



THE IMPACT OF HRM PRACTICES IN INDIAN SUGAR INDUSTRY

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ABSTRACT

Human Resource Management (HRM) as a function of management has come a long way. The traditional version of HRM, Personnel management (PM) is a concept that can be appropriately related to the old model of organization, is bureaucratic in character, with less suppleness, and higher degree of centralization and formalization, i.e., adherence to rules and regulation. HRM, on the other hand refers to the overall philosophy about the organization and how people should be managed and is not merely limited to certain specific functions. HRM focuses on congruence and commitment instead of compliance and control. Human resource is considered as the backbone of any economic enterprise. In recent years the economist has added "Human resource" besides land, capital and technology as the key factor for building and developing the nation. The human resource management is a proactive central strategic management activity which is different from conventional personnel management. Human resource management is a sun set concepts. The HRM has tremendous relevance to productivity industry. Human input is the single largest that goes in the sugar industry. The level of efficiency of production of this input reflected in the quality of product provided in its totality and a planned approach is needed for maximizing the human resources. The sugar industry is one of the large scale organizations in the employing of human resources with entire satisfaction of employees. It was decided that to know their human resource policies of employees and level of satisfaction is carried out by the researcher in this study.

Keyword - HRM Practices, Indian Sugar Industry, Productivity Industry.

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INTRODUCTION

Human Resource Management (HRM) has become the central concern of any organization either in public, private or co-operative sector. Human resources play a crucial role in the development process of modern economics. In the changing economic environment, HRM is assuming much greater importance than ever before. It is conceived to be different from the traditional and conventional notion of 'Personnel Management'. A nation with an abundance of physical resources will not benefit itself unless human resources make use of them. In fact; the human resource is solely responsible for effective use of physical and natural resource and for the transformation of traditional economics into modern and industrial economics. In the last 15 years or so, the discipline of human resource management (HRM) at the global level has transformed itself a great deal, or stands even revolutionized. HRM, especially in professionally- managed and multi-national companies, it has moved from performing a transactional to a transformational role in organization's working and turn around. In a competitive scenario, effective utilization of human resources has become necessary and the primary task of organization is to identify, recruit, and channel competent human resources into their business operations for improving productivity and functional efficiency. It is an irrefutable truth that most of the problems in an organization are human problems. Since human nature is complex, managing human resources in any organization is a very challenging task. The human resource is an active force in industrialization, and strategies for development should concentrate particularly on their enhancement. They make organization more dynamic and also enable them to attain their objectives with a high degree of morale and with utmost satisfaction. The advent of the era of liberalization, globalization, socio-economic, Geo-Political and Techno-Scientific trends, along with the advancements in information technology (IT) have transformed the world around us. It has brought to the center stage the importance of human resources, more than ever before. The purpose of human resource management (HRM) is to enable appropriate deployment of human resources. It is a fact that Human Resource (HR) dynamics prevalent in Indian organizations are different from those in other parts of the globe. But in the recent past, a new orientation is taking place in the Indian organizations because of the globalization of business.

HRM DEFINED

Human Resource Management (HRM) is a management function that helps manager's recruit, select, train and develops members for an organization. Obviously, HRM is concerned with the people's dimension in organizations. It is rather difficult to say spontaneously what management means, though we have studied a course in Management. But it is necessary to recall what management is before studying Human Resource



Management (HRM). Management has been defined by Mary Parker Follett as, “the art of getting things done through people”.

EVOLUTION OF HUMAN RESOURCE MANAGEMENT

The history of development of personnel management in India is comparatively of recent origin. But artily had dealt with some of the important aspects of human resources management in his book “Arthasastra” about 2500 years back. The Government in those days adopted the techniques of H.R.M. as suggested by Kantilla. In its modern sense it had developed only since independence. Though the importance of labour officers was recognized as early as 1929, the appointment of officers to solve labour and welfare Problems gained momentum only after the enactment of the Factories Act of 1948. Section 49 of the Act required the appointment of Welfare Officers in Companies employing more than 500 workers. At the beginning, Government was concerned only with limited aspects of labour welfare. The earliest labour legislation in India dealt with certain aspects of Regulation of Recruitment, Forwarding and Employment of Indian laborers sent to various British colonies in 1830.

