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# **CHAPTER - VI**

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## CHAPTER VI

### ANALYSIS & INTERPRETATION

#### 6.1 Analysis of the data :

The analysis of the data has been carried out on the basis of different factors of motivation. The data has been tabulated. In Chapter V to facilitate interpretation at the time of attempting detailed analysis. At this time the organisational structure of these three small scale industries has also been kept in mind. This Chapter unfolds the interpretation of tables included in Chapter V.

#### 6.2.1

From the 5.3.1 we can classify the employees according to the age group as follows.

Age group	Percentage of Employees					
	Hematic motor Pvt. Ltd.		Pressmatic Electro-Stamping Pvt. Ltd.		Agro Hydraulics Pvt. Ltd.	
	Office	Workshop	Office	Workshop	Office	Workshop
21-30	44	8	62.50	17.87	25	33.33
31-40	44	84	25.00	57.14	62.50	66.67
41-50	12	8	12.50	21.42	12.50	--
51-60	--	--	--	3.57	--	--

TABLE 6.1

6.2.2

From 5.3.2 we can say as follows -

- a) In Hematic motor Pvt. Ltd. 34% employees working in workshop are female. All the employees in the office are male.
- b) In Pressmatic Electro-Stamping Pvt. Ltd. & Agro Hydraulics Pvt.Ltd. all the employees either in the office or in the workshop are male.

6.2.3

From 5.3.3 we can conclude as follows.

Percentage of Employees						
Marri- tal status	Hematic motor Pvt. Ltd.		Pressmatic Electro- Stamping Pvt. Ltd.		Agro Hydraulics Pvt. Ltd.	
	Office	Work- shop	Office	Workshop	Office	Workshop
Married	89	97	75	100	100	100
Unmarried	11	3	25	-	-	-

TABLE 6.2

6.2.4

From 5.3.4 - (A) we can say that the mother tongue of all the employees is Marathi with the following Exceptions -

- a) Pressmatic Electro-Stamping Pvt. Ltd. - One employee  
 - Kannad.
- b) Agro Hydrolics Pvt. Ltd. - One employee - Tamil.

#### 6.2.5

From 5.3.4 - (B) we can conclude about the educational qualifications of the employees as follows.

Percentage of Employees						
	Hematic motor Pvt. Ltd.		Pressmatic Electro-Stamping Pvt. Ltd.		Agro Hydraulics Pvt. Ltd.	
	Office	Work-shop	Office	Workshop	Office	Workshop
Graduate	78	--	62.5	--	75	--
Non Graduate	22	--	37.5	--	25	--
above std. VII	--	80	--	92.85	--	100
Below Std. VII	--	20	--	7.15	--	--

TABLE 6.3

In all the three industries it seems that no employee has tried to improve his educational after the confirmation of his services. In the beginning while appointing the office staff weightage was given to the experience but now educational qualifications get more weightage than the experience.

While appointing the employees in the workshop now the criterion is that he should have passed at least the S.S.C. Examination.

#### 6.2.6

From 5.3.5 about the security in services we can conclude as follows.

Percentage of Employees						
	Hematic motor Pvt. Ltd.		Pressmatic Electro-Stamping Pvt. Ltd.		Agro Hydraulics Pvt. Ltd.	
	Office	Workshop	Office	Workshop	Office	Workshop
Permanent	89	100	100	89.5	100	100
Temporary	11	--	--	3.5	--	--
Seasonal	--	--	--	7.00	--	--

TABLE 6.4

All the employees in the three industries under study are initially appointed as temporary employees & they are confirmed in their services after one year & the assessment of their performance.

6.2.7

From 5.3.7 the Portion of salary is as follows.

Salary P.M.	Hematic Pvt. Ltd.	motor Pvt. Ltd.	Pressmatic Stamping	Electro- Pvt. Ltd.	Agro Pvt. Ltd.	Hydraulics Pvt. Ltd.
	Office	Work- shop	Office	Workshop	Office	Workshop
Less than 500	--	--	--	3.58	--	--
501 to 1000	--	--	--	--	--	8.33
1001 to 1500	--	--	--	39.28	--	24.99
1501 to 2000	11	20	62.5	57.14	75	66.68
2001 & above	89	80	37.5	--	25	--

TABLE 6.5

6.2.8

From 5.3.8 the observation about training facilities & the no. of trained & untrained workers are as follows.

