

## **A Study on Organizational Climate of the Selected Sugar Mills in Tamil Nadu**

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### ***Abstract***

*The shared perception of workers who work and live in the organization is the organizational environment. It is the sum of the views of individuals about the processes, strategies and practices of organizations. It reflects the organization's psychological climate consisting of individual views framed over a period of time on micro events that happen to them as well as those around them. It is the collection of observable characteristics of the work environment, directly or indirectly experienced by the participants, affecting their job and satisfaction. Organizational environment variables form and enhance the understanding of employees regarding organizations and their work. An atmosphere of cooperation opens the right to use among group members and provides more productivity with creative individual encouragement to share information within the group members. In order to improve the economic condition of the country, it is therefore important that corporate management should aim to establish a friendly organizational environment in organizations. In earning foreign exchange, the sugar industry plays a conjugal role. Apart from text tails, the sugar industry is the largest industry in the manufacturing sector, employing a shortage of qualified & unskilled employees and thousands of technicians. In addition, several thousands of people are interested in the trade of sugar and the transport of sugar cane. Thus, the research mainly focuses on the organizational environment of Tamil Nadu's selected sugar mills.*

## **INTRODUCTION**

In the late 1940s, the corporate climate was officially introduced by human religionists. Now, for thinking about and explaining the social system, it has become a very useful metaphor. The "situational determinants" or "environmental determinants" that influence human behaviour are often referred to as the organizational climate. The organizational environment ultimately represents the perception of an individual of the organization to which he belongs. It is a collection of specific features and characteristics that employees interpret about their organizations, which acts as a major force in shaping their actions.

The cornerstone for the effective operation of every corporation is a good organizational environment. It greatly contributes to the well-being of the workers, impacting their sense of belonging and motivation to work. It is good to know inside the corporation and its individual units what the organizational environment is. There is an emphasis on employees. Weather affects growing operations within an organization directly or indirectly and is influenced by nearly all that happens within the organization. The survival and development of any company is directly proportionate to its favorable climate. Employees of the company need to be familiar with practices, policies, laws, etc. This can only give workers a sense of belonging in organizational growth and more assistance. The organizational climate is very critical for the use of human relationships and resources at all levels. The organizational climate influences morale, profitability and employee satisfaction.

Thus, in a general sense, the organizational atmosphere can be understood as the organization's social environment. Therefore, the organizational environment is a relatively lasting quality of the internal environment encountered by its participants, affects their actions, and can be defined in terms of the importance of a specific collection of organizational characteristics. When socially viewed, the behaviour of individuals may have as many climates as there are individuals in the company, becoming more meaningful for viewing the overall effect on the atmosphere and assessing the stability of the work environment. The atmosphere should be viewed from the viewpoint of the overall system. While there may be variations in climates between departments, they will be incorporated to some degree to denote the overall organizational environment.

## **SUGAR INDUSTRY – TAMIL NADU**

Agro-based sugar factories play an important role in the economic development of rural areas, with the sole objective of creating direct jobs on a large scale. Besides that, a lot of indirect employment is also provided to the rural population. The sugar industry in Tamil Nadu is responsible for about 10 percent of India's total sugar production. In Tamil Nadu, the majority of sugar units are in the cooperative sector, with some private players also gaining momentum. The sugar industry in Tamil Nadu currently finds itself in a complete mess close to that of the other rural industries. In the 1980s, the sugar industry was facing a boom, but the crisis period began in 1990, all after economic liberalisation. With the increase in the price of sugarcane procurement, the surplus of production and the decrease in the price of sugar on the open market, the industry and the sugar factories were then directed to have a surplus of stocks. The Tamil Nadu sugar industry currently consists of 41 sugar mills in Tamil Nadu, with 16 in the cooperative sector, 3 in the public sector and 22 in the private sector. Currently, about 38 sugar mills are in operation, while 3 mills are operational. Madurantakam Co-operative Sugar Mill (2001-02 season) stopped operating with Madura Sugars (2002-03 season) and Arunachalam Sugar Mills (2003-04 season).

