



## A STUDY ON HR AUDIT ON AGRICULTURAL LABOUR AT ELAKURUCHY IN ARIYALUR DISTRICT

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### Abstract

Agriculture is the backbone and dominant sector in Indian economy. India has a geographical area over 320 million hectares of which 175 million hectares are considered as cultivable lands. “In India, there are 74.6 millions of agricultural labourers and in Tamil Nadu their population is 78.96 lakhs. It is because of the toiling of agricultural labourers, our 846 million hungry stomachs are getting filled up three times daily. If they do not put their hands in the soil, others cannot put their hands in their food. But, they still remain poorest among the poor in India” Indian agriculture is still unorganized as far its operation is concerned; we know the manpower plays an important part in operation. One of the reasons which lack in HRM activities in Agriculture is due to less number organized player and resistant to change from the farmers and bigger unorganized player. The human resource in Indian agriculture originally consists of only cultivators. But due to historical, economic and social factor, labor class has emerged in course of time. Thus human resource in agriculture has come to consist of cultivators (owner/lessees of land) and labor. Thus our study focuses on Human Resource Audit on agriculture laborer at Elakurichy in Ariyalur District. This will help all the farmers of Tamil Nadu to know their real situation.

### Key Words

HRM (Human Resource Management), HR Audit, Agriculture, Agriculture Labourers, India, Tamil Nadu.

### Introduction

Agriculture is the world’s most important industry. The main branches of agriculture include – crop – farming, dairying, and ranching poultry – raising and fruit – growing. The Kolappan Committee Report on Agricultural laborer in Tamil Nadu, submitted in 1998 (based on the constitution by the Tamil Nadu Government, in August 1997, of the Committee “to analyze the nature and extent of socioeconomic problems confronted by the agricultural laborers in Tamil Nadu and to suggest the ways and means of improving their levels of living, at least just above the poverty line”) has once brought the debate on the miserable conditions of agricultural laborers in Tamil Nadu to front-stage. In May 2000, the State unit of the CPM’s Agricultural

Workers Union released copies of the Report, charging the Tamil Nadu Government with “deliberately holding back the major recommendations of the Kolappan Committee on farm labour even 16 months after it was submitted”. In the 2000 Budget Session, the State Govt. announced ‘the acceptance of the Kolappan Committee’s recommendations’. Much of the analysis and many of the suggestions given by the committee, surely, need the urgent attention of the government.

In Tamil Nadu, a male agricultural laborer gets, on an average, 150 days of work in a year, and a female gets about 100 days in a year. It ranged from a minimum of 90 days to a maximum of 120 days for women and from a minimum of 120 days to a maximum of 240 days for men. Rural Tamil Nadu is faced with “severe unemployment and underemployment’ as the industrialization of the 1990’s had failed to absorb the surplus labor in agriculture. In order to face this problem we need an HR audit on Agricultural Laborers.

### **Human Resource Audit in Agriculture:**

Have somebody heard about human resource management Audit in agriculture, if no there are implication of human resource management in agriculture as agriculture is a labor intensive business, so it requires labors and managing labor requires lot of understanding of social factors which plays important role.

Human resource Management Audit in Agriculture will include the following:

1. Procurement of labor
2. Utilization of labor and duration of employment
3. leave and absenteeism
4. Nature and extent of indiscipline
5. The determination of the laborers and trends in wage rates.
6. The application of incentives and provision of other benefits.
7. The nature and Redressal of grievances
8. Agricultural labor unions.
9. Conflicts between cultivators and laborers
10. Consultation and co-operation between cultivators and laborers.

This study will help he Agricultural laborers to overcome from their problems and it will clearly studies the Human Resource Audit on agriculture laborer at Elakurichy in Ariyalur District.