Percentage of Employees						
	Hematic motor Pvt. Ltd.		Pressmatic Electro- Stamping Pvt. Ltd.		Agro Hydraulics Pvt. Ltd.	
	Office	Work- shop	Office	Workshop	Office	Workshop
Trained	100	45.57	100	85.71	100	50
Untrained	--	37.14 *	--	14.29	--	50

\* In the case of Hematic Motor Pvt.Ltd.17.29% workers are not responded.

TABLE 6.6

No facility is available for the training of employees in the office. The employees in the workshop are trained by the supervisor by trial & error method.

#### 6.2.9

The Information on motivational factors is tabulated in table No. 5.3.9 A & 5.3.9 B.

Salary & other facilities such as D.A., P.F. Gratuity, Accommodation, Education etc. are incentives for good-work. The first preference of worker is as follows.

Percentage of Employees						
	Hematic motor Pvt. Ltd.		Pressmatic Electro- Stamping Pvt. Ltd.		Agro Hydraulics Pvt. Ltd.	
	Office	Work- shop	Office	Workshop	Office	Workshop
Salary	66.67	85.71	62.5	64.28	87.5	58.33
D.A.	--	--	--	3.59	--	25
Bonus	--	--	--	--	--	--
Pension	--	--	--	10.71	--	8.34
Increment	--	8.57	37.5	21.42	12.5	--
Gratuity	--	--	--	--	--	--
H.R.A.	11.11	--	--	--	--	--
Housing	11.11	--	--	--	--	--
Edu. Al.	--	2.86	--	--	--	8.33
P.F.	11.11	2.86	--	--	--	--

TABLE 6.7

6.3.9

Consideration of other factors besides economic factors as an incentives. The first preference of employees can be tabulated as follows.



MEANS	Hematic Motors Pvt.Ltd.		Pressmatic Elec.-Stam. Pvt. Ltd.		Agro Hydraulics Pvt. Ltd.	
	Office	Workshop	Office	Workshop	Office	Workshop
1. Responsibility	44.44	71.42	50	17.85	62.5	25
2. Participation in management	--	5.71	--	17.85	--	--
3. Creating a sense of achievement	11.11	--	--	3.58	12.5	8.33
4. Granting Recognition	--	5.71	--	3.58	--	8.33
5. Promotional Avenues	--	5.71	25	3.58	--	8.33
6. Job Security	22.22	--	12.5	25	--	16.67
7. Working condition	--	2.85	--	--	--	--
8. Medical facility	--	--	--	3.58	--	8.33
9. Leave	--	--	--	--	--	--
10. Training	--	5.71	--	3.58	--	--
11. Good behavior by Management	22.23	--	12.5	14.28	12.5	16.67
12. Safety	--	2.89	--	7.12	--	8.34

TABLE 6.8

For completion of need the money is more important than any other facilities. That's why as per the Maslows need theory we can say that when any person is doing work that time he has some needs & for to completion the needs money is very important tool. In this three organisation first preference is given to salary by most employees.

According to Herzbrg's theory about maintenance factor like responsibility promotion etc. is seems that is the workers in these industries are entrusted with more responsibility they will work better. The number of workers giving first preference to promotions is small & hence Herzbergs theory is not applicable to these small scale industries. Also Herzberg's theory of job security is not applicable because permanent employees have security of service & therefore they do not work to their maximum capacity.

#### 6.2.10

From 5.3.10 about the suitability of wages the following observations arise.