SIGNIFICANCE OF HUMAN RESOURCE MANAGEMENT

Human Resource Management is central concern of every manager in any organization. Organizations exist for people, as the people make them up of people and Management is the process of getting things done with and through the people to accomplish the organizational goals. Arthur Lewis observed “There are great differences in development between countries which seem of have roughly equal resources, so it is necessary to enquire into the difference in human behavior”. Lack of organization of human resources is largely responsible for the backwardness of the nation. Countries are underdeveloped because their people are underdeveloped. In essence, “The difference in the level of economic development of the countries is largely a reflection of the differences in quality of their human resources. The key element in this proposition is that the values, attitudes, general orientation and quality of the people of a country determine its economic development. The management process includes planning, organizing, motivating and controlling activities to accomplish the objective. Accordingly, human resource management is concerned with the dimension of “individuals” in management process. Since every organization is made up of people, it is essential to acquire their services, develop their services, develop their skills, motivating them to high levels of performance and ensuring their maintenance with commitment to achieve their objectives. Human resources system in an organization is not only unique sub-system but also a principal and central sub-system and it operates upon and controls all other sub-systems. Thus, in the words of Wendell L. French, “Personnel Management is a major pervasive sub-system of all organizations”. The Human Resource Management system and the entire

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organizations operate under the same cultural, economic, social, legal, political and other constraints. Hence, greater the effectiveness and productivity of personnel, the more will be the effective functioning of an organization. “Peter F. Drucker has rightly observed the significance of personnel as, managers is fond of repeating the truism that the only real difference between one organization and the other is the performance of people”. In essence the survival, development and performance of an organization – although not solely but heavily – depend on the quality of personnel.

HUMAN RESOURCE MANAGEMENT PRACTICES

The ongoing restructuring of management and organization practices designed to cope with an increasingly complex and rapidly changing knowledge – based economy has received increasing attention from scholars from a diversity of disciplines and fields. In particular, much attention has been given to the restructuring of the employment (HRM) practices that have accompanied the emergence of firms specialized for competing in dynamic and information – rich environments. These practices encompass various types of team – based organization, continuous learning, decentralization of decision rights incentives, systems for mobilizing employee proposals for improvements, quality circles, emphasis on internal knowledge dissemination, etc. Human resource practices help the organization for success.

In any organization, HRM Policies are formulated to provide guidance to all employees including the employees of the HRM department. Policies refer to the objectives of management. They lay down specific procedures and the rules and regulations for the attainment of objectives. The procedures lay down by the policies provide operational guidelines to lower level managers and supervisors towards the achievement of stated objectives. Tarneja, Clothier and Spiegel have listed the various areas of policy formulations in HRM, they are:-

- i) Policy of hiring of employees which covers factors like age, marital status, caliber, minority group, like SC, ST, Women and the selection procedures to be followed,
- ii) Policy on terms and conditions of employment which covers factors like wage policy, payment method, pay periods, job evaluation and payment, hours, Overtime, shift working, promotion opportunities; lay off, termination of services and welfare;
- iii) Medical assistance and other benefits covering sickness allowance, Employees State Insurance (ESI) and company medical facilities;
- iv) Educational facilities covering areas such as apprentice training, company- run training institute, training on the job and training for promotion;
- v) Industrial Relations cover trade union recognition, collective bargaining, grievance procedures and workers participation in management and communication with the work force.

