

CHAPTER - VCONCLUSIONS, OBSERVATIONS AND SUGGESTIONSA) CONCLUSIONS AND OBSERVATIONS :

After careful study of the Unit and tabulation and interpretation of the data the researcher has drawn some conclusions which are summarised as below.

1. PERSONAL INFORMATION :

a) Age - The Researcher observed that 42 out of 50 workers are falling within age group of 18 to 30. It means 84% workers are young i.e. age group of 18 to 30. 12% workers are from 31 to 40 years. 4% workers are between 41 to 50 years of age. It is clear from this data that Management gives stress on young candidates for recruitment. It is also seen that view of the management is to make available employment opportunity to young youths. To divert the young blood for productive purposes which is the need of the nation.

b) Marital Status - The Researcher found that 76% workers are married, and 24% workers are unmarried. It is seen from the data that majority workers are working under economic burden due to their families, staying with them.

Day by day their economic burden increases as price level in the market increases. Definitely they are always in need of extra wages to meet their demands. Benefit of the high ratio of married workers is that they have to work sincerely and not to work as irresponsible persons. Definitely they will provide stability to the Company.

c) Types of Workers - The Researcher found that out of 50, 28, 15 and 7 workers are skilled, semi skilled and unskilled respectively. It is seen from the above figures that management gives stress on skilled workers for recruitment rather than semi skilled and unskilled workers. The production of the Company is of such a nature that it requires a qualitative work. So skilled workers are essential.

d) Workers' Education - 52% workers are technically qualified, 36% workers are academically qualified and 12% workers are from academic as well as technical side. As compared to the nature of production, the ratio of the technically qualified workers is adequate.

e) Permanent/Temporary - All workers are permanent. The workers got service security and hence they got stability to themselves. A stabilised worker definitely gives stability to the industry.

f) Residence from factory - The Researcher found that 38% workers are living within 1 K.M. area, 2% workers are living from 1 to 5 K.M. distance and 60% workers are living from 5 to 10 K.M. distance from factory. Naturally majority workers are late comers. Some time is wasted daily due to this reason.

2. INDUCTION PROCEDURE :

a) The Researcher found that 100% of the workers are recruited direct by management. Management does not recruit the workers through middleman or some other agency. As the management itself recruits the employees, it is convenient for the management to recruit experienced and suitable candidates.

b) The Researcher found that each and every candidate has to face various tests like interviews, skill test, Medical test etc. After conducting all these tests a suitable candidate is being recruited.

3. WORKING CONDITIONS :

a) All the workers are satisfied with the working conditions i.e. Ventilation, lighting, humidity and building.

b) The Researcher observed that majority workers are working over time work i.e. 96% workers need over time work. From this data it seems that their salary are not sufficient to meet their demands. Only 4% workers do not require over time work. It seems that they are rich or their financial condition may be sound or they are not interested in acquiring more wealth.

4. WAGE POLICY :

a) The searcher found that majority of the workers i.e. 90% of the workers are getting salary from Rs.600 to Rs.800, 4% workers are getting salary from Rs.800 to Rs.1000, and 4% workers are getting salary from Rs.500 to Rs.600. Only 2% workers are getting salary more than Rs.1,000.

Considering price level and standard of living major part of the workers is getting such wages in which they do not meet their expenses on essential commodities.

b) 34% workers get their salary deducted on account of loan, 5% workers get their salary without having any deduction. 24% workers get their salary deducted on account of fine. 22% workers get their salary deducted on account of absence from duty. 5% workers get their salary deducted on account of other reasons. It seems that majority of the workers are having debts, due to in-adequate

wages which compels them to draw loans to meet their needs. 24% workers get their salary deducted on account of fine. It seems that there is lack of discipline amongst the workers, which leads towards imposition of fine on them. 22% workers get their salary deducted on account of absence from duty. It seems that, they might be engaged in other work in order to get better income.

c) 94% workers are not satisfied with the wages. They are unsatisfied. Hence they are compelled to borrow the money to meet their needs. Only 6% workers are satisfied with their wages.

d) 4% workers utilise their bonus for saving, 38% workers utilise their bonus for paying debts. It seems that due to inadequacy of the wages, workers are compelled borrow the money on which they have to pay interest. 6% workers utilise their bonus for the purpose of festival and marriage, 52% workers utilise their bonus for meeting deaily expenses. It means that wages which they are getting, insufficient to meet their needs.

e) 72% workers are having debts. It seems that majority of workers is compelled to borrow the money to meet their needs. 28% workers are without having any debts.

