

CHAPTER EIGHT

MAIN FINDINGS AND SUGGESTIONS

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8.1 INTRODUCTION

It is the last Chapter of the explorative work conducted in the Regional Workshops, Hubli. We propose to present a brief resume of the main findings of the earlier chapters. We have also incorporated the suggestions which are direct off-shoot of the research exercise.

8.2 FINDINGS REGARDING PLANNING/BUDGETING AND EXECUTION IN R.W.H.

- 1 The entire budgeting exercise is done at the Central level by the Top Management in consultation with the Departmental Heads.
- 2 The Works Manager of the Regional Workshops is merely a reporting authority regarding the needs and requirements in the realm of Labour Welfare and Superannuation.
- 3 It is the Centralised Budget which appropriates the funds.
- 4 Revised budgeting for the later six months of the financial year is effected either on the basis of actual expenditure incurred for the earlier six months including the additional expenditure needed for new activities or on the basis of average growth expenditure incurred during early three years.
- 5 There is no Budgeting Committee in the Regional Workshops, Hubli.
- 6 There is a pressing need to institute a Planning/Budgeting Committee in the Regional Workshops, Hubli, which could give a scientific touch to the process of planning.

8.3 FINDINGS RELATING TO THE LINKAGE OF SOCIAL SECURITY-CUM-LABOUR WELFARE MEASURES WITH PRODUCTION AND PRODUCTIVITY

After having made Correlation Exercises with the available data it was found that:

- 1 The "r" value calculated in respect of expenditure on Social Security and the Value of Output in the R.W.H. from 1980-81 to 1987-88 has come to be 0.642. It points out distinctly that there is a positive correlation between the two.
- 2 Such positive correlation between the two clearly affirms and substantiates the fact that increasing expenditure on Social Security results into increase in the Value of Output i.e., Production.
- 3 The "r" value calculated in respect of expenditure on Labour Welfare Activities and the Value of Output in the R.W.H. from 1980-81 to 1987-88 has come to be 0.553. Such a result distinctly displays a positive correlation between the two.
- 4 Such positive correlation substantiates the fact that increasing expenditure on Labour Welfare Schemes results into an increase in the morale of the labour which is reflected in terms of increasing output.
- 5 Expenditure on Social Security and Welfare Activities is in fact, a wise investment which tends to stimulate the efficiency of the workers. Increase in the labour productivity is expressed in terms of increase in output. Growing expenditure on these

activities and the consequent increase in the output of R.W.H. over the years, clearly establishes this fact.

8.4 FINDINGS RELATING TO THE NEXUS BETWEEN SOCIAL SECURITY-CUM-LABOUR WELFARE ACTIVITIES AND ABSENTEEISM

1 The analysis of data in respect of Social Security expenditure and number of accidents, mandays lost and absenteeism in R.W.H. clearly substantiates the fact that increasing expenditures on these measures not merely minimises the number of accidents, mandays lost but also the consequent absenteeism rate. They are the best shield against fore-mentioned industrial problems.

2 Increasing expenditure on Labour Welfare Measures make labour more regularity-conscious. The analysis of data in respect of Labour Welfare expenditure and the rate of absenteeism reflects the fact that the rate of absenteeism gradually goes on declining. Ultimately it settles down at the lowest ebb which could be considered as the lowest affordable rate of absenteeism that the organization could withstand.

8.5 FINDINGS RELATING TO THE SOCIAL SECURITY-CUM-LABOUR WELFARE MEASURES AND THE ATTITUDES OF THE WORKERS

1 The responses of the 100 Sample workers interviewed in the Regional Workshops, Hubli, unfold the fact that the Corporation is alive to the needs and requirements of the workers. It

has practically implemented various legislative enactments in the realm of Social Security. It has extended every possible effort to implement several welfare schemes.

2 Man is a pack of physiological, security, egoistic and self-actualisation needs.

3 Attitudes have motivational-affective properties. They are goal-directed either in a positive or negative way.

4 Extension of Social Security measures relieve a worker from the tension of insecurities involved in industrial work.

5 Welfare schemes like, - recognition of talents, workers' participation in management satiate his esteem and self-actualisation needs.

6 Labour expresses the realisation of these needs through increased productivity and production, good discipline and reduced absenteeism.

7 Democratic and participative approach on the part of management injects a sense of belonging and a feeling of oneness in the minds of labour.

8 Increasing expenditure on Social Security and Welfare programmes go a long way in forming positive attitudes of the worker towards work, management, supervisory staff and the fellow workers.

8.6

A FINAL WORD

Expenditure on Social Security-cum-Labour Welfare Measures is a wise investment. Effective implementation of these measures results into increased productivity, better output, reduced rate of absenteeism and positive attitudes of the worker towards work, towards management, supervisory staff and his fellow-workers.

8.7

S U G G E S T I O N S

The greatest asset, though not appearing on the printed balance sheet of an undertaking, is its contented labour. An efficient, dedicated and satisfied labour is a key to the prosperity of an undertaking. From the analysis and experiences presented in this explorative study, it is clear that the Management of the Regional Workshops, Hubli, is alive to its responsibilities. It has endeavoured sincere efforts to extend several amenities to its employees in the realm of Social Security and Welfare activities.