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Policies are of various types. For example, Centralized policies are formulated at the head office level and apply throughout the organization. There could also be a functional grouping of categories of employees and workers for whom different sets of policies could apply. In this context, it is essential to note that personnel policies should be stable but flexible to meet the changing conditions. Stability tends to create a climate of security. Regarding the process of policy formulations, it can be said that the ultimate responsibility for policy formulations and implementation lies with the top management. Top management in this regard is dependent on the HRM department. Policies remain on paper unless they are put into practice. Different industries play different emphasis on the various HRM policies; it is difficult to generalize about the range of HRM functions performed in Indian industries owing a variety of factors such as organization needs, philosophy and attitude. As the present study is concerned with HRM policies and practices in Sugar industry, an attempt is made by the researcher in the ensuing analysis to present in general terms of the HRM policies and practices relating to Sugar industry. Some important human resource management practices are:

HUMAN RESOURCE PLANNING

Conceptually, human resource planning should be an integral part of business planning. It is the top management responsibility to project shared vision and strategic plans of the organization into long – term vision and short – term goals. The Line Management then translates the projected vision and plans into human resources requirements for their respective departments. Detailed analysis of required competencies in terms of levels and numbers are developed by personnel who also list the existing competencies, list the gaps, and specific requirements, feed this information to line management and prepare detailed human resource requirements, time wise. Human resource planning has an important role to play in preparing worker competencies and numbers required for the projected vision and plans, as well as develop plans of multi – skill training of workers.

RECRUITMENT

Recruitment is the art of discovering and procuring potential applicants for actual and anticipated organizational vacancies. Recruitment as “The process of searching for prospective employees and stimulating them to apply for jobs in the organization”. The purpose of recruitment is to search for the most appropriate candidates from different sources, and encourage them to apply for jobs. Recruitment sources for employees include: advertisements in newspapers and magazines, campus recruitment, trade unions, professional agencies, friends and relatives, casual applicants, etc. Recruitment is considered as one of the most important functions in an organization.

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SELECTION

Selection is the process by which an organization chooses from a list of screened applicants, the person(s) who are the best suitable for the job, must be taken as the selection criteria for the positions available. Generally the systematic selection procedure aims at choosing the most appropriate candidates for the jobs and it involves the steps like application blank, written examination, preliminary interview, group discussion, employment tests, final interview, and medical examination and reference checks.

PLACEMENT

Placement is “The determination of the job to which an accepted candidate is to be assigned and his assignment to that job. It is a matching of what the supervisor has reason to think he can do with the job demands (job requirements), it is a matching of what he imposes and what he offers in the form of pay roll, companionship with others, promotional possibilities etc.

INDUCTION

The introduction of the employee to the job is known as induction. It is the process by which new employees are introduced to the practices, policies and purposes of the organization. It is basically a welcoming process. Induction follows placement and consists of the task of orienting or introducing the employee to the company. Instead of leaving him to stumble through the organization, it is better to systematically introducing to the company, its policy and its position in the economy.

ORIENTATION

Orientation, also called induction, is designed to provide a new employee with the information he or she needs to function comfortably and effectively in the organization. A formal definition of orientation is “planned introduction of employees to their jobs, their co-workers and the organization”.

TRAINING AND DEVELOPMENT

Training and Development are terms which are sometimes used interchangeably. Development was seen as an activity associated with managers. In contrast training has a more immediate concern and has been associated with improving the knowledge and skill of non-managerial employees in the present job.

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Such a distinction is too native in an age characterized by developments in HRM. Because in the present days development of the entire employee is crucial. Such development would facilitate multi-skilling and a flexible mode of operation. These days' even managers require training as they need current operational skills associated with management development. Training and development may be regarded interactive, each complementing other. The logical step for the organization is to produce a plan for human resource development (i.e. training and development) which will dovetail into the employee resourcing plan (i.e. selection) and the organization's overall strategic plan. Mr. Keep has rightly pointed out saying "training and development of employees is not an option, it is an intrinsic part of the practice of HRM and is an investment in people".

Training which a vehicle for human resource development. It is concerned with improving the skills of the employees and enhancing their capacity to cope with the ever-changing demands of the work situation. It also makes a positive contribution to the empowerment of the employees.

TRAINING METHODS

As a result of research in the field of training, a number of programmes are available. Some of these are new methods, while others are improvements over the traditional methods. The training programmes commonly used to train operative and supervisory personnel are discussed below. These programmes are classified into on-the- job and off-the-job training programmes as following.