Percentage of Employees						
Salary	Hematic motor Pvt. Ltd.		Pressmatic Electro-Stamping Pvt. Ltd.		Agro Hydraulics Pvt. Ltd.	
	Office	Workshop	Office	Workshop	Office	Workshop
Suitable	88.89	97	62.5	57.15	75	50
More	--	3	--	--	--	8.34
Less	11.11	--	37.5	42.85	25	41.66

TABLE 6.9

According to Maslows need Theory any person works to get the money to satisfy his needs. Employees in industry expect to satisfy their needs from the wages they get. If employees get less wages than what is expected he will not fully concentrate on his work. If the salary is proper he will have incentive to work better. Maslow's Need Theory is applicable here. The workers compare their salary with the salary that the workers get in other industries. According to consistency Theory the workers feel that their salary should not be less than the salary that the workers get in other industries. If the salary is equal he will be enthusiastic & will work at his maximum capacity.

6.2.11

5.3.11 was about the salary & workload. The following observations are made. The problem was whether the salary is commensurate with workload ?

Salary & workload	Percentage of Employees					
	Hematic motor Pvt. Ltd.		Pressmatic Electro-Stamping Pvt. Ltd.		Agro Hydraulics Pvt. Ltd.	
	Office	Workshop	Office	Workshop	Office	Workshop
Commensurate with workload	88.89	100	62.50	71.50	87.50	75
Less	11.11	--	37.50	28.50	12.50	25
More	--	--	--	--	--	--

TABLE 6.10

There is definite relationship between the salary the workers get & the maximum work they can do. If the workers get salary less than the workload they have to bear he can't concentrate on his work. He may leave the present job & accept another job giving him more emoluments. Consequently the labour turnover increases & this affects the production. The psychoanalytic theory proves that if salary is commensurate with the workload the workers are prompted to work.

### 6.2.12

Is the salary is paid in time the workers are promoted to work more enthusiastically. If the salary is not paid in time he can't satisfy his needs in time & this affects his mind & behaviour. This reduces his capacity for production. To increase his productivity it is essential to pay his salary in time.

From 5.3.12, All the employees in the three industries get their salary regularly in time. This indirectly increases their efficiency & hence their productivity is enhanced.

### 6.2.13

According to 5.3.13 all the employees in office in Hematic Motor Pvt. Ltd. have stated that adequate & proper changes are made in their salary in a fixed period. 94.28% workers in the workshop have agreed with this.

Office staff in pressmattic Electro-Stamping Pvt. Ltd. have stated that such changes are made properly 96% workers in the workshop agree with this.

All the employees in the office & the workshop in Agro Hydraulics Pvt. Ltd. have stated that changes in salary are made properly.

It is necessary to make proper changes in the salary of the employees to enable them to cope with the rising prices. According to Maslow's Need Theory it is essential to make due changes in salary to satisfy the primary & secondary needs. In all the three industries this principle is brought into practice.

#### 6.2.14

From 5.3.14 it is observed that all the employees in the three industries get loan facility from the workers credit Cooperative Society.

#### 6.2.15

5.3.15 was about the availability of advance in times of need. The following observation were made.

Percentage of Employees						
Adva- nce given against salary	Hematic motor Pvt. Ltd.		Pressmatic Electro- Stamping Pvt. Ltd.		Agro Hydraulics Pvt.	
	Office	Work- shop	Office	Workshop	Office	Workshop
Sometime	55	82.85	25	42.85	75	45
Always	45	8.57	75	50	25	45
Never	-	8.57	-	7.15	-	10

TABLE 6.11

Mans needs are infinite but the means to satisfy these needs are finite and alternative utility. Some needs arises suddenly and to satisfy then money is required. If in the time of the dire need one gets advance against his salary he will have a feeling of gratitude which will prompt him to do his work in better way.

#### 6.2.16

From 5.3.16 it is observed that in all the three industries the advance paid to the employees is to be paid back in convenient instalments. The industry gives them the advance in times of difficulty and the employee pays back in instalment. The employees is benefited by such arrangements.

#### 6.2.17

From 5.3.17 it is observed that festival advance is given to the employees and the beneficiaries have following percentage.

