

CHAPTER - IV

EMPLOYEE UNREST IN KIRLOSKAR ELECTRODYNE LTD.,
: A Study.

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CHAPTER - IV

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: A Study

4.1 INTRODUCTION :-

This chapter deals with the analysis and interpretation of the collected data. This chapter will reveal and show awareness and knowledge about the study of the employees unrest and dispute in the Kirloskar Electrodyne Ltd.

The analysis is based on the facts and figures for the period 1994-95.

4.2 Kirloskar Electrodyne Ltd and the employees pay scale

Sr No.	Pay-Range (Rs.000)	No. of workers	% to total no.of wrs.
1	2500-3000	13	16.05
2	3000-3500	22	27.16
3	3500-4000	16	19.75
4	4000-4500	11	13.58
5	4500-5000	19	23.46
	Total -workers	81	100.00

From the above table it is clear that majority of workers are under the category of 3000-3500. This pay range is for semi-skilled workers. The percentage of this category is 27.16 of the sample. 13 workers fall in the category of 2500-3000. This category is of unskilled workers. The percentage of this category is 16.05. 16 workers of the company are skilled workers. The pay range for them is 3500-4000. The percentage of this range is 19.75. The pay range of 4000-4500 and 4500-5000 are for the highly skilled workers. But seniority makes the difference between them. 11 workers are in the category of 4000-4500. Percentage of them is 19.58. 19 workers are also in this category percentage is 23.46. It can be concluded that workers in the 3000-3500 category are more than the other categories.

4.3: THE EMPLOYEE SKILLS

Table no.-4.3

Classification of the Employees on the basis of skills.

The following table shows skilled groups of the workers in the Kirloskar Electrodyne Ltd. P.

4.3 Kirloskar Electrodyne Ltd. Classification of the employees according to skill.

Sr	Skilled Groups	No.of workers	% to total
1	Unskilled	13	16.05
2	Semi skilled	22	27.16
3	Skilled	16	19.75
4	Highly skilled	30	37.04
	Total workers	81	100.00

The above table shows that out of 81 workers 13 workers are unskilled. Percentage of the workers is 16.05. 22 workers are semi-skilled workers. The percentage of these workers to the total number of workers is 27.16. 16 workers are skilled workers. Percentage of these workers is 19.75. 30 workers are highly skilled. The percentage

of these workers is more than the other workers. And it is 37.04 to the total number of workers.

From the above data it is clear that majority of workers are skilled workers. The company management is quite aware of the importance of workers training. The workers are given training by the following methods.

1. On-the job training
2. Vestibule training
3. Class-room training
- 4 Apprenticeship training.

The workers are divided into the various categories as follows according to their skills viz.-

W4 = Unskilled workers.

W3 = Semiskilled workers.

W1 = Skilled workers.

H3 = Highly skilled workers.

4.4 MANAGERIAL GRADES :-

Table no.-4.4

Grade	Workers
SL (Staff leaders)	20
03 (Assistant officers)	15
02 (Officer engineers)	15
01 (Senior Officers)	10
M (Managers)	05
GM (General Manager)	04
President	01
Vice President	01
Managing Director	01
Total Officers	72

Table no.4.4 reveals the various grades of employees. The workers in the company are promoted according to his achievement, qualification and seniority, his attitude towards his duty etc. Workers when promoted following objects are also considered alongwith his own qualification.

1. Workers last protion
2. Integrity of workers
3. Leadership of the workers.
- 4 Workers attendance
- 5 Charge sheets if any.
- 6 Personal records kept by the management.

4.5 EMPLOYEE ACCOMMODATION :-

Distance Travelled by employees from Their Residence to the Company.

The following table shows the distance by the workers from their residential place to the factory building.

Sr No.	Kilometers	No. of workers
1	0 to 5	40
2	5 to 15	15
3	15 as above	26
	Total no.of workers	81

From the above table it is clear that most of the workers come to the factory from a short distance. They come to the factory either by bicycles, two wheelers or by

city bus. 40 workers come to the factory from 0 to 5 kilometers. 15 workers come from 5 to 15 Kilometers. And 26 workers come to the factory from 15 and above 15 Kilometers. It is undoubtable that those workers who reside far away from the factory demand for either accomodation facilities nearby the factory place or atleast transport facilities from the company management.