ON-THE JOB TRAINING METHODS

This type of training, also known as job instruction training, is the most commonly used method. Under this method, the individual is placed on a regular job and taught the skills necessary to perform the job. The trainee learns under the supervision and guidance of a qualified worker or instructor. On-The Job Training has the advantage of giving firsthand knowledge and experience under the actual working conditions. While the trainee learns how to perform a job, he is also a regular worker rendering the services for which he is paid. The problem of transfer of trainee is also minimized as the person learns on-the-job. The emphasis is placed on rendering services in the most effective manner rather than learning how to perform the job. On-the-job training methods include job rotation, coaching, job instruction or training through step-by-step and committee assignments.

- (a) **JOB ROTATION:** This type of training involves the movement of the trainee from one job to another. The trainee receives job knowledge and gains experience from his

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supervisor or trainer in each of the different job assignments. Though this method of training is common in training managers for general manager positions, trainees can also be rotated from job to job in works of jobs. This method gives an opportunity to the trainee to understand the problems of employees on their jobs and respect them.

(b) COACHING:

The trainee is placed under a particular supervisor functions as a coach in training the individual. The supervisor provides who feed back to the trainee on his performance and offer him some suggestions for improvement. Often the trainee shares some of the duties and responsibilities of the coach and relieves him of his burden. A limitation of this method of training is that the trainee may not have the freedom or opportunity to express his own ideas.

(c) JOB INSTRUCTIONS:

This method is also known as training through step by step. Under this method, trainer explains the trainee the way of doing the jobs, job knowledge and skills and allows him to do the job. The trainer appraises the performance of the trainee, provides feedback information and corrects the trainee.

(d) COMMITTEE ASSIGNMENTS:

Under the committee assignment, group of trainees are given and asked to solve an actual organization problem. The trainees solve the problem jointly. It develops team work

OFF-THE-JOB METHODS

Under this method of training, trainee is separated from the job situation and his attention is focused upon learning the material related to his future job performance. Since the trainee is not distracted by job requirements, he can place his entire concentration on learning the job rather than spending his time in performing it. There is an opportunity for freedom of expression for the trainees. Off-the-job training methods are as follows.

- (a) **VESTIBULE TRAINING:** In this method, actual work conditions are simulated in a classroom. Material, files and equipment those are used in actual job performance are also used in training. This type of training is commonly used for training personnel for clerical and semi-skilled jobs. The duration of this training ranges from days to a few weeks. Theory can be related to practice in this method.

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- (b) **ROLE PLAYING:** It is defined as a method of human interaction that involves realistic behavior in imaginary situations. This method of training involves doing and practice. The participants play the role of certain characters, such as the production manager, mechanical engineer, superintendents, maintenance engineers, quality control inspectors, foremen, workers and the like. This method is mostly used for developing interpersonal interactions and relations.
- (c) **LECTURE METHOD:** The lecture is a traditional and direct method of instruction. The instructor organizes the material and gives it a group of trainees in the form of a talk. To be effective, the lecture must motivate and create interest among the trainees. An advantage of lecture method is that it is direct and can be used for a large group of trainees. Thus costs and time involved are reduced. The major limitation of the lecture method is that it does not provide for transfer of training effectively.
- (d) **CONFERENCE OR DISCUSSION:** It is a method in training the clerical, professional and supervisory personnel. This method involves a group of people who pose ideas, examine and share facts, ideas and data, test assumptions, and draw conclusions, all of which contribute to the improvement of job performance. Discussion has the distinct advantage over the lecture method in that the discussions involve two-way communication and hence feedback is provided. The participants feel free to speak in small groups. The success of this method depends on the leadership qualities of the person who leads the group.
- (e) **PROGRAMMED INSTRUCTIONS:** In recent years this method has become popular. The subject-matter to be learned is presented in a series of carefully planned sequential units. These units are arranged from simple to more complex levels of instruction. The trainee goes through these units by answering questions or filling the blanks. This method is expensive and time consuming.

