

CHAPTER - V

OBSERVATIONS, CONCLUSIONS AND SUGGESTION

5.1 Observations.

5.2 Conclusions

5.3 Suggestion.

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5.1 OBSERVATIONS :-

This chapter includes observations, conclusions and suggestions. All these are based on the data collected during the research period, through personal observations and discussions with the authorities and with the employees. These conclusions and suggestions are purely based on interpretation of the data collected. The observations are as follows -

1. The factory is situated at the remote part of the Poona city i.e. at Bhosari. As table no.4.5 shows that the most of the workers have to come to the factory from a distance of 5 kms. to 15 kms. The factory has not provided them any accomodation facility or transportation facility (service). Therefore, the workers demand company accomodations or atleast have subsidied transportation service. But the management has not paid attention to these demands of the workers. The company at present pays conveyance allowance.

2. In the respect of the education of the workers, it is found that most of the workers have completed their secondary education, with technical qualification from ITI.

Very few workers have completed their higher education. So the management does not allow them to participate into the management of the company. The workers are dissatisfied with this policy of the management.

3. Table No. 4.1 shows the pay-range of the workers of the company. Majority of the workers fall into the category of Rs. 3000 - 3500, and the category of Rs.4500-5000. The percentage of the first category workers is 27.16 and the percentage of the highest category is 23.46%. Highly skilled and senior workers who have completed 15 years in the company are under this category. The unskilled workers are under the category of 2500-3000. The percentage of workers in this category is 16.05. Semi-skilled workers get the salary from Rs.3000 to 3500 skilled workers are under the category of Rs.3500-4000 and the percentage of the workers of this category is 19.75.

It may happen that unskilled workers who get the salary from Rs.3000 to 3500 have some sort of unrest in their mind as compare to the other workers their salary is next to the least.

4. Table no. 4.3 regarding skills of the workers shows the percentage of skilled and unskilled workers. Out of 81 workers 16 workers are skilled workers, 30 workers are highly

skilled workers. The percentage of these workers respectively is 19.75 and 37.04. The other workers are unskilled, semi-skilled workers. The percentage of these workers respectively is 16.05 and 27.16. (Table 4.3). The management has arranged training programmes since long period. The training programmes are of two types viz. (1) on the job training. 2) Off job training. The first type of training is mainly for the works and the second type of training is held for the officers.

Under the first method, following methods are followed by the management for giving training to workers.

a) Training by the supervisor:

Under this system the workers are given instructions and guidance by their immediate supervisors with demonstrations whenever necessary.

b) Understudy System :-

Under this system a senior worker gets work done by the new comer under his supervision and control.

c) Position Rotation from one job to Another :-

Under this system, the worker is periodically rotated from one job to another instead of sticking to one job only. By this method, the worker can get the knowledge of various types of jobs.

d) Vestibule Training :-

Training to the workers are given through the models in the class room.

e) Conference And Seminars :-

Under this system discussions among the workers is held under the presence of the chairman. The topic of discussion is determined in the last seminar.

f) Apprenticeship Training :-

Fresh appointed workers have to work as apprentice under the guidance of the senior workers.

6. Though the methods of the training are very good, the training period is short. It ranges generally from 15 days to 30 days (except apprentice ship). In this short period the workers do not get sufficient training.

7. There are various grades given to the workers according to their ability and the workers' own achievement in their target. Table no.4.4 shows the various grades used in the company. The workers are not only promoted to the highest grade but they are given increments in their salaries too. Promotions are given on the basis of development, performance, skill and educational qualification of the workers. If the well qualified worker is not found in the company then the persons from outside source are

appointed. Many of the workers are against this recruitment policy of the company.

8. Table no.4.5 is an evidence of the punishment given to the workers. 65.04% workers have got memoes during the year 1994-95. It means the management is very hand and fast in the discipline. This hard disciplinary policy of the management and the partiality in taking action leads to employee unrest.

9. The management has a very liberal view about making workers permanent. Table no.4.8 shows the number of workers who are permanent in the factory. Out of 87 workers 70 workers are permanent 05 workers are temporary and only three (3) workers are on apprentice and 3 workers are helpers. After working as apprentice for the years the workers are made permanent.

10. Working Condition and working shifts:-

From the observation of the working conditions in the factory. Machinery and equipments are well maintained. Most of the workers are satisfied with the working conditions of the company.