	Festival Hematic motor advance Pvt. Ltd. given		Pressmatic Electro- Stamping Pvt. Ltd.		Agro Hydraulics Pvt.Ltd.	
	Office	Work- shop	Office	Workshop	Office	Workshop
Always	66.67	17.14	75	53.57	87.50	63
Sometime	11.11	05.72	--	3.57	--	--
Not at all	22.22	77.14	25	42.86	12.50	37

TABLE 6.12

Festival Advance is of much important to the employee. If he gets such an advance he can celebrate the festival in the company of his family very joyfully. According to Malsow's Need Theory if his need is satisfied he will work with more efficiency.

#### 6.2.18

5.3.18 was about the supply of necessary document by the management to an employee to get loan. In Hematic Motor Pvt. Ltd. & Agro Hydraulics Pvt. Ltd. all the employees have stated that they get such documents.

When one wants to get a loan he wants to satisfy his immediate & urgent needs. If he gets the documents in time his need is satisfied & he is prompted to work efficiently.



#### 6.2.19

According to 5.3.19 all the workers in three industries have stated that they get due compensation on account of an accident.

#### 6.2.20

According to 5.3.20 all the employees in three industries have stated that expenses on account of medical treatment is fully reimbursed. According to Herzberg's Two Factor Theory if the employees get such a protection they work enthusiastically & efficiently.

#### 6.2.21

According to 5.3.21 the fine or punishment is inflicted on account of mistakes.

In Hematic Motors Pvt. Ltd. 60% workers have stated that they are fined & the remaining 40% have stated that they are not fined.

In Pressmatic Electro-stamping Pvt. Ltd. 25% workers have stated that they are fined & the remaining 75% have stated they are not fined.

In Agro Hydraulics Pvt. Ltd. 41.66% workers have stated that they are fined & the remaining 58.34% have stated that they are not fined.

According to carrot & stick workers who commit mistakes while on duty or those who do not produce according to expectations should be fined so that they do not commit mistakes in future. They will also fulfill the target given to them. The method of punishment is useful because it reduces the mistakes & hence the production is geared up.

#### 6.2.22

From 5.3.22 it is seen that in all the three industries if the workers commit mistakes the rules about fine/ punishment are made by management/ supervisor. While these rules are framed workers or their representatives are not taken into confidence.

#### 6.2.23

5.3.23 was about the compensation in lieu of leave not enjoyed. in Hematic Motor Pvt. Ltd. 88.88% office employees told that such facility is there while the remaining 11.12% have replied in negative, 97% workers in this factory told that they can get compensation but remaining 3% workers told that such facility was not there.

In Pressmatic Electro-Stamping Pvt. Ltd. & Agro Hydraulics Pvt. Ltd. all the employees are told that such facility was not there.

#### 6.2.24

From 5.3.24 in Hematic Motor Pvt. Ltd. all the employees in the office told rules regarding compensation in lieu of leave not enjoyed are framed by the management. 23.52% workers told that the rules are framed according to Law's 44.11% workers told that the rules are framed by the management & the remaining 32.57% workers told that such rules are framed after discussion with the representatives of the workers.

The management told that each workers has the right to enjoy leave of 21 days per year, Half-pay leave for 15 days is granted on account of illness (Medical leave). Casual leave for 7 days is also granted.

Employees in the office & workshop enjoys all the leaves they can get & therefore there is no question of leave not enjoyed. If any employee has not enjoyed leave he is given salary in lieu of leave not enjoyed.

#### 6.2.25

From 5.3.25 office staff in Hematic Motor Pvt. Ltd. told that when there festivals a holiday is suffixed to festival holiday. 74.28% workers responses was affirmative while 25.72% workers replied in negative.

In Pressmatic Electro-Stamping & Agro Hydraulics Pvt. Ltd. all the employees told that a holiday is suffixed to festival holiday.

Festivals are the moments of joy & enjoyment & if one can't enjoy his behaviour is affected. According to Behaviourism Theory if one is frustrated he is not able to at his full capacity & hence productivity is reduced. Therefore if holidays are suffixed to festival holidays workers will be happy & will work more & increase the production.

Most of the workers told that such a holidays has to be compensated by working on some other holiday.