Being a fastly growing automobile centre, R.W.H. is committed to the objective of increasing its efficiency and productivity. Prosperity is its long-cherished goal. In view of this, it is of utmost importance to root out any problem which would interrupt its march towards prosperity.

The following suggestions have been forwarded to make its functioning still effective and result-oriented.

PLANNING / BUDGETING

- 1 There is a pressing need to set up a Planning/Budgeting Committee engineering the Annual budget for the Regional Workshops, Hubli.

HEALTH AND SANITATION

Medical Facilities

- 1 It is reported that there are several lapses in connection with the medical facilities. It is, therefore, suggested that the authorities should make frequent surprise visits to check-up the regularity of the Doctor and his behaviour with the patients.
- 3 The practice of prescribing out-side medicine should be curbed. The Corporation should make adequate provision for medicines, tonics, etc.
- 4 To get rid of the problem of reserving beds for in-door patients, it is suggested that Management should develop its independent hospital in the vicinity of Workshops premises.
- 5 The workers engaged in Tyre Retreading plant, Paint Shop, Smithy Shop are more prone to industrial diseases because of dust, fumes, gases, rubber particles while trimming the tyres, gum and paint smells, etc.

It is suggested that proper arrangement be made to have periodic medical check up of these workers.

Drinking Water

5 There is no sectional provision for drinking water facilities.
Steps may be taken to make sectional provisions.

6 The workers engaged in Tyre Retreading and Plant Shops need
adequate bathing facilities. Bath rooms free from water-logging
problem should be provided.

7 Adequate supply of soap for washing purposes may be extended.

Urinals and Lavatories

8 The upkeep of urinals and lavatories is not satisfactory. It
is suggested that they should be kept clean. Finale should
be used at least once/twice a day.

9 Their number may be increased.

Work Environment

10 Healthy work-environment builds up the efficiency of workers.

The Paint Shop represents the case of a packed godown. The
shutter to its left remains closed. It is surrounded by New
Body building Section, Machine Shop etc.

The exhaust fans installed facing these shops have been kept
inoperative because the paint fume affects the workers of adjoining
Sections. There are windows but kept closed. There is
problem of ventilation and lighting.

In view of these it is suggested that layout of this section should be housed in an open space separately, so that the neighbouring workers get rid of the problem of fumes and the Paint Shop workers can function independently in an airy, properly ventilated and lighted environment. A step in this direction would minimize the chances of industrial diseases and consequent absenteeism.

The trimming section of the Tyre Retreading Shop is more prone to industrial diseases. Rubber particles, gum-fume cause health problem. Lighting, ventilation and exhaust fans are inadequate. It is suggested that these two shops viz., Tyre Retreading and Paint Shops should be equipped with better ventilation and exhaust fans.

- 11A The Welding Plant in the vicinity of Engine Shop is causing environmental problem of dust and fumes. Steps may be taken to eradicate it.

Lighting Facilities

- 12 During night shifts it is observed that Machine Shop, Paint and Tyre Retreading Shops suffer from poor lighting facilities.

Inadequate lighting not merely impairs the quality of work, but also causes too much strain on the eyes of the workers. Thus monotony and fatigue develop and consequently production suffers. The chances of accidents also multiply. It is, therefore, suggested that there should be adequate lighting facility.

Retiring Room

- 13 The workers working during day time and more particularly during night shifts (the third shift) face the problem of lack of retiring room. Steps may be taken to have a Retiring Room for the workers.

Space

- 14 The productivity of an industrial worker apart from other factors, also depends on the space provided for the conduct of work. In Machine Shop, Electrical Shop it is observed that the space available is inadequate.

The Management should look into this problem while taking note of layout planning in future.

Reimbursement

- 15 The medical reimbursement facility is delayed. Efforts should be made to streamline the reimbursement facility.
- 16 Better quality of milk should be provided to the workers engaged in Tyre Retreading and Paint Shops.

Safety

- 17 The safety equipments like, - fire extinguishers should be increased.

- 18 The First Aid boxes are found empty. Frequent check up should be made to ensure that they are equipped with necessary medicines.
- 19 There is only one compounder to attend to the workers. His services are not available during night shifts. It is suggested that necessary arrangement may be made.
- 20 The Safety Committee does not function during night shift. Provision should be made for its functioning during night shifts too.
- 21 The workers engaged in Tyre retreading section are inadequately supplied with items like, - nose covers, eye-covers and hand-gloves. The plastic eye-covers supplied are likely to breed eye defects. In view of this, it is suggested that these provisions are made available at the earliest because the tyre-section is more promising a Section with respect to productivity and production.
- 22 The workers engaged in Paint Shop are witnessing the problem of nose-musk. Provision should be made to have nose covers.