As the company does not provide accomodation facilities not the private transport service to the workers, the workers have to manage with the other means of transportation; to reach to their working places.

4.6 KERLOSKAR ELECTRODYNE LTD.:

Managerial Action towards indiscipline

The following table shows the action taken by the management on the workers who were involved into 'gheraos' 'bundh' or giving abused slogans against the managerial persons; and who were involved into the indisciplines.

Table no.- 4.6
Disciplinary Action

Sr No.	Actions taken by the management	No. of workers.	
		No.	% to total
1	Cautio n memo	16	19.76
2	Advisory memo	12	14.82
3	Warning (oral)	22	27.16
4	Snow cause notice	06	7.40
5	Suspend	01	1.23
6	Actions not taken	24	29.63
	Total	81	100.00

From the above table it shows that -

- a) The management has given caution memo to the 16 workers
- b) The management has given advisory memo to the 12 workers.

- c) The management has given oral warning to the 22 workers
- d) The management has suspended one worker.
- e) The management has not taken any action against 24 workers.

From the table 4.6 it is clear that 81 workers (i.e. 100%) are subject to disciplinary action taken on management. The strange fact which is clear from table is that 24 workers.(i.e. 19.23), though involved in indisciplinary activities, were not subject to disciplinary action. This clearly shows the management's partiality in taking disciplinary action. This partiality of the management is one of the most important reasons of employee unrest in Kirloskar Electrodyne Ltd.

4.7 KIRLOSKAR ELECTRODYNE LTD.: Employee Education:-

Table no.-4.7

The following table shows the educational background of the workers.

Sr No.	Type of education	No.of workers	% of workers
1	Primary education	--	--
2	Secondary education with ITI	74	91.35
3	Higher education with ITI	07	8.65
	Total	81	100

From the above table it is clear that out of 81 workers nearly 91.35% of the workers are covered under the category of 'secondary education with technical qualification ITI. 7 workers have taken higher education. The % of these workers to the total workers is 8.65%.

The above table shows that most of the workers have got their secondary education, only.

4.8 THE NATURE OF EMPLOYMENT

The following table shows the permanent workers, temporary workers, helpers and apprentice in the Kirloskar Electrodyne Ltd.

Table no.4.8

Sr	Category of the workers	No.of workers	% of the workers
1	Permanent	70	86.40%
2	Temporary	5	6.00%
3	Apprentise	3	3.80%
4	Helpers.	3	3.80%
	Total no.	81	100.00%

r The above table shows -

1. Permanent workers in the company are 70. The percentage is 86.40.
2. Temporary workers are 5 and the percentage is 6.00.
3. Apprentice are three in the company and the total percentage is 3.80.
4. Helpers are 3 and the percentage of this is 3.60.

4.9 NO. OF EMPLOYEES INVOLVED IN UNFAIR PRACTICE:-

The following table shows the number of workers involved into the disputes against the management. It is revealed from the table the manhours lost during the period 1991 to 1995.

Table no.- 4.9

Particulars	1991	1992	1993	1994	1995
1. No. of workers					
Involved in	60	65	70	75	37
2. Manhours lost	180	65	210	375	37

1. During 1991 the workers involved into the disputes were 60. The main cause of the dispute was revision in salary and bonus. Because of 'go slow' tactic of the workers in the Kirloskar Electrodyne Ltd. lost total '180' hours (3 hours per worker).