### **Literature Review**

Horowitz et al. (2002), provide one of the most definitive pieces of research on the subject of human resource challenges in mergers and acquisitions. Their article identifies the attributes of organizational culture and human resource practices required for successful transitions in mergers and acquisitions, and analyses the implications of culture types for inter-organizational combinations. This article discussed how to successfully deal with a change in leadership in a company, and in some cases, those leadership changes were accompanied by other changes, such

as reorganization, acquisitions or mergers. He claimed that it is also not that difficult to get some early insights into the new leader from colleagues in the organization, especially in the human resources department, due to that department's necessary close association with the change.<sup>1</sup>

Meyer (2001) takes another approach to the topic, using an understanding of the allocation processes in mergers and acquisitions by applying an organizational justice perspective. This paper concentrates more on the legal challenges and risks for in-house counsel and the human resources departments when dealing with local and regional employment laws, claiming that, with proper planning and advice, the potential for incurring charges of discrimination or other employment law issues can be anticipated and avoided. However, the paper is very clear that human resource departments planning a reduction in force, whether due to mergers or otherwise, are often running tribunal risks, and should consider whether other options are feasible, including freezing wages or postponing wage increases if cash needs are an immediate issue.<sup>2</sup>

More focused, research was undertaken by Pomeroy (2005), who focused mainly on the role played by Hewlett-Packard human resources and workforce development executive vice president Susan Bowick in the HP-Compaq merger in 2001, showing the pressures that mergers and acquisitions can place on senior HR management. Further, the Human Resources Department Management Report (2005), focused on the announcement of Affiliated Computer Services Inc. that it will acquire Mellon Financial Corp.'s human resource (HR) consulting and outsourcing division in the U.S. This report examined the increasing tendency for companies to acquire well functioning human resource operations, as well as develop and focus on their own, thus voicing the expectation that the HR business process outsourcing market would grow, fuelling the so called 'Mergerama'.<sup>3</sup>

It is possibly in response to this, that the changes commented on by Zhu, Cooper, De Cieri and Dowling (2005) have occurred in Chinese state owned industry. Their research firstly notes that the Chinese government has launched extensive reforms to encourage integration with the global economy and, secondly, investigates the implications for human resource management practices of the changing business environment in China, ownership of organizations, organizational strategies and strategic integration of the HR function. The changing business environment in China and participation by the HR function in strategic decision-making were the strongest predictors of HRM practices, and overall, a strategic role for the HR function and implementation of 'Western' HRM practices are becoming more prevalent in China, although the legacy of traditional practices endures and new challenges are emerging.<sup>4</sup>

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<sup>1</sup> Asia Monitor: China & North East Asia Monitor (2005) *China's Bid For Unocal Hits Controversy*. Vol. 12, Issue 8, p. 1.

<sup>2</sup> Meyer, C. B. (2001) *Allocation Processes in Mergers and Acquisitions: An Organizational Justice Perspective*. British Journal of Management; Vol. 12, Issue 1, p. 47.

<sup>3</sup> Pomeroy, A. (2005) *Orchestrating a Mega-Merger*. HR Magazine; Vol. 50, Issue 6, p. 58.

<sup>4</sup> Chiu, S. W. K. and Levin, D. A. (2003) *HRM in Hong Kong since 1997*. Asia Pacific Business Review; Vol. 9, Issue 4, p. 32.&

This research can also be viewed with that of Goodall and Warner (1997), who examined HRM in joint ventures in Shanghai compared with those in Beijing, using a case-study approach. They focused primarily on issues relating to labour contracts, rewards and benefits, social insurance, trade unions and personnel policies, and described developments in China in each of these areas. The extent to which HR practices in joint ventures are distinct from those in contemporary state owned enterprises was also examined. The papers conclusions were that, although, as one would expect, foreign ownership modified traditional practice, the degree and extent to which this was true varied widely. Although neither of these pieces of research directly related to mergers and acquisitions, they were both strongly focused on the influence of the west in China, and thus provide good data and analyses which will be prevalent in the study of the M&A field.<sup>5</sup>

### **OBJECTIVES OF THE STUDY**

The following are the important objectives of the study

1. To analyses agricultural laborers in the study area.
2. To analyses social status of agricultural laborers in the study area.
3. To analyses life style, standard of life and quality of work life of agricultural laborers in the study area.
4. To study the problems faced by the agricultural laborers of the study area.
5. To find out the training and motivation given by the Government for agricultural laborers.