WORKERS' PARTICIPATION IN MANAGEMENT

The concept of workers' participation in management is considered as a mechanism where workers have a say in the decision – making process of an enterprise. “Workers’ participation in management crystallizes the concept of Industrial Democracy, and indicates an attempt on the part of an employer to build his employees into a team which work towards the realization of a common objective”.



WAGE AND SALARY ADMINISTRATION

In the realm of wages, six important concepts have been identified. They are (i) statutory minimum wage (ii) bare or basic minimum wage (iii) minimum wage (iv) fair wage (v) living wage and (vi) need based minimum wage. Statutory minimum wage refers to the wage fixed under the provisions of the minimum wages Act, 1948 to protect the interest of workers employed in un-organized sector or scheduled employment. This is meant for elimination of exploitation and sweated conditions of workers. Basic minimum wage is used in judicial pronouncements. It refers to bare subsistence meant to cover the bare physical needs of worker and his family. No, industry has right to exist unless it is able to pay its worker's at least a bare minimum wage. The concept of minimum wage, fair wage and living wage were defined by the committee on fair wages appointed by the government in 1948. Minimum wage, according to the committee, must provide not merely for the bare sustenance of life but for the preservation of the efficiency of worker. For this purpose, the minimum wage must also provide for some measure of education, medical requirements and amenities. The fair wages were something which falls between a minimum wage and living wage. The committee on fair wages that stated that while lower limit of fair wages must obviously be the minimum wage, the upper limit is equally set by what may be called "The capacity of industry to pay". Between these two limits the actual wages will depend on (a) The productivity of labor, (b) The prevailing rates of wages in the same or similar occupation, (c) The level of the national income and (d) The place of the industry in economy. Living wage, according to justice Higgins of Australian common wealth court of conciliation in the Harvester case, must provide for "The normal needs of average employee, regarded as human being living in a civilized community". According to the committee on fair wages, living wage represented the highest level of the wage and naturally, it could include all elements which a citizen living in a modern civilized society was entitled to expect when the economy of the country was sufficiently advanced and the employee was able to meet the expanding aspirations of his workers. From this it appears that in India it will take decades when the working class could hope to get living wages. Till then it only remains as an ideal. Need based minimum wage concept was evolved in India by the 15th session of the Indian Labour Conference (ILC) held in 1957. It was agreed at the conference that the minimum wage must be need-based and should ensure the minimum human needs of worker and his family. Such wage should cater to the needs of a standard family consisting of three consumption units. While calculating the quantum of wage, it should consider the food, clothing and shelter requirements of the standard family. In addition, the wages should also cover fuel, lighting and other miscellaneous expenditure. The conference enjoined on all the wage fixing authorities like wage boards etc., to take into account the norms suggested by Indian Labor conference in calculating the needs of workers family.

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HRM PRACTICES SUGAR INDUSTRY

Sugar industry is an agro based industry. Its success depends up on the integration of human resources, capital, equipment and raw material. Yet, human resource is considered a major asset of production, which needs special attention. In India, the policies and practices relating to HRM in Sugar industry focus on the recruitment and selection procedures, training and development, wages, incentives and welfare facilities which are governed by the statutory Acts and legislation enacted by the government and central wage board on sugar industry. The working of sugar industry in all the states of India is regulated by the factory Act the problems of human resource in the Sugar industry are peculiar, as most of the sugar factories are located in the rural areas. Though the managers are drawn from higher levels of society, the workers are generally drawn from the agricultural classes. It is a well known fact that sugar industry is a seasonal one and so the workers can be employed only for the period of crushing season which usually lasts for five to six months. However, the industry needs to maintain the managerial staff and at least 40 to 50 per cent of workers need to be employed on permanent basis. Therefore, majority workers may not have regular and suitable employment during the off season when the industry is not working. Further most of the temporary and seasonal workers have no guarantee that they would be re-employed at the commencement of the next crushing season. In addition to this, the Sugar industry is dis-organized and consequently does not possess any bargaining capacity. In this context, it is interesting to note that the labor integration committee at the time of its inquiry and the found that workers were generally recruited at the gate through the heads of the departments. The supervisory, technical or superior staff was appointed by the General Manager in consultation with the proprietors. This indicates the development of suitable policy of HRM in sugar industry. The central wage board of the sugar industry has evolved certain policy guidelines to be practiced in engaging apprentices and learners in the sugar industries. Regarding their employment, it suggested that:

- i) No apprentices shall be taken for unskilled manual job;
- ii) An apprentice shall not be paid less than sixty per cent of the minimum basis wages and dearness allowances or consolidated wages, as the case may be, of the occupation in which he is receiving training.
- iii) The period apprenticeship in a Sugar factory shall not exceed two years. Regarding the absenteeism in Sugar industry in India, it can be said that absenteeism is at the abnormal level of 40 per cent.

The various committees set up by the government of India such as the fair wage committee, the minimum wage committee, the tripartite wage boards, the Bipartite wage negotiating committees and even judgment by the supreme court in wage revision appeals and adjudication by industrial tribunals, labor appellate tribunals have grappled with the problem



of wages. No rational wage policy has emerged so far taking all kinds productive fields including sugar industry.

Collective Bargaining with its constraints such as multiple trade unions has not succeeded. According to the recommendations of the second wage board, employees in supervisory, clerical, highly skilled grades are getting a retaining allowance and those in the semi-skilled grade at 25 per cent of their monthly basic pay and dearness allowances. This is the policy usually adopted by the sugar industry retaining allowance to seasonal workers. The scheme of gratuity is applicable to all permanent and seasonal workers, except apprentices employed in or concerned with sugar factors. As per the policy worked out by the 'Government on the recommendations of the first wage board report, the gratuity amount is fixed at one half of a month pay to permanent and one fourth of a month's pay to a seasonal workmen for every continuous year or season of services, as the case may be, subject to a minimum of 15 month pay. This is payable on the death of an employee while in employment irrespective of the length of the services or on the retirement or regression due to continued ill health or on the attainment age of superannuation. No gratuity is payable to a workman who is dismissed from the services for the serious misconduct such as in subordination moral turpitude, injury to the property employer or financial loss to the employer. The gratuity and Bonus is payable to the worker in the terms of the provision of the payment of Bonus, 1972 as amended from time to time. The policy guiding superannuating fixed the age of superannuation at 58 years. The superannuation age is fixed at 60 based on the recommendation of the third wage board of so far industry. Regarding labor welfare facility in sugar industry, it can be said that welfare measures are introduced to combat the sense of frustration of workers. According to the labor investigation committee, educational facilities existed in majority of the sugar industry in India. Similarly, majorities of the sugar industries provide dispensary where free medical aid is given to workers and their families. The third wage board refers to the medical officer and staff who are entitled to revised scale of pay for effective performance. In India factories Act shops and establishment Acts have made legal provision with regard to employee's safety, health, working conditions including matters such as sanitation cleanliness, lighting, drinking water and reforms.

The relevant laws also provide for subsidized canteens. The policy regarding associating workers with management to ensure close collaboration and any increased share in the affairs of the industry received official recognition in India since the second-five year plan. The objectives envisaged to establish relationship between the workers and management emphasize that the policy should cover i) establishment of cordial relations between management and workers to establish mutual trust among them; ii) substantial increase in productivity in the interest of management, workers and the Nation; iii) training and education of workers and employees; and iv) securing better welfare facilities for workers.

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CONCLUSION

The early part of the century saw a concern for improved efficiency through careful design of work. During the middle part of the century emphasis shifted to the employee's productivity. Recent decades have focused on increased concern for the quality of working life, total quality management and worker's participation in management. These three phases may be termed as welfare, development and empowerment. Management of human resources is not the only task of personnel department. It is important activity of every manager. Every manager in the organization is responsible for the recruitment, selection, development and maintenance of human resources of the people at work. The HRM department simply assists them or guides them by training various policies and programme. The above discussion suggests that HRM policies and practices have universal implications in the changing economic environment.

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