### **PROGRESS - SUGAR INDUSTRY IN TAMIL NADU**

Tamil Nadu is one of the leading sugar production states in the Indian Union. The phenomenal growth of the agricultural sector is the key determinant of its evolution. The growth of the agricultural sector, however, is limited to only three commercial crops. Sugarcane, paddy, and cotton. Due to the growth of the sugarcane industry under State protection, the cultivation of sugar cane has made enormous progress in Tamil Nadu in recent years; sugarcane is cultivated in about 10 per cent of the gross cultivated area. The soil in Tamil Nadu is conducive to the growth of sugar cane and has a special sub-soil drainage function that is advantageous for the cultivation of sugar cane. The favourable climatic conditions, coupled with the adoption of modern cultivation methods, the hard work of farmers and the sugar factories' development efforts have all contributed to a faster growth of the sugar industry in Tamil Nadu. For the benefit of the members, the sugar factories have taken up soil surveys, irrigation schemes, and road building within their area of operation. The sugar industry is the largest rural agro-based industry, offering 0.50 lakh people direct empowerment. In addition to around 25 lakh people, this industry in the state is indirectly related to them.

### **REVIEW OF LITERATURE**

Renuka Mahadevan. (2010) The study is carried out by using farm level data to empirically estimate the random coefficient output frontier. As a case study, the article uses Fiji. In general, the findings of the paper show that farmers have achieved twenty-five per cent less than their potential production. Land (labour) was the most (least) effectively used input among the farm inputs. Empirical evidence also shows that large-scale farming by amalgamating land leases should be seriously considered. Finally, if there is a successful expansion of sugar-related goods, sugar reform can be successful by using the required best farming techniques to increase sugar cane yield.

The study based on Sri Venkateswara Co-operative Sugar Factory Limited and Sagar Sugars & Allied Products Limited in the Andhra Pradesh district of Chittoor, Ramachandra Reddy (2012). There are many issues facing the sugar industry, such as production volatility due to insufficient sugarcane supply and power failure. Due to high production costs, the profitability of the sugar industry is comparatively very low. Currently, some units are constantly incurring losses. The study found that the industry struggled to maintain more profits, so it was forced to identify more from external sources.

Malik & et al . ( 2014)The result indicates that the increase in revenue, the current ratio, the number of days in inventory and the number of days in payable accounts have a substantial effect on the company 's profitability, whereas in the report, revenue, gearing ratio and number of days in receivables are negligible.

Yashwant and Neeraj Kumar (2016). Financial health is a result of the sugar mills' progress. The scenario revolves around the diagnosis of sugar mill wealth by peeping deep into the annual reports of the issues. The analysis only discusses the problems related to financial results. Non-financial considerations are not taken into account, such as marketing, employees, etc.

Gani A and Farooq Shah A (2014) aim to explore the essence of the relationship between occupational tension and the organizational environment. Not only did the study show that there was an overall negative association between the perceived organizational atmosphere and the degree of job stresses, but also that each feature of the organizational environment was inversely associated with each dimension of job stress. Some organizational interventions have been proposed to minimize and increase work tension, job engagement and overall organizational effectiveness.

Lewin, Lippitt and White. (2015) on a variety of groups of teenage boys, the article focuses on the experimentally developed social climates. But, sadly, the authors failed to include any conceptual structure or organizational climate measurement process. The article mainly illustrated the relationship between types of leadership and the so-called social environment. First, no method of organizational environment dimension was added by McGregor. Second, the sets of assumptions are taken into account by society, not climate. The environment relies more on expectations than on assumptions. There were also other studies in addition to these key study tasks and the set of all research studies eventually presented the initial organisational environment structure

## **NEED FOR THE STUDY**

The aim of this study was to examine the motivational practices and evaluate the job satisfaction that targeted low work ethics and unprofessional patterns in Tamil Nadu sugar industry employees. In recent times, when attempting to curtail the workforce, low stimulus of workers was encountered, workers willing to go were checked to apply for a prompt retrenchment and more than fifty percent of them were ready to live to surprise the management. This was a vivid sign that most of them are unhappy with their current circumstances. Further unethical phenomena such as robbery, truancy, combined with absenteeism are proliferating among employees of the Sugar business. Implications have been made through this study and if the above-mentioned problems among the employees of the Sugar Company are placed in place, if not absolutely eliminated, they would be reduced to appropriate levels. It will also support the government and all participants in the sugar industry in Tamil Nadu in the general policy-making society.