### **METHODOLOGY**

This study on the human resource audit on agricultural labourers is confined to Elakurichy alone. This village may be taken as a model because of the specific and intensive nature of agricultural laborers in the area.

For this study both primary and secondary data have been collected. The method of random sampling has been adopted and 50 sample agricultural laborers have been chosen. The data have been collected through personal enquiry with help of a detailed questionnaire. In order to analyze the data in clear-cut way bar and pie charts have been drawn.

### **LIMITATIONS**

The study is approximately true not absolute since only we can collected and analyzed 50 sample units.

### **SCOPE OF THE STUDY**

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Chu, P. and Siu, W. S. (2001) *Coping with the Asian economic crisis: the rightsizing strategies of small- and medium-sized enterprises*. International Journal of Human Resource Management; Vol. 12, Issue 5, p. 845.

<sup>5</sup> Goodall, K. and Warner, M. (1997) *Human resources in Sino-foreign joint ventures: selected case studies in Shanghai, compared with Beijing*. International Journal of Human Resource Management; Vol. 8 Issue 5, p. 569.

The scope of the study is given below;

- The real situation of the agricultural laborers has been analyzed. The economic conditions of these agricultural laborers of this area have been analyzed.
- The various problems of the agricultural laborers have been analyzed.
- The quality of life and human resource value have been analyzed.

## ANALAYSIS

Elakurichy village is situated on Ariyalur District. It has the distance from Tirumanur to Elakurichy is 12 Km. This village consists 1090 hectares. In this village total population is 6312 out of which 3117 were males and 3195 were females. The total households are 1774. Most of the persons are literate in the study area. 3827 persons are SC and 1213 persons are ST Category.

The total area of the Elakurichy village is 1399.73 hectares crops cultivated in dry land 447.96 hectares. Waste lands are 6.130 hectares and Puramboku land is 28695.5 hectares.

The people of this village cultivated Paddy and sugarcane. There is not enough water to cultivate the lands. This village is seemed to be not fertile. Total of the harvest is 658 hectares in wet land and 447 hectare in dry land.

Now let us study the extensive study about Agricultural Labourer in Elakurichy.

Table: 1  
Distribution of Respondents by Sex

Sex	No. of Respondents	Percentage (%)
male	32	64
female	18	36
total	50	100

### Inference

It is inferred from the above table that the majority of the respondents are from the male group (64%). The female respondent is only 36%.

Table: 2 Nature of the farm

Items	male	Per	Female	Per	Total	Per
Sugar cane crops	6	18.75	0	0.00	6	12.00
Rice crops	23	71.88	18	100.00	41	82.00
Cerals	3	0	0	0	3	6.00
According to Season & Price	0	0	0	0	0	0
	32		18		50	100

**Inference:**

It is inferred from the above table, that the yield of Rice Crops percentage is high than the other crops.

Table: 3 Farming Experience

Items	male	Per	Female	Per	Total	Per
1-5 Years	4	12.50	5	27.78	9	18.00
5-10 Years	16	50.00	3	16.67	19	38.00
10-15 years	12	0	10	0	22	44.00
15 & above	0	0	0	0	0	0
	32		18		50	100

**Inference:**

It is inferred from the above table, that the males are highly experienced in farming than females, and their experience range is between 5 – 10 years.