#### 6.2.26

As per 5.3.26, 88.88% employees in the office of Hematic Motors Pvt. Ltd. told that the distribution of workload was proper & 11.12% told that it was not proper. 85.3% workers in the workshop told that distribution was proper & 14.7% replied in the negative.

All the employees in the office of pressmatic Electro-Stamping Pvt. Ltd. replied in the affirmative. 92.85% workers replied in the affirmative and 7.15% replied in the negative. All the employees in A.H.P. Ltd. replied in the affirmative.

According to Herzberg's Two factor model if the distribution of the workload is not equitable it adversely affects the production. A feeling of hostility is created & therefore he is unable to complete the work. A feeling of inferiority is created in the mind of the worker about the incompleteness of work & therefore he can't work at his full capacity. Because of inequitable distribution of workload rival groups are formed in the workers & this groupism retards the production. To avoid this equitable distribution of workload is necessary. It promotes unity among the workers & they are encouraged to do more work.

#### 6.2.27

According 5.3.27 in Hematic Motor Pvt. Ltd. 74.28% workers replied that while distributing the workload hygienic factor are taken into consideration while 25.27% replied in the negative.

In Pressmatic Electro-Stamping Pvt. Ltd. 75% workers replied in the affirmative & 25% replied in the negative.

In Agro Hydraulics Pvt. Ltd. all the workers replied in the affirmative.

There is a close correlation between the health of the workers & his efficiency. While distributing the work if health factor is considered the worker is happy &

he puts in all his skill & energy. This consideration of health factor is an incentive for more work.

#### 6.2.28

From 5.3.28, 66.66% office employee in Hematic Motor Pvt. Ltd. told that they always get Co-operation from other while 33.34% replied that they do not get it. 54.29% workers told that they always get co-operation, 42.87% told that they sometimes get it & 2.84% told that do not get such co-operation.

In Pressmatic Electro-Stamping Pvt.Ltd. all the employees in the office told that they get co-operation. 96.42% workers told that they get co-operation & 3.58% replied in the negative.

In Agro Hydraulics Pvt. Ltd. 50% employees in the office told that they get the co-operation always while that remaining 50% told that they get co-operation sometimes. 88.88% workers told that they always get co-operation & 11.12% workers told that they sometimes get it.

The success in industry largely depends upon the co-operation. One gets from his co-workers. According to Herzberg's Two factor model the interpersonal relationship affect the impulse to work & hence if a feeling of co-operation is there production increases.

### 6.2.29

From 5.3.29, 42.87% workers in Hematic Motor Pvt. Ltd. told that they regularly get co-operation from the supervisor, 48.57% workers told that they sometime get it while 8.56% workers told that they do not get it.

82.14% workers in Pressmatic Electro-Stamping Pvt. Ltd. told that they get co-operation from the supervisor regularly & 17.86% responded that they sometimes get it.

In Agro hydraulics Pvt. Ltd. 88.88% workers told that they regularly get co-operation from the supervisor and 11.12% told that they get it sometime.

In each industry the supervisor is the friend, philosopher & guide. Workers always expect that they will get co-operation from the supervisor. If the supervisor does not extend co-operation, according to Two factor Theory, inter-personal relations will be spoiled. This will adversely affect the efficiency. To avoid this to encourage the workers to work at their maximum capacity the supervisor should always co-operate with the workers.

### 6.2.30

From 5.3.30, 65.71% workers from hematic motor Pvt. Ltd. have stated that they get fair treatment from the supervisor & the remaining 34.29% have stated that

they do not get it. 74% workers from Pressmatic Electro-Stamping Pvt. Ltd. have stated that they get fair treatment from the supervisor & 26% workers responded in the negative. 88.88% workers from Agro Hydraulics Pvt. Ltd. responded Affirmatively & 11.12% had negative responses.

According to psycho-analytic theory no man repress his feeling for a long time & he can't tolerate injustice for a long period. If the supervisor does not give fair treatment to the workers under his control or is partial in his treatment, the workers will not co-operate with him. As such two rival groups are formed among the workers & workers do not implement the orders of the supervisor. This adversely affects the production. On the contrary if the supervisor treats the workers fairly & brings to the notice of the workers that they have also to play an important role in the industry, the workers will work with more enthusiasm. The efficiency of the workers will increase due to the fair treatment they get from the supervisors.