Canteen

- 23 The canteen facility in the R.W.H. subjects to severe criticism from almost all workers. The cleanliness is not satisfactory. The quantity and quality of food are very poor and objectionable. No varieties are served with. Curd and milk are not provided. During night shift, no fresh food and eatables are made available.

Workers do not get tea after 10 O'clock in the night.

It is suggested that Management comes forward to manage it. The Board of Canteen Directors are elected once in three years. The period can be shortened to one or two years.

Canteen being a Laboratory of conducting experiments in nutritional food and entrusted with the responsibility of providing Vitaminic food and eatables, the R.W.H. canteen has not been rising to its expectations. It is suggested that fresh food and eatables of desisrable quality are provided both during day and night shifts.

Provident Fund and Gratuity

24 Since 1982-83 the Provident Fund account has not been been made known to the workers. The P.F. advances recovery has not been made known to the workers.

It is suggested that there should be periodic display of these records to the individual workers.

25 The Income tax deducted from Gratuity has not been made known. The administrative set up should take up necessary steps to display and make known these information to the workers.

26 It is commonly held that official delays are caused to disburse 10 per cent of Gratuity. Measures may be taken to disburse it at the earliest opportunity.

Workmen's Compensation Act

27 The delay caused in the disbursement of reimbursed amount (2/3 months) should be curtailed. Arrangement may be made to expedite the process.

Leave Facility

28 The workers desirous of working on Festival/Gazetted holidays may be extended the opportunity to work. It has twin benefits. On one side, production increase and on the other, the labour will be benefitted monetarily.

29 In case of deserving cases like, medical, educational, etc. "Leave-not-due" notion may be given a fair trial.

30 Separate Leave Account Register may be maintained. The worker should be intimated about this periodically.

Incentives

31 The introduction of Regularity-Linked incentive in 1986 is indeed an achievement. But the system of equal distribution creates a dis-incentive on the part of such workers/sections who produce beyond the set target. Steps may be taken to improve upon.

32 The best alternative is that of introducing the 'Productivity-Linked Incentive'. With due attention to adequate supply of raw-materials, spares, tools and adequate work load, Productivity-linked Incentive will not merely stimulate the sincere and hard-

working workers to exhibit their best but also it will result into a net increase in the output. Such a move will make the worker to be duty-conscious, regular in attendance and grow time-conscious.

The Management may experience difficulties in measuring productivity in case of machine reconditioning work etc. Suitable formula may be evolved to overcome such problems.

33 It is learnt that some workers were rendered ineligible to receive incentive since their Call Bus could not bring them to the work-spot on time. Incidentally in Bangalore Regional Workshops, when such an incidence was experienced, the management was sympathetic enough to condone the delay and thus paid the incentive. It is suggested that such practices do not find margin.

34 In view of increasing prices, the Repast allowance may be revised.

35 Similarly Festival Allowance needs revision from Rs. 300/- to Rs. 500/-.

Housing

36 The number of housing accommodations being small, workers being more there is a pressing need for creating additional residential accommodation.

Workers' Education

- 37 There is a growing need and demand for introducing Adult Education Programme by the Management. Such a move is bound to have favourable impact on production, productivity and the discipline of the workers.
- 38 The allowance payable to the workers undergoing Workers' Education Programme is meagre. There is a growing feeling for its revision.
- 39 One hour training period may be merged with in the regular working hours. Since the workers working in the day shift find it as an extra burden to attend classes after a day long work. Such a move will stimulate untrained workers to enroll.

Educational Facilities to the Dependents of the Workers

- 40 The monetary benefits extended to the dependents of the workers have been restricted to such students who have been pursuing Science/Technical courses. There is a growing feeling that such facilities should be provided for non-technical courses too.

Trade Unions

- 41 Since most of the workers are illiterate or educated upto primary level, the Unions should launch education-oriented programmes. Frequent meetings should be held periodically to make conscious its members about their rights and duties.

- 42 The trade unions in R.W.H. can play a useful role like, -
launching Adult-Education Programme, etc..

Co-operative Societies

- 43 There is a pressing need for instituting Consumers' Co-operative
Society. It would facilitate the workers to get qualitative commodi-
ties at concessional prices.
- 44 The Nehru Co-operative Housing Society should be reactivated.

Attitudes

- 45 In the realm of management sciences, face-to-face communication
is considered to be more effective and result-oriented. It is
learnt that 15 years back this healthy practice of face-to-face
communication was in full swing. Presently it has been wound
up. The Management at the top rung may think of reviving
this practice which will help in strengthening the labour-manage-
ment relations. It will also help the management to communicate
its goals, objectives, stands in various problems to the common
worker. Even workers will get an opportunity to sound their
problems directly to the immediate authorities.
- 46 The Grievance Committee should make provision for informing
the awards to the workers.
- 47 The awards should be implemented immediately.
- 48 The uniforms should be supplied timely and periodically. The

practice of giving money for the purchase of jercy, and rain-coat may be stopped. Instead the Management can make available directly.

50 There is a need for proper manpower planning in the Regional Workshops. The promotions to the workers are not effected properly. Such a practice would mar the incentive of the worker to contribute willingly towards output.