Chart 1 - Farming Experience

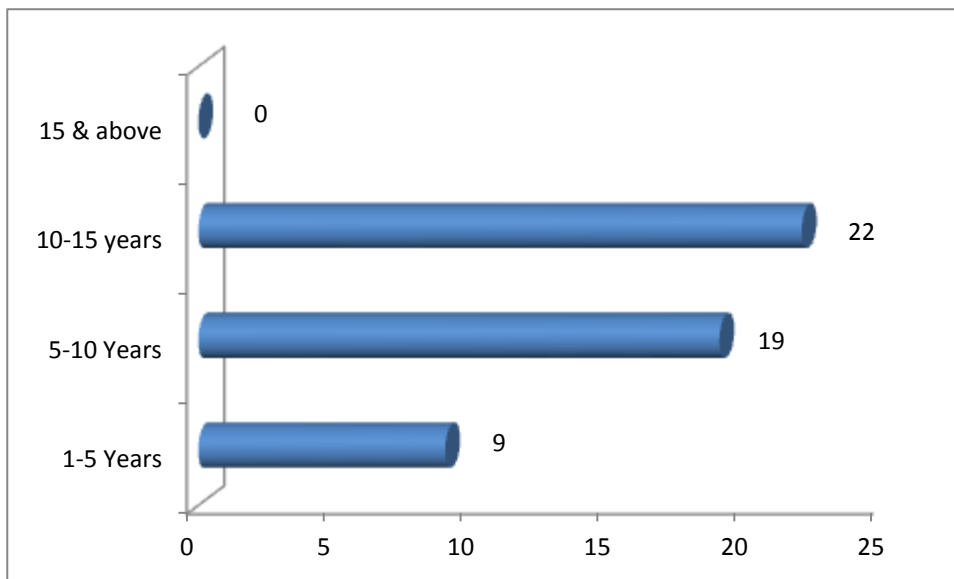


Table: 4 workers in the field

Workers	male	Per	Female	Per	Total	Per
Min 3	15	46.88	10	55.56	25	50.00
3 to 10	4	12.50	0	0.00	4	8.00
10 & above	13	0	8	0	21	42.00
	0	0	0	0	0	0
	32		18		50	100

**Inference:**

It is inferred from the above table, that the no. of workers in each field is minimum 3 and maximum 10 & above. Also, the no. of male workers are more than females.

Table 5 Motivation of the Labour

motivation	Male	Percentage	Female	Percentage	total	Percentage
highly motivated	2	6.25	9	50.00	11	22.00
feasible	9	28.13	5	27.78	14	28.00
no	21	65.63	4	22.22	25	50.00
	32	100	18	100	50	100

**Inference:**

It is inferred that the percentage of the female workers (50%) are high in the motivation of farming than male.