#### 6.2.31

As per 5.3.31, 88.57% workers from Hematic Motor Pvt. Ltd. stated that they get honourable treatment in the factory & 11.43% stated that they do not get it.



85.71% workers from Pressmatic Electro-Stamping Pvt. Ltd. stated that they get honourable treatment & 14.29% stated in the negative.

88.88% workers in Agro Hydraulics Pvt. Ltd. stated that they get honourable treatment & 11.12% stated in the negative.

If the workers in the industry are treated in an honourable way, instead of treating them as mere workers, they will think that they are part & parcel of the industry. They will have a feeling of sympathy. They will have identify themselves with the factory & hence they will work with maximum capacity & increase the production. On the contrary if the workers are treated merely as workers & treated in an insulting way they will work as mercenaries. Consequently production decreases. Hence to induce the workers to work hard they should be treated honourably.

#### 6.2.32

As per 5.3.32, 57.41% workers in Hematic Motor Pvt. Ltd. stated that if injustice is inflicted on them they appeal to the higher authority, 40% workers stated that they tolerate the injustice & 2.59% worker not responded.

In Pressmatic Electro-Stamping Pvt. Ltd. 60.71% workers stated that they appeal to the higher authority,

37.71% tolerate the injustice & remaining 3.50% behave maliciously with the officer who inflicts injustice.

In Agro Hydraulics Pvt. Ltd. 83.33% workers appeal to their superiors & 16.67% tolerate it.

If the officer inflict injustice & the workers tolerate it, the mental balance of the worker is tilted & his behaviour becomes abnormal, As such he can't work efficiently.

On the contrary if the worker appeals to his superiors & the superiors give proper justice & warning the worker will feel that there is some one whom he can approach for justice. This feelings will increase his feelings of security & he will be encouraged to work hard.

#### 6.2.33

According to 5.3.33, in all the three industries all the workers stated that due care is taken in the factory to avoid accidents.

In Herzberg's Two factor model under Hygienic factor, safety factor is considered. According to Herzberg's if the workers work under maximum safety, he works more efficiently. If the precautionary measures are taken to avoid accidents the workers will work under a feeling of security. If safety measures are not implemented the

workers will work with fear and will not work hard. This adversely affects the production.

#### 6.2.34

According 5.3.34, 28.57% workers in Hematic Motors Pvt. Ltd. stated that they can participate in the management of the factory 54.28% workers stated that they do not participate & 11.45 stated that they sometime participate 5.7% workers not respond.

In Pressmatic Electro-Stamping Pvt.Ltd. 82.14% workers stated that they participate in the management of the factory & 17.86% stated that they do not participate.

In Agro Hydraulics pvt. Ltd. 83.33% workers stated that they participate in the management & 16.67% stated that they do not.

Nowdays participation of workers in management is a vital concept. Out of the four Factor of Production, labour is the living factor & it has to be considered with due care. Whenever management takes a decision it is necessary to consult the representatives of the workers. The decisions of the management has to be implemented by the workers & therefore there participation in decision making is important. If the workers participate in the management of the factory they feel that they are consult-

ed, due weightage is given to their opinions & suggestions. This feelings of self-importance created in their mind consequently leads to the feelings of sympathy.

#### 6.2.35

According to 5.3.35, all the workers in three industries under consideration have stated that they participate only in meeting & some other programmes.

#### 6.2.36

As per 5.3.36, 57.14% workers in Hematic Motors Pvt. Ltd. stated that efforts are made to increase their morale, 22.85% stated that no particular efforts are made, 14.30% workers stated that no efforts are made 5.71% workers are not responds.

67.85% workers in Pressmatic Electro-Stamping Pvt.Ltd. stated that such efforts are made, 17.85% responded that no efforts in particular are made 14.3% stated that nothing is done particular.

