. It is necessary to rethink the organisational structure. The gap between the management and his workforce grows as tall skyscrapers rise. Communication is frequently garbled, making control difficult.

Employees can be connected to the management and debate the implications of directives on a one-on-one basis in flat organisations. A constructive exchange of ideas can occur frequently, creating the path for a positive work environment. According to the survey, satisfaction levels in selected sugar mills in Tamil Nadu are low. As a result, it is proposed that cooperative sugar mills build a clear flat organisation with well-defined jobs and responsibilities in order to promote satisfaction.

7. CONCLUSION

In the sense that it identified the organizational climate of chosen sugar mill workers in the selected districts, the study has been a gratifying experience. It is critical to meet the needs of the employees in order to create a friendly culture and a smooth interaction between both the mills and the workers. If all of the proposals are implemented, the cooperative sugar mills might become a development tool for the country's economic well-being, according to the researcher. It is intended that all this type of analysis, as well as the recommendations provided within it, would help to improve customer satisfaction. If the study is valuable to policymakers and cooperative sugar mill managements, the investigator may feel well compensated for her efforts.

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