

CHAPTER - VII

CONCLUSIONS, OBSERVATIONS AND SUGGESTIONS

- 7.1 Conclusions and observations
- 7.2 Suggestions

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7.1 CONCLUSIONS AND OBSERVATIONS :

Following are the conclusions and observations on the basis of the data collected :

7.1.1 Recruitment and Selection :

There are no workers in MTM below 18 years. Majority of the workers (78.10 %) belong to the age group of 18 to 45 years. Young, active and efficient workers have been recruited. 70.50 % workers in the Mill have more than 15 years' experience. Thus, close contact between the employers and workers helps to minimise the cost of production. This also results in better industrial relations.

Nearly 95 % of the workers are literate. In recruitment and selection, the MTM seems to be particular about some minimum educational qualifications. Direct recruitment and recruitment through the friends and relatives of existing employees are