83.33%workers in Agro Hydraulics Pvt. Ltd. stated that the management makes efforts to increase their morale. 8.33% responded that no special efforts are made & 8.33% stated that such efforts are not made at all.

The management & the supervisor should make special effort to encourage the workers to carry out the

work entrusted to them most efficiently. If they encourage the workers & create a feeling that workers can succeed, the workers will work to their maximum capacity & increase the production.

#### 6.2.37

According to 5.3.37, 28.57% workers in Hematic Motors Pvt.Ltd. stated that the management always takes cognizance of good work, 42.85% stated that such cognizance is taken sometimes & 25.7% stated that no cognizance is taken 2.88% workers not give the answer.

60.71% workers in Pressmatic Electro-Stamping Pvt. Ltd. told that the management always takes cognizance of good work, 17.85% responded that sometimes such cognizance is taken. 21.42% stated that no cognizance is taken.

66.66% workers in Agro Hydraulics Pvt.Ltd. stated that the management pays due attention to their good work. 33.34% workers stated that the management sometimes plays attention to the good work.

If the management takes dues cognizance of the good work done by the workers, it result in increasing the impulse to work among the workers.

#### 6.2.38

As per 5.3.38, 32% workers in Hematic Motors Pvt. Ltd. stated that cognizance is taken in the form of

Economical & 68% workers stated that cognizance is taken in the form of Non-Economical means.

In Pressmatic electro stamping Pvt. Ltd. 31.88% stated that cognizance is taken in the form of Economical means & 68.12% stated that other Non-Economical means are used.

In Agro Hydraulics Pvt.Ltd. 25% workers stated that economics means are used & 75% workers stated that Non-Economical Means are used.

To take due cognizance of good work done by the workers is very important. It is an impetus for future good work. It creates a feeling among the workers that if they try hard they are rewarded. The form in which such reward is given is not much important but taking cognizance is important.

6.2.39

From 5.3.39 about the other work is given or not, the following observation arises.

	Hematic motor Pvt. Ltd.	Press. Electro- Stamping Pvt.Ltd.	Agro Hydraulics Pvt. Ltd.
Other work given	74.28%	82.14%	83.33%
Other work not given	25.72%	17.86%	16.67%

TABLE 6.13

The table shows the percentage of workers, in the three industries, who are given other work than their regular work & who are not given other work.

When worker is appointed for a specific work he should not be asked to do other work. If this is done it hampers his efficiency. If the worker is frequently asked to do other work, he is not enthusiastic.

#### 6.2.40

From 5.3.40 about the freedom to do the work entrusted, the following observation arises.

	Hematic motor Pvt. Ltd.	Press. Electro- Stamping Pvt.Ltd.	Agro Hydraulics Pvt. Ltd.
Freedom given	62.85%	82.14%	100%
Freedom not given	37.15%	14.28%	--

\* 3.58% worker Not responds.

**TABLE 6.14**

The table shows % of workers who get freedom to their work & who do not get it. When work is assigned to a worker, necessary freedom should be given, to him to complete it. If such freedom is not given, the worker, though capable to do it, will not do the work satisfacto-

rily. If such freedom is given the worker will feel that the management has confidence in his work & he will use all his skill to complete the work. Such confidence begets confidence which is the motive force for good work.

#### 6.2.41

From 5.3.41 about the efforts made by management for unity among the workers, the following observation arises.

	Hematic motor Pvt. Ltd.	Press. Electro- Stamping Pvt.Ltd.	Agro Hydraulics Pvt. Ltd.
Effort made	51.42%	68%	81.19%
Effort not made	48.58%	32%	18.81%

TABLE 6.15

The table shows the % of workers who stated that efforts are made by the management for unity among the workers & the % of workers who stated on the contrary.

Unity among workers is an important factor from the point of view of good production. If the workers are united they will work efficiently. But if the management adopts the policy of divide & rule it will be adversely affects the production.



6.2.42

From 5.3.42 about the felling of enthusiasm when attending duties, the following observation.