The workers working at heavy and dangerous machinery are provided with protective devices. e.g. cloaks, shoes, hand gloves masks etc. There is 'first aid'

section. If anybody gets injured, he is treated first aid section.

In the factory there are two rest rooms. Rooms are fully furnished. News papers, magazines, TV set etc. are kept in these rooms. In these rooms the workers can have rest or change their cloths.

The working of the company is in 2 shifts first shift is from 8am to 4pm and second shift is from 4pm to 12 mid night.

11. Welfare facilities :-

The workers in the Kirloskar Electrodyne are provided with fresh and cool drinking water. Wash basins, toilets, rest rooms, indoor, outdoor games, two pairs of uniforms at each year and a pair of shoes, vehicle stands, higher purchase loan facilities, first aid, free check up once in a year, housing loan facility. The loan facility is given to the workers for their own marriage upto Rs.10,000. Provided fund, gratuity, leave with, bonus etc. are also provided to the workers. The cleanliness is maintained by the workers in the category of 'W4'.

12. Housing :-

The company does not provide anything for housing but if gives allowance such as house Rent allowance, or Housing loan.

Though the above some welfare facilities are provided to the workers, they are not satisfied. The very first reason for this is that the family welfare' is totally ignored by the factory. There is not any 'Scholarship scheme' for the workers children. On 'sudden death of a worker his, family gets Rs.1,00,000 as compensation by the company. Most of the workers want to take their sons (or wives) in the job. There is not such a scheme in the factory.

The company has not secondary or primary schools. So the children of the workers have to go to the schools far away from their residence. The workers demand the starting primary as well as secondary school for their children or starting 'School Bus' for their children.

13. Job Satisfaction of the workers :-

The company gives training to its workers and to the officers. Table no.4.3 is the strong evidence of this. The percentage of skilled and highly skilled workers is high. It is clear that the company has number of good workers and officers at its disposal.

Training period is very short. The workers have grievance about the period of the training. According to them it should be of long duration, i.e. upto 6 months.

There is the policy of the company that 'half-raw material' is to be purchased e.g. some jobs, bolts, nuts, and they are used for the further production. Many workers are ready to make jobs, bolts by themselves. By making the jobs by themselves, they would get overtime and they would get the joy of making all the production by themselves. This creates dissatisfaction in the minds of the workers.

14. Unrest and Grievances :-

By interviewing with some workers it is found that majority of the workers are satisfied with their working conditions, welfare facilities, training. However they have unrest for certain policies of the company. These policies are as follows.

1. Company's policy of promotion.
2. company's negligence towards the worker's families.
3. Agreement Period - Agreement for the salary and wages as well as for the other demands is made after every three years. The representatives of the workers are called to the 'agreement meeting' but not a single suggestion is accepted from the workers, representatives.
4. Economic help, given to the families on the sudden death of a worker by the Kirloskar Electrodyne Ltd. is not enough. With this help the 'jobs'

should be provided to their sons or wives of the affected workers.

- 5 From the workers point of view training period, which is necessary for promoting from one category to the another one is not sufficient. Generally the training period is allowed to the workers which ranges from 15 days to 30 days in the company. During this period the workers do not get thorough knowledge of required skills.
6. There is no compulsion as per provision factory Act 1948' to provide the canteen facility for the workers of the Kirloskar Electrodyne Ltd. As the number of workers are 301. But the researcher feels that the company should provide canteen facility to its employees.
7. As, there are 301 employees working in the company there is no compulsion on the Kirloskar Electrodyne Ltd. to start hospital for the 'health care' of its workers. But the researcher feels that the Kirloskar Electrodyne Ltd. should provide the well equiped hospital' to its workers and to their families instead of free checking every year.
- 8 There is 'workers union' in the company. It is a registered union. Most of the workers are the members of this union. The leaders of this union

are elected by the company workers themselves. These leaders attend the meetings conducted by the management. But these leaders are allowed to speak on the certain matters only.

Such as Prevention of accidents, management of water, safety, sanitary facilities etc. Wages and bonus etc. are excluded from the scope of the representatives. The diagram (4.10) of grievances and disputes during the 1994-95 shows that 45% of the workers were involved in the dispute which was being held for the improper gap of communication between the workers of the management and the supervisory level of the company.