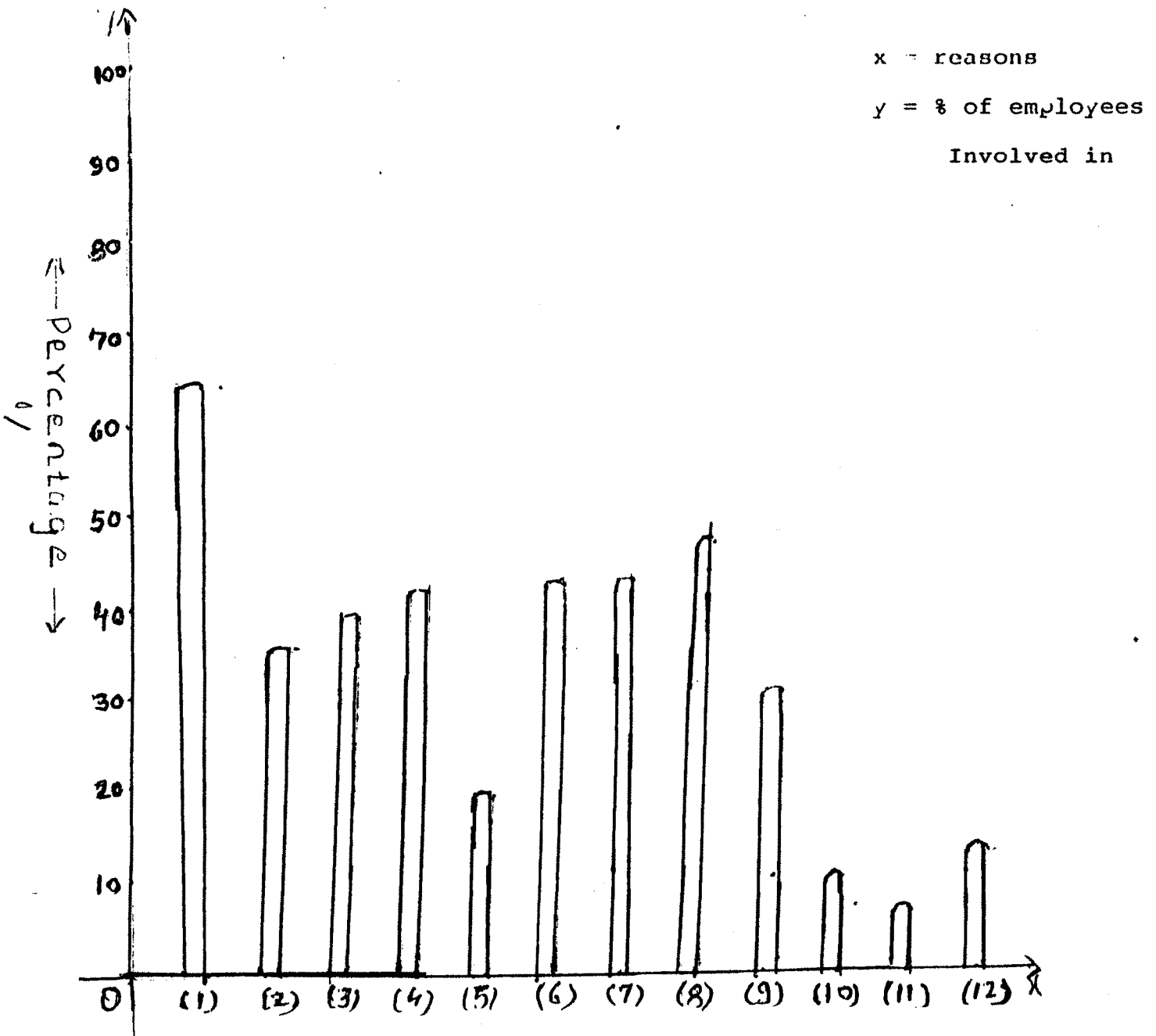
2. In 1992, 65 workers were involved into the dispute and protested deeds. This time too they mainly involved into the dispute for 'economic cause'. The manhours lost were 65 hrs. (1 hour per worker).

3. In 1993, total workers involved into the disputes were 70. The reasons of their dispute were 'bonus and internal transfer. The total manhours lost were 210 hours. (3 hours per workers).

4. In 1994 the number of workers involved into the disputes were 75 and manhours lost were 375 hours. (5 hours per worker). 'Wages agreement' and communication problem' were the main reasons of the disputes.

5. In 1995, the workers involved into the disputes were 37. Mandays lost were 37 hours. (1 hour per employee). The main reason of the dispute during this period was 'implementation of discipline.