	Hematic motor Pvt. Ltd.	Press. Electro- Stamping Pvt.Ltd.	Agro Hydraulics Pvt. Ltd.
Always enthu- sistic	88.57%	78.57%	88.88%
Sometime enthu- siastic	11.43%	10.71%	11.12%
Never enthusi- astic	--	10.72%	--

TABLE 6.16

This table shows the % of workers to always fell enthusiastic, who sometimes fell enthusiastic & who never fell enthusiastic while attending the duties. When a workers attends his duties he will perform the duty well if he feels enthusiastic. Without enthusiastic no one can work with maximum efficiency.

6.2.43

In 5.3.43 in all the three industries under consideration all the workers have stated that a problem which is general problem ( pertaining to all the workers ) is solved by discussion it with the management.

If general problem is solved by the method of discussion between the employees & the management the

relations between the parties remain amicable. No misunderstanding is created because the workers feel that they are taken into confidence. If the relations are amicable the a workers will work with more efficiency.

#### 6.2.44

From 5.3.44 about the Acceptance of Novel ideas of workers by the management, the following observation arises.

	Hematic motor Pvt. Ltd.	Press. Electro- Stamping Pvt.Ltd.	Agro Hydraulics Pvt. Ltd.
Ideas always accepted	22.85%	46.42%	50%
Sometime accepted	51.42%	35.71%	41.15%
Novel accepted	22.85%	10.71%	8.85%
	*	**	

\* 2.88% workers are not respond.

\*\* 7.16% workers are not respond.

TABLE 6.17

This table shows the % of workers who stated their opinions about the acceptance of their novel ideas by the management. Whenever a workers put forth a novel idea it is always better to accept it. Such an idea helps

to increase the production. The worker forms the idea with efforts, experience & a good deal of thought. On the contrary if the idea is rejected only on the ground that it has been suggested by a worker, the worker becomes disheartened. The worker will become Yes-man & they lose their enthusiasm. If their ideas are accepted they will feel that due recognition is given to their ideas & hence they will work more enthusiastically.

#### 6.2.45

The 5.3.45 was about the participation of workers in a new project whenever the management launches a new project the workers participation can be of three types -

1. Merely as workers.
2. At the active participation.
3. Acceptance as there is no other alternatives.

Responses on the workers in the three industries can be tabulated as follow.

Responses	Hematic motor Pvt. Ltd.	Press. Electro- Stamping Pvt.Ltd.	Agro Hydraulics Pvt. Ltd.
1	40%	28.57%	16.67%
2.	48.57%	57.41%	75.00%
3.	11.43%	3.57%	8.33%

\* 10.45% workers not respond.

TABLE 6.18

Whenever the management Launches a new project or installed new machinery the workers, if they fell that it is their own project, will work with more with work interest. If they accept it only as workers they will not work with all their might. If they accept it because there is no other alternative the purpose of installing the project is defeated. Hence it is essential that the workers should accept the project as their own project.

#### 6.2.46

The 5.3.46 was about the future of the company in the next five years. The responses were as shown in the table below.

Future	Hematic motor Pvt. Ltd.	Press. Electro-Stamping Pvt.Ltd.	Agro Hydraulics Pvt. Ltd.
Hopeful	77.14%	46.42%	75%
Fair	20%	46.42%	25%
Hopeless	--	7.14%	--
As it is	2.86%	--	--

TABLE 6.19

Is the workers fell that the future of the industry is bright they will feel secure & hence they will work with great enthusiasm. If they fell that the future is hopeless they will be doubtful about their future &

hence they will not work with all their energy. They lose interest in the work & production reduces.

#### 6.2.47

As per 5.3.47, in Hematic Motor Pvt. Ltd. 28.57% workers are extremely satisfied & 71.43% workers are moderately satisfied.

In Pressmatic Electro-Stamping Pvt. Ltd. 14.28% workers are extremely satisfied, 82.14% workers are moderately satisfied & 3.58% workers are dissatisfied.

In Agro Hydraulics Pvt. Ltd. 11.12% workers are extremely satisfied & 88.88% workers are moderately satisfied.

Satisfied workers is an asset to the company because they work better. If they are dissatisfied they work as mercenaries & do not apply their mind to the work.