15 Diagram no.4.10 shows the various reasons of unrest in the company during the year 1994-95. The main cause of unrest during the year is salary and wages. Nearly 63% of the workers were involved themselves in the disputes and grievances for 1994-95 was the year of agreement. Another important reason for their unrest is modernisation. 54% workers opposed to the management to use computer; and automation. The percentage of dispute or unrest for the implementation of discipline, communication gap and working condition is

respectively 49%, 45%, and 48%. From this it is clear that these reasons are also created unrest among the workers of the company.

Chart No.4.10 shows the most important reasons of the unrest from 1990 to 1995. During the year 1990-1991 the most important cause of the unrest and dispute was wages. During the year 1991-1992 the percentage of unrest and dispute for workers suspension and revision in the facilities was high. During the year 1992-1993, the reasons of unrest were wage agreement, transfer and increment. During the 1993-94 the reason of unrest and dispute was 'workers' suspension', revision in facilities and communication problem. Among these the weightage goes to workers' suspension.

16. Participation of the workers in the Management:-

Table No.4.7 shows the educational qualification of the workers. 80% of the workers have got their secondary education with technical training from ITI. The workers are not highly educated nor have got the managerial degrees like BEM, MBA etc. So the workers are not allowed to participate in the management. The company should think seriously about the participation of the workers. The participation of the workers is the way to make them realise the own responsibilities and self discipline.

17. banking Facility :-

The Company do not have its own bank. The workers of the company have to make use of. The Sangli Bank Ltd., Chinchwad' and 'Bank of Baroda, Laxmi road Branch. These banks are far away from the company. So it is unconvient for the workers to go now and then to these banks for their financial needs.

18. The company, at present is having the machinery for prevention and settlement of disputes, which in the opinion of the researcher is sufficient and useful.

1.2 CONCLUSIONS

The researcher, after the study, has arrived at the following conclusion.

1. The workers working in the company are satisfied with the working conditions provided by the management. They are provided with the safety devices; first aid facilities etc.
2. By the observations, and by the interviewing with the workers, it is known that they are unsatisfied with the policies of the company e.g. The period of training, lack of the canteen facility, carelessness about the workers families.
3. The table no.4.9 shows the mandays lost and the number of workers involved in the disputes. It is true, beyond doubt that the percentage of mandays lost and number of workers' involved is ever increasing since 1991. The company management should consider this matter very seriously and try to find out the proper reasons of unrests of the workers.
4. The main problems of the workers are increment, communication gap, modernisation, disciplinary actions, domestic enquiries.

- 5 The company management makes the agreement for wages, increment, bonus etc. after 3 years. At the time of agreement, the representatives of the union are invited but they have not given much opportunity to speak.
6. There are suggestion boxes in each department. The workers are encouraged to suggest about their work routine, machinery they use, training given to them, methods of production, scraps in the production and so on. But it happens in actual that very rarely suggestions are paid need ?
7. Most of the workers in the company have not completed their university education or they are considered as 'illiterate' by the management of the company. So they are kept from the participation in the managerial decisions. This may create unrest in the minds of many workers.

Unrest :-

In every organisation there is a problem of unrest. No organisation is found where everything is going on smoothly. The main cause of this is that the interests of the workers and the interests of the employees are different one. It is the universal fact. The difference is only reasons and the name of the factory.

SUGGESTIONS

5.1 Suggestions :-

The disputes and the unrests among employees are the burning problems of every management. It not only affect the management but the society as a whole so these problems should be controlled in time. Following suggestions would be helpful alongwith the 'controlling machinery' in the company.

1. Most of the workers, working in the company have to come to the company from nearly 5 kms to 15 kms. (Table no. 4.5).The Kirloskar Electrodyne Ltd. has not provided its workers accomodations. So the workers have to reside to various places which are far away from the company. As there is no 'transportation service provided by the company, the workers have to make use of either city buses or their own vehicles. The workers of the company have demanded accomodations or atleast private transport facility. But the company has not considered these demands of the employees.

The company should start its own transportation service or give accomodations to the workers in the nearly area.

2. Taking into consideration the educational background of the workers (Table no. 4.7), the management of the company is reluctant to give an opportunities to the workers to participate in the management at various levels.

The researcher therefore, is of opinion, that in order to reduce employee unrest and give dignity to working class, the management should find out some devices through which workers will get participation in the management.