Chart 2 - Motivation of the Labour

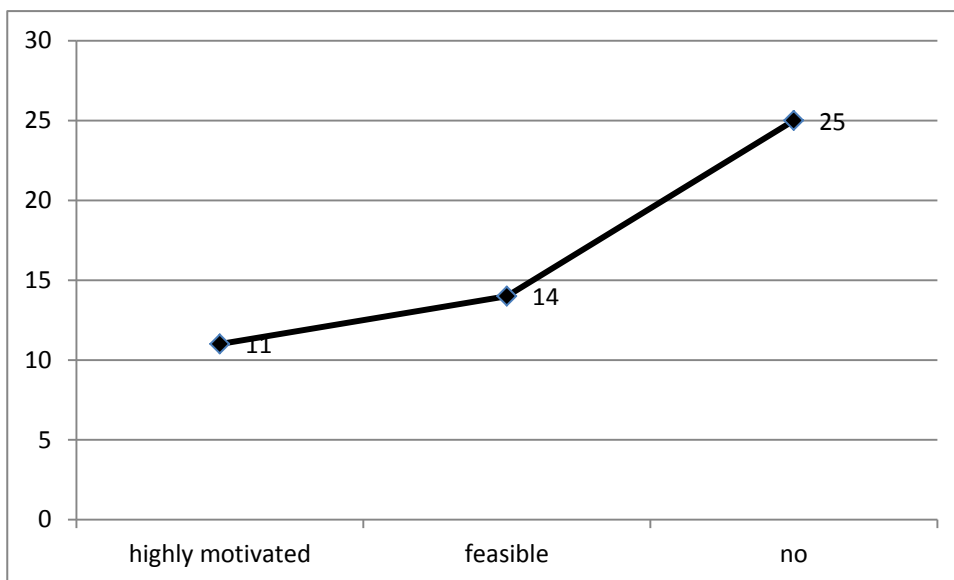


Table 6 - Job Environment

conditions	Male	Percentage	Female	Percentage	total	Percentage
favorable	6	18.75	8	44.44	14	28.00
not favorable	13	40.63	5	27.78	18	36.00
medium	13	40.63	5	27.78	18	36.00
	32	100	18	100	50	100

**Inference:**

It is inferred that the majority of the male farmers feel that their job environment is not favorable and medium and for female farmers it is favorable.

Table 7 Break Intervals

frequent	Male	Percentage	Female	Percentage	total	Percentage
One	14	43.75	6	33.33	20	40.00
Two	14	43.75	7	38.89	21	42.00
Three	4	12.50	5	27.78	9	18.00
	32	100	18	100	50	100

**Inference:**

It is inferred that the farmers had one or two break intervals per day.

Chart 3 - Break Intervals

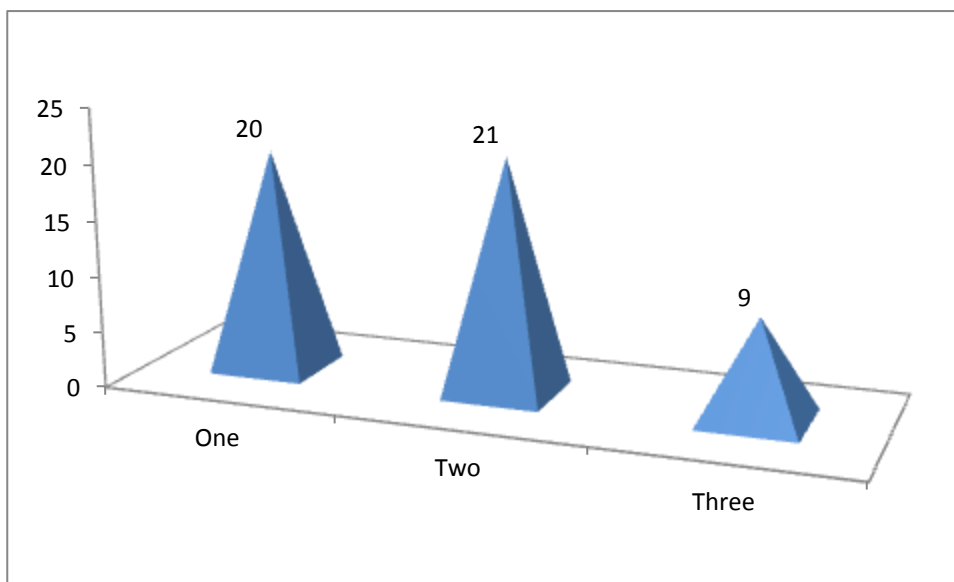




Table 8 Personal interest of the Agricultural labour

personal interest	Male	Percentage	Female	Percentage	total	Percentage
yes	7	21.88	2	11.11	9	18.00
no	25	78.13	16	88.89	41	82.00
	32	100	18	100	50	100

**Inference:**

It is inferred that most of the agricultural labours didn't show their personnel interest in farming.

Table 9 Personal Satisfaction of the Agricultural Labour

Satisfaction	Male	Percentage	Female	Percentage	total	Percentage
Yes	5	15.63	2	11.11	7	14.00
no	10	31.25	7	38.89	17	34.00
partially satisfactory	17	53.13	9	50.00	26	52.00
	32	100	18	100	50	100

**Inference:**

It is inferred that the most of the labours are not completely satisfied in their work field.