Labour Unrest % during 94/95



4.10 KIRLOSKAR ELECTRODYNE LTD. AND THE EMPLOYEE UNREST!

CAUSEWISE ANALYSIS:-

1. 63% - Revision in the salary/wage+ Allowance+ Bonus+ Indirect bonus etc.
2. 35% - Revision in the facilities & welfare Activities
3. 37% - Increment & promotions
4. 45% - Communication Gap-between workers supervisors & top-mg.f.
5. 20% - Leadership outer.
6. 49% - Implementation of Discipline - shopfloor supervisors level, middle management & top management.
7. 48% working conditions & working hrs.
8. 54% - Modernisation.
9. 30% - Company policies
10. 15% - Non procurement of uniforms and shoes.
11. 12 % - General policies of the factory like 'Ganeshpuja' 'Gathering.
12. 19% - Drinking water facilities.

From the above diagram, it is open thing than nearly 63% workers were involved in the dispute for the salary/wages, bonus, various allowances. Monetary problem is utter most in the company.

Second reason for the dispute during the 1994-95 was implementation of discipline at shopfloor level, supervisors level, middle management and top management.

Third reason from the diagram for dispute is seems to be working conditions working hrs. As 48% workers are involved in the disputes.

Fourth reason is modernisation. Most of the workers opposed to the management when they used computer and automatic machinery in the production department during 1994-95. 54% are involved in the disputes.

35% workers & 37% workers respectively had unrest for the reason of revision in the facilities of welfare and promotions. 30% workers opposed to the policy of management for the 'Pooja' or 'Ganesh Visarjan', Gathering etc.

Leadership and inadequacy of water is also reasons of workers', disputes in the factory. 20% and 19% workers were involved in the disputes for these reasons during 1994-95.

For the above reasons the workers took following steps.

1. All the workers stopped management employees on the gate for 3½ hrs. for monetary incentives & pay slips.
2. They tied black rebons to their heads to show their oppose to the modernisation.
3. Gave abused sloyans for the company policies.
- 4 Broke company property for their demand of fair working conditions and working hours.
- 5 Called meeting on the shop floor unauthorisly for the fair communication gap.
- 6 Stopped work for 20 minutes & their demand for promotion & increament.
- 7 Gherao to the managerial persons.

4.11 TABLE SHOWING % OF DISPUTES FROM 1990-95 AND REASONS:

YEAR	CAUSES OF DISPUTES	NO. OF WORKERS INVOLVED
1990-91	(a) Wages	90%
	(b) Transfer orders	10%
1991-92	(a) Wages agreements	50%
	(b) Communication problems	5%
	(c) Transfer	5%
	(d) Workers suspension	10%
	(e) Revision in facilities	100%
	(f) Increament and Promotions	20%
1992-93	(a) Wages, bonus	42%
	(b) Communication problem	5%
	(c) Transfer	30%
	(d) Workers suspension	8%
	(e) Increment	10%
	(f) Revision in facilities	5%
1993-94	(a) Communication problem	5%
	(b) Workers suspension	20%
	(e) Revision in facilities	10%
1994-95	(a) Wage agreement	63%
	(b) Implementation of Discipline	43%
	(c) Increament and promotions	35%

4.11 KIRLOSKAR ELECTRODYNE LTD. AND THE MACHINERY FOR CONTROLLING EMPLOYEE UNREST:-

The enlightened management of the Kirloskar Electrodyne Ltd. has realised that, if the discontent and frustration of the employees are not put in their proper setting the 'grand' fabric of the company show tears which may not be repaired. To keep the atmosphere cool, the management has drawn up elaborated procedures for handling the unrest of the employees in the company. There is trade union of the employees. All the permanent workers are the members. The management has good relation with the authorities of the union. The management tries to settle down the unrest and grievances with the help of Trade union.

In spite of this, the following machinery is used for cooling down the disputes and unrests of the employees in the company -

- i) Internal machinery.
- ii) External Machinery.

More details about these machineries are as follows.

1. Supervisors :-

The employees of the company can have a direct contact with their supervisors who are incharge of that certain departments; If they have any grievances or discontentment against any matter. The supervisor has

authority to handle the grievances within 48 hours from receipt of any notice regarding grievance.