5. INDUSTRIAL DISPUTE :

a) 90% workers are putk their grievances through their supervisors. It means that the proper way for putting up grievances are being followed by the majority workers. This system creates atmosphere for healthy industrial relation. 6% workers put up their grievances through Union. They feel that only Union is the media where all grievances are put up. 4% workers put up their grievances through labour officer. It seems that they have less confidence in supervisor.

b) There were two strikes in the Company, one in January 1981 and second in March, 1982. In March, 1982 strikes, 96% workers participated. Main demands for the strike were increase in wages, increase in house rent allowance, travelling allowance, canteen facility, and night shift allowance. It seems that majority workers require increase in wages. 4% workers did not participated in strike. It seems that the said workers did not require any of the demands or they were influenced by the management.

6. WELFARE FACILITIES :

a) It is the finding of the researcher that there was facility of free medical aid. But there is no arrangement

for periodical medical check up which is one of the demand of the workers.

b) There is a canteen facility in the Unit. 96% of workers are not satisfied with the canteen facility. They feel that the eatable provided by the canteen are not cheap. They are supplied in less quantity. It is not satisfactory. The Researcher visited the canteen and found that the environment of canteen is not good. There is no ventilation, in-adequate light, unsatisfactory seating arrangement.

c) There is no housing colony for the workers.

7. RECREATION :

The researcher finds that only few recreation facilities are available to the workers. News papers and periodicals are available for office staff only. It is not available to the workers. No facilities for sports are available. There is no facility of School for worker's children. There is no club for workers.

8. TRADE UNION :

There is only one Trade Union in this Unit.

Majority of the workers are members of this Union.

Members are satisfied with the working of the trade union.

a) Workers' Participation -

This unit has not introduced a Scheme of workers' participation in management. Management has not shown any respect for the scheme and the representation of the workers.

Taking into consideration the above conclusions, the researcher has come to the conclusion that the management is trying its best for promoting healthy industrial relation.

The existing industrial relations in Kirloskar Ghatge Patil Auto Ltd. are studied through the questionnaire observation and interviews tools. The researcher has constructed the questionnaire. Considering the facts which are associated for keeping good Employee-Employer relations viz. wages policy, Welfare facilities, recreation, workers participation in Management. These facts are closely associated with the employee-employer relations. If working condition, wage policy, recreation etc. are the standard then the industrial relation in such organisation are healthy. But if they are not provided to the standard then strike, low moral, high labour turnover, absenteeism, may exist or occur in the organisation which is a sign of

unhealthy industrial relation.

It has been find that in this Unit strike has been taken place twice for increase in wages, allowances etc. If wages are increased in relation to production then it is possible to maintain good industrial relation. Again demand for higher wages and strike will not taken place.

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B) SUGGESTIONS :

After completing the interpretation of the data and drawing the conclusions, the researcher has to make some suggestions for improvement of the healthy industrial relation in Kirloskar Ghatge Patil Auto Ltd., Kolhapur.

1) Management should try to increase wages of the workers in such a way that the wages should be tagged with the production. Naturally it will help in reducing indebtedness of the workers and in reducing overtime. Consequently, it will give satisfaction to both the employer and the employee.

2) Management should introduce the scheme of workers participation in Management by taking an employee as a Director on the Board of Directors of the Company. So that employee director will put forth the real problem of workers before the management. And accordingly the management will try to solve the problems which will help to maintain healthy industrial relations.

3) Management should provide adequate medical facilities to the workers. Management should arrange for periodical check-up of their workers to keep up the health and tone of the factory.

4) Management should try to build a housing colony for their workers in or near the Campus of the factory. Definitely it will reduce the ratio of late comers and absenteeism which will give employee social, economic and mental satisfaction. It will lead towards the tremendous increase in the production and the property of the Company.

5) Management should introduce employee development programme.

6) Management should arrange a seminar, meetings in order to acquaint the workers about its production, turnover, development, programme, targets, problems etc.

7) Management should minimise the ratio of direct recruitment by itself and increase the ratio of recruitment through other agencies i.e. employment exchange, social welfare office and educational institutions etc.

8) Management should increase the quantity of the subsidised food provided to the workers in the Canteen.

9) Management should try to arrange adequate light, ventilation in the Canteen.

10) Management should motivate the workers to form the club for various games i.e. indoor and out door games.

11) Management should make available News Papers, Periodicals, Bulletin to the workers.

12) Management should provide facility of School to the Children of workers.