Chart 4 - Personal Satisfaction of the Agricultural Labour

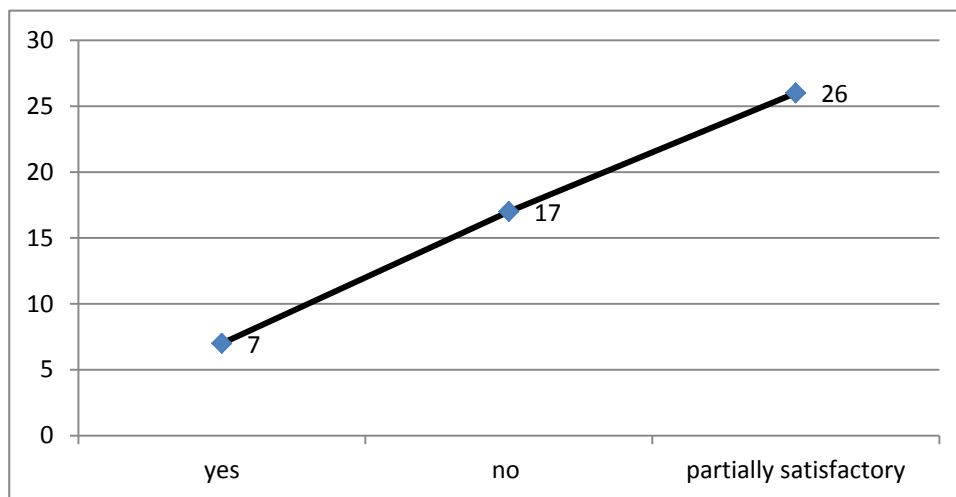


Table 10 Future vision of the Agricultural labour

conditions	Male	Percentage	Female	Percentage	Total	Percentage
yes	1	3.13	2	11.11	3	6.00
no	21	65.63	9	50.00	30	60.00
children's interest	10	31.25	7	38.89	17	34.00
	32	100	18	100	50	100

**Inference:**

It is inferred that the agricultural labours are not highly interested to bring up their children to work in the same field.