2. Departmental Head :-

If the supervisors fail to handle the disputes and give decisions or if that certain case is out of their authorities, the workers can contact to the departmental head. The workers have to give 'written complains' to the head. Departmental head studies the disputes or grievances and give his decision within 3 days.

3. Works' Committee :-

In every industrial establishment, employeeying 100 or more workers it is compulsory according to factory act 1948 to establish the works committee to promote and to preserve acuity and good relations between the disputed parties. The main purpose of such committee is to provide measures and preserve friendly relations between employers and employees.

The Kirloskar Electrodyne Ltd. has such a committee. The members of this committee are drawn from employees and from the employers of the company. The main functions of the committee is to remove causes of unrests. and disputes between the two parties. This committee advices on the matters. The advice of the committee is purely advisory so the parties can not accept it if they do not

want to do so. So the work of this committee is uneffective.

5. Union Body :-

If the decision of 'workers committee' is not agreeable to the workers they can take their grievances to the 'Union Body'. The union Body is constituted with General manager, Personnel manager, administrative manager, and senior personal manager. This body goes through the details of the disputes and takes decision within seven days.

Union Body tries to keep good relations between the managerial persons and the workers. It also keeps good relations among workers. Generally the decisions given by the union Body is accepted by the parties having grievances or disputes.

6. Managing Director :-

If the union fails to settle down the disputes, unrest or any grievances are put forth to the managing director having full authority to give his opinion on the matter.

He analysis the burning matter existed among workers and gives his suggestions within a period of seven days. Generally his decision is accepted by both the parties.

7. Labour - Welfare Officer :-

Labour welfare officer is appointed by the management to keep the peaceful atmosphere in the company. He looks after the welfare of the workers and represent their grievances to the employee i.e. for establishing and promoting healthy contracts between the labours and the management of the Kirloskar Electrodyne Ltd.

II EXTERNAL MACHINERY FOR HANDLING DISPUTES OF THE WORKERS:

If the internal machinery fails to handle the problems of the wrkers of the company, the external machinery is followed by the victimise party, or person i.e. worker. The external machinery includes.

1. Conciliation Officer :-

The oppintment of concialiation officer is made by the state for a particular region or industries in that state. The main duty of this officer is to bring the two parties together and help them to resolve their differences. This officer is bound to take decision within the period of 19 days from the date of registration of the dispute. If the dispute is settle by his efforts, he has to send a report to the government. In case the dispute is not settled, he should inform the governement about his failure. Steps taken and the reasons for not being successful.

ii) Conciliation Board :-

In the case, the conciliation officer fail to resolve the disputes, the employees of the company can take the help of conciliation Board.

The Govt. Oppoints a board of conciliation consisting of a chair man and two to four persons representing each of the employer and employees to consider the dispute as refered to by the government. The Board reports the government about the success or failure of its efforts, steps taken and reason for its failure to bring about a settlement.

iii) Court of Enquiry :-

Whenever an industrial disputes or unrest of the company workers remain unresolved by the conciliation officer and the board of conciliation, the matter is reffered to a court of inquiry. The court may consists of one or more dependent persons. He investigate the whole case of the dispute and submits his report to the government.

There are three types of semi-judicial bodies in the unit under the act to help the management in settling down the disputes.

These are as follows-

1. Labour Courts :-

Such courts are set up by the state Government to go into the disputed orders of the employees, dismissable and suspensions of employees by the management legality or otherwise of strikes and lock outs etc. These courts award the decision and send report there upon to the government. However these courts are empowered to award decisions on the matters affecting 100 or more workers.

2. Industrial Tribunals :-

Some times the employees tried Industrial Tribunals in connection of their disputes. Industrial tribunals are set up by the state government for the adjudication of disputes regarding to the wages, bonus, profit sharing of the employees. The tribunal is consisted of a person of the rank of a high court judge. The adjudication of these tribunals is binding on both the parties.

3. National Tribunal :-

Such tribunals are set up by central government for the adjudication of industrial decisions which involve questions of national importance or which affect industrial establishment situated in more than one state. It gives decision on matters referred to it by the central government.

The workers of Kirloskar Electrodyne go through this three tier machinery when the first two are uneffective.