## **OBJECTIVES OF THE STUDY**

- To study the demographic profile of sugar industry workers.
- To find out their link with employee morale and efficiency in selected sugar mills in Tamil Nadu.

## **RESEARCH DESIGN**

The data needed for the analysis is obtained from primary and secondary sources separately. A designed questionnaire and field visits and evaluation form the primary source. The secondary sources consist of past sugar mill documents. A systematic questionnaire is outlined for data collection by evaluating the availability of existing literature and consulting with experts in the sugar industry. Current literature offers enormous scope for its effect on employee performance in the sugar industry, both on motivational practises and on work satisfaction practises. Established for the purposes of the analysis, the administration of the null hypothesis is considered necessary to establish the degree of relationship between the motivational practises adopted and the effect on results. The following null hypothesis is framed in this outlook. There is no important association between the demographics of the level of motivation of workers and the output of the sugar industry. A simple random sample technique is applied. The random list is drawn from the list of sugar mills selected for the investigation. The sugar mills in the Erode district were given the greatest attention. Few targeted respondents were not supportive because the respondents were unable to discuss, discuss and respond to the questionnaire. For study purposes, the analysis was carried out with 120 samples and chi-square tests were also adopted for this study.

## ANALYSIS AND INTERPRETATION OF DATA

### *1. Demographic Profile Of The Employees In Sugar Industry*

**TABLE NO: 01**

#### *Age of the Respondents*

<i>Age</i>	<i>No.Of Respondents</i>	<i>Percentage (%)</i>
Less than 20 yrs	10	8.33
21 to 30 yrs	15	12.5
31 to 40 yrs	51	42.5
41 to 50 yrs	30	25
Above 50 yrs	14	11.67
Total	120	120

From the above table reveals that 8.33 percent of the respondents belongs to less than 20 years, 12.5 percent of the respondents belongs to 21 to 30 years of age group, 42.5 percent of the respondents 31 to 41 years of age group, 11.67 percent of the respondents belongs to above 50 years of age group of sugar mill.

**TABLE NO: 02**

***Place of resistance of Respondents***

<b><i>Resistance</i></b>	<b><i>No.Of Respondents</i></b>	<b><i>Percentage (%)</i></b>
Urban	28	23.33
rural	55	45.83
Semi urban	37	30.83
Total	120	120

From the above table reveals that 23.33 percent of the respondents came from urban areas 45.83 percent of the respondents from rural areas and 30.83 percent of the respondents semi urban category.

**TABLE NO: 03**

***Educational qualification of the respondents***

<b><i>Qualification</i></b>	<b><i>No.Of Respondents</i></b>	<b><i>Percentage (%)</i></b>
Ut to 10th	25	20.83
10 <sup>th</sup> and ITI	36	30.00
HSC	45	37.5
Degree	14	11.67
Total	120	120

From the above table indicates 20.83 percent of the respondents educated up to school level, 30.00 percent of the respondents completed ITI sectors, 37.5 percent of the respondents belongs to higher secondary level, and 11.67 percent of the respondents belongs to degree level qualification of the respondents working in sugar mill industry.

**TABLE NO: 04**

***Marital status of The Respondents***

<b><i>Marital status</i></b>	<b><i>No.Of Respondents</i></b>	<b><i>Percentage (%)</i></b>
Married	33	27.50
unmarried	72	60.00
Widow/ separated	15	12.50
Total	120	120

From the above table shows that totally 120 percentage of the respondents covered in this study, among this 27.50 percent of the respondents are married remaining 60.00 percent of the respondents are unmarried.

**TABLE NO: 05**

***Monthly Income of the Respondents***

<b><i>Monthly Income</i></b>	<b><i>No.Of Respondents</i></b>	<b><i>Percentage (%)</i></b>
Below Rs. 10000	13	10.83
Rs. 10000 to 15001	22	18.33
Rs. 15001 to 20001	31	25.83
Rs. 20001 to 25000	44	36.67
Above 25000	10	8.33
Total	120	120

From the table show that 10.83 percent of the respondent below Rs. 10000, 18.33 percent of the respondents belongs to Rs.10000 to 150001, 25.83 percent of the respondents belongs to Rs15001 to 20001, 36.67 percent respondents belongs to Rs.20001 to 25000 and above 25000 income level respondents belongs to 8.33 percentage.