3. An agreement is made with the workers after every three years. For making agreement union leaders are called with the managerial persons but the union leaders are not given authority to speak much about the 'pay range'. They only attend the agreement meetings whenever they are held by the managerial persons.

The Kirloskar Electrodyne Ltd. should follow the policy of enlightened company such as 'Telco'. The company should draw up elaborate procedures in agreement with the workers. Union leaders'. The leaders should be given rights to express their opinion about 'monetary problems' of the workers freely.

4. The workers in the company are given training for promoting them from one category to the another. But the training period is very short according to the workers. Generally it is from to 30 days. In this short period the workers do not get proper knowledge and required

skills to discharge their duties effeciently.

The company should give proper time to every worker for training so that he would be able to do his work and can have thorough knowledge of his work and thus the mistakes in a particular work would be minimised.

5. Under the welfare facilities' with many other facilities schools and school bus facilities are provided by the many companies. But the Kirloskar Electrodyne Ltd. has not its own primary and secondary schools or even 'school bus' for the children of the employees.

The Kirloskar Electrodyne Ltd. should start school or atleast 'school bus' service for the workers', children.

6. There is no department in the company for looking after the welfare and community development.

It will be better in the intrest of the company as well as its workers, in order to reduce employee unrest, to establish seperate labour welfare section looking after specially at the welfare activities for the workers.

7. The company does not have its own canteen. So the workers have togo to the other hotels or restaurants for food and tea. In this, much time is wasted and the workers have to take the disciplinary action (Table 4.6).

Though there is no compulsion on the Kirloskar Electrodyne Ltd. to start canteen, the researcher feels that if the company starts its own canteen, the wastage in time can be avoided and to that extent the productivity can be increased.

8. For increasing the goodwill of the company in the minds of employees as well as in the minds of people residing nearby the company premises, the researcher is of the opinion that the Kirloskar Electrodyne Ltd. should under take the activities such as roads, lightings, drainages, library, open air cinema, provision stores etc.

9. To get jobs 'vocational training' is very necessary. There is no provision for the vocational training in the premises of the company or elsewhere for the children of its employees. So the children lay behind in the competition of seeking jobs.

The Kirloskar Electrodyne Ltd. should think seriously about this and should start 'Vocational Training Department' where the children of the workers can training and can make their future carefree.

10. There are suggestion boxes in every department of the company. The workers working in various departments have thorough knowledge about the difficulties in their

work. The workers are supposed to give their suggestions through these boxes. But the suggestions from the workers are rarely accepted. Mostly they are avoided by the management.

11. On sudden death of a worker the financial help upto Rs.1,00,000 is provided by the company. The child if any is not offer jobs.

The researcher feels that only financial help is not enough. The Kirloskar Electrodyne Ltd. should give preferance to the children of such workers or financial help should be increased. Pension schemes should be introduced by the company.

12. The Kirloskar Electrodyne Ltd. does not have its own bank. The workers have to make use of. The Sangli Bank, Chinchwad and Bank of Baroda - Laxmi road for the withdraws of their payments. These banks are inconvinient for the workers to aproach.

The Kirloskar Electrodyne Ltd. should encourage the formation of employees credit society or extention centers of 'Sangli Bank' or 'Bank of Baroda' within the premises of the company itself.

13. There is free health checking every year. This

medical checking is done within the premises of the company because the Kirloskar Electrodyne Ltd. does not have its own hospital. The free health checking is only for the workers and not for their families. The workers have to consult to the outside doctors for the treatment of their families.

The Kirloskar Electrodyne should start its own hospital. In this the workers and their families should be given medicines and health checking with minimum charges⁽¹⁾.

In this connection the Kirloskar Electrodyne Ltd. should keep in mind that the co-operation of the employees is possible only when they are fully satisfied with their employers and with their working conditions on the jobs. Only reasonable wages and increment in bonus is not enough for satisfying the workers. The research has shown that the workers required more than fair wages or monetary benefits. They require welfare facilities and amenities for themselves and for their families. The company management should take into consideration the thoughts expressed in the following quotation.

"We do not claim to be more unselfish, more generous or more philanthropic than the other people. But we think, we started on sound principles considering the interests of

the shareholders, and the health, the welfare of the employees, the sure foundation of our prosperity.⁽²⁾.

-- Jamsetji Tata.

1. Labour Welfare facilities Chapter - II
2. Dawar R.S. Personnel Management and Industrial Relations. Page No.- 329.

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