Chart 5 - Future vision of the Agricultural labour

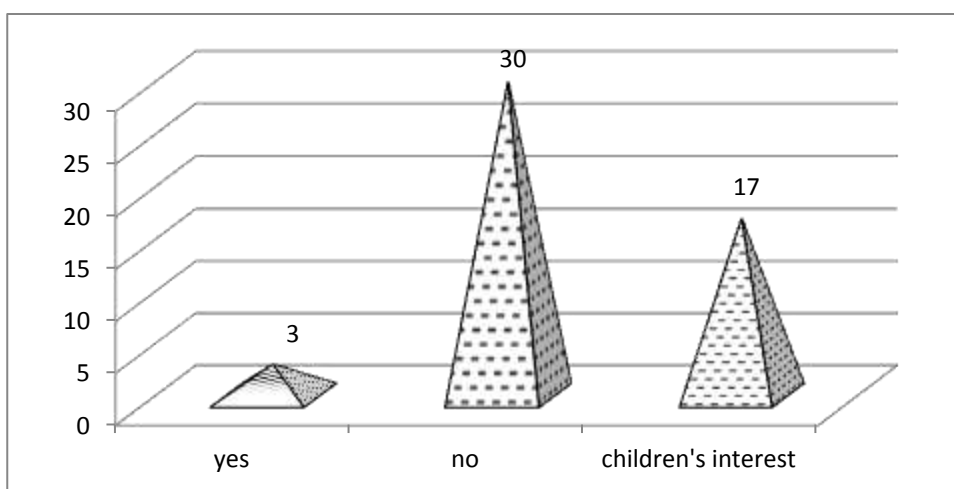


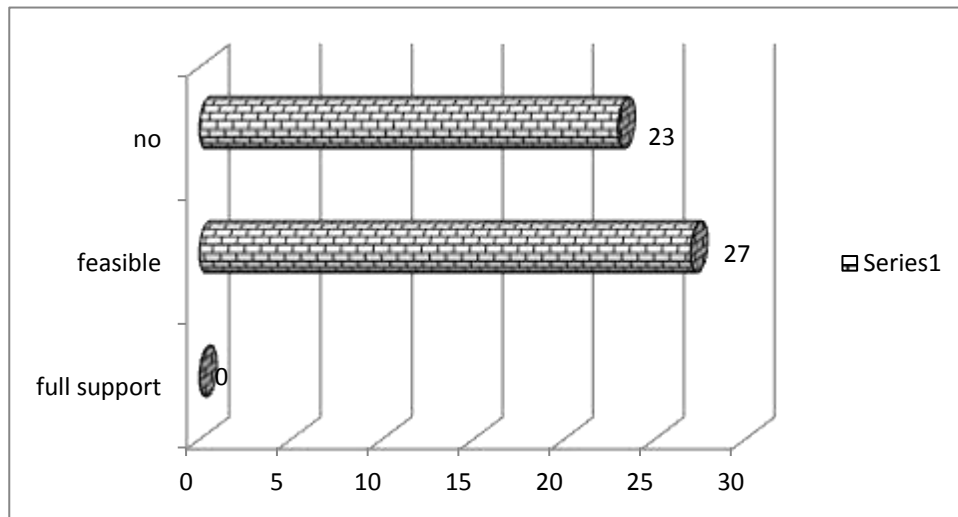
Table 11 Family Support for the Agricultural Labour

support	Male	Percentage	Female	Percentage	Total	Percentage
full support	0	0.00	0	0.00	0	0.00
feasible	18	56.25	9	50.00	27	54.00
no	14	43.75	9	50.00	23	46.00
	32	100	18	100	50	100

**Inference:**

It is inferred that the agricultural labours are facing only a feasible support from the family.

Chart 6 - Family Support for the Agricultural Labour



HYPOTHESIS

**A) Association between Social Status and work Satisfaction**

Social Status	Satisfied	Not satisfied	partially satisfied	Total
SC	3	8	12	23
BC	4	9	14	27
MBC	0	0	0	0
OC	0	0	0	0
Total	7	17	26	50

**Null Hypothesis H:**

There is significant association between social status of respondents and their work satisfaction.

**Alternative Hypothesis H<sub>o</sub>:**

There is no significant association between social status of respondents and their work satisfaction.

**Chi-Square Test:**

$$\chi^2 = (\sum(O_i - E_i)^2) / E_i$$

Where **O<sub>i</sub>** = Observed Frequency

**E<sub>i</sub>** = Expected Frequency

$$E_i = (RT \times CT) / GT$$

Where RT = Row Total

CT = Column Total

GT = Grand Total

Expected Frequency (E<sub>i</sub>)

Social Status	Sat	Not Sat	Par Sat
SC	3.22	7.82	11.96
BC	3.78	9.18	14.04
MBC	0	0	0
OC	0	0	0

O <sub>i</sub>	E <sub>i</sub>	$\Sigma(O_i - E_i)^2$	$(\Sigma(O_i - E_i)^2) / E_i$
3	3.22	0.0484	0.015031
8	7.82	0.0324	0.004143
12	11.96	0.0016	0.000134
4	3.78	0.0484	0.012804
9	9.18	0.0324	0.003529
14	14.04	0.0016	0.000114
		Total	0.035756

$$\chi^2 = (\Sigma(O_i - E_i)^2) / E_i$$

Degree of Freedom

$$= (r-1) (c-1)$$

$$= (4-1) (3-1)$$

$$= 6$$

Calculated value of  $\chi^2 = 0.035756$

The tabulated value of  $\chi^2 = 0.05$  d.f. 6 at 5% of level of significance is 12.592

**Result:**

Since calculated value of  $\chi^2$  is very less than the tabulated value, Null hypothesis is accepted. So it concludes that there is no significant association between social status and their work satisfaction

**B) Association between Experience of Agricultural Labour and their work Satisfaction**

Work Experience	Satisfied	not satisfied	partially satisfied	Total
1-5 years	2	4	3	9
5-10 years	2	4	13	19
10-15 years	3	9	10	22
15 & above	0	0	0	0
Total	7	17	26	50

**Null Hypothesis H:**

There is significant association between social status of respondents and their work satisfaction.

**Alternative Hypothesis H<sub>o</sub>:**

There is no significant association between social status of respondents and their work satisfaction.

**There is no significant aChi-Square Test:**

$$\text{work satisfaction.}\chi^2 = (\sum(O_i - E_i)^2) / E_i$$

Where  $O_i$  = Observed Frequency

$E_i$  = Expected Frequency

$$E_i = (RT \times CT) / GT$$

Where RT = Row Total

CT = Column Total

GT = Grand Total

Expected Frequency ( $E_i$ )

Work Experience	Sat	Not Sat	Par Sat
1-5 years	1.26	3.06	4.68
5-10 years	2.66	6.46	9.88
10-15 years	3.08	7.48	11.44
15 & above	0	0	0
O <sub>i</sub>	E <sub>i</sub>	Σ(O <sub>i</sub> -E <sub>i</sub> ) <sup>2</sup>	(Σ(O <sub>i</sub> -E <sub>i</sub> ) <sup>2</sup> ) / E <sub>i</sub>
2	1.26	0.5476	0.434603
4	3.06	0.8836	0.288758
3	4.68	2.8224	0.603077
2	2.66	0.4356	0.163759
4	6.46	6.0516	0.93678
13	9.88	9.7344	0.985263
3	3.08	0.0064	0.002078
9	7.48	2.3104	0.308877
10	11.44	2.0736	0.181259
50	50	20.1764	2.414257

$$\chi^2 = (\Sigma(O_i - E_i)^2) / E_i$$

**Degree of Freedom**

$$= (r-1) (c-1)$$

$$= (4-1) (3-1)$$

$$= 6$$

**Calculated value of  $\chi^2 = 2.414257$**

**The tabulated value of  $\chi^2 = 0.05$  d.f. 6 at 5% of level of significance is 12.592**

**Result:**

Since calculated value of  $\chi^2$  is very less than the tabulated value, Null hypothesis is accepted. So it concludes that there is no significant association between experience of labour and their work satisfaction

**FINDINGS**

Following are the important finding of the study.

Majority of the respondents are from the male group (64%). The female respondent is only 36%. . Majority of the male respondents 72% are married, but at the same time 47% are unmarried. The married and unmarried female labors are equal.Literate rates are more among the females (83.33%) than males.The yield of Rice Crops percentage is high than the other crops.The legal form of the lands, laborer categories are more than the Own landlords and Land taken for lease. Also that the male laborers are more than the females.The males are highly experienced in farming than females, and their experience range is between 5 – 10 years.The no. of workers in each field is minimum 3 and maximum 10 & above. Also, the no. of male workers is more than females.The seasonal male employees percentage (65.63%) is more than females , without any condition basis.The agricultural labors are facing only a feasible support from the family.

**CONCLUSION**

Majority of the problem in Indian agriculture industry will be solved with the effective and productive workforce working, if the proper rules and regulation are made regarding wages, conflict management and above points also. It is an established fact that Human Resource Management Audit will have a profound impact on agricultural productivity—productivity per hectare and productivity per worker employed. The yield per hectare is below the world average in all the crops.

Our study clearly reflects the above Indian especially Tamilnadu situation. So the Human resource audit will identify the real situation and problems of agricultural laborers. This audit also gives findings and suggestions to increase the job satisfaction and the quality of life of the agricultural laboers.

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