**TABLE NO: 06**

***Working Experience of the Respondents***

<b><i>Age</i></b>	<b><i>No.Of Respondents</i></b>	<b><i>Percentage (%)</i></b>
Up to 5 yrs	52	8.33
6 to 10 yrs	28	12.5
11 to 15 yrs	09	42.5
16 to 20	20	25
Above 20 yrs	11	11.67
Total	120	120

From the table show that 8.33 percent of the respondent below up to 5yrs, 12.5 percent of the respondents belongs to 6 to 10 yrs, 42.5 percent of the respondents belongs to 11 to 15 yrs, 25 percent respondents belongs to 16 to 20 yrs and above 20yrs of respondents belongs to 11.67 percentage.

**CHI SQUARE TEST**

***1. Qualification and opinion regarding training provided to employers***

H<sub>0</sub>: There is a significant relationship between educational qualification and opinion regarding training provided

H<sub>a</sub>: There is no relationship between educational qualification of the respondents and opinion regarding training provided.

**TABLE NO: 07**  
***Qualification and opinion regarding training provided to employers***

Qualification	Training methods				Total
	Satisfied	Highly Satisfied	Natural	Dissatisfied	
Up to 10th	13(14.79)	6(5)	3(3.12)	3(2.08)	25
10 <sup>th</sup> and ITI	25(21.3)	4(7.2)	5(4.5)	2(3.75)	36
HSC	28(26.65)	10(9)	5(5.62)	2(3.75)	45
Degree	5(8.28)	4(2.8)	2(1.75)	3(1.67)	14
Total	71	24	15	10	120

The researcher finds from the above study that the calculation chi-square test (7.43) is less than the value of the table (11.12), so the null hypothesis is accepted. Therefore, there is no substantial association between the respondents' educational qualifications and the opinion of the training provider.

## ***2.Designation And Workload Of The Respondents***

H<sub>0</sub>: There is no significant relationship between designation structure of the respondents and opinion regarding workload.

H<sub>a</sub>: There is close relationship between designation structure of the respondents and opinion regarding workload.

Designation	Opinion regarding workload		Total
	Normal workload	Over work load	
Assistant	10(9.21)	4(4.78)	14
Clerk	22(20.40)	9(10.59)	31
Supervisor	12(13.16)	8(6.84)	20
Operator	13(15.08)	11(7.17)	24
Labour	22(20.40)	9(10.59)	31

Total	79	41	120
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The researcher finds from the above study that the calculation chi-square test (18.22) is greater than the value of the table (7.22), so the null hypothesis is rejected. Therefore, there is a major association between the respondents' designation structure and workload opinions. There is no essential relationship between the respondents' classification structure and the alternative hypothesis is agreed with respect to workload.

## **SUGGESTION**

The above study found that working conditions refer to the emotional , physical and social well-being of the industry 's employees. Improving productivity lies in improving working conditions, reducing absenteeism, decreasing workplace strife and enriching the morale of employees. It is therefore proposed that all sugar factories should safeguard the complete Occupational Safety and Health Administration. Before taking the most critical decisions, workers at all grades should be consulted. In addition, harmonious industrial relations will also be supported, which is most important for the implementation of human resource management practices. In all sugar factories with members of both workers and management, grievance redress cells should be formed to address the grievances of the workers.

## **CONCLUSION**

Sugar factories play an important role in the growth of the economy of India. And not just that. They also make dramatic social changes and impact people's vibrant hoods. Sugar mills also contributed to the improvement of agriculture and to the proliferation of agricultural goods. Despite their precious contribution, the mills have their drawbacks. The biggest deficiency is the lack of a vigorous human resources department. The investigator therefore advises that the sugar factories should take care of the production of human capital. Under a senior, loyal and committed manager, each mill should have a robust department of human resource development. The manager should have a thorough understanding of the entire working environment, morale of employees , job engagement, job satisfaction of employees, wages and salaries, motivation of employees by attitude and monetary gain, refresher and reorientation training of employees to advance their standards, inferences of new technical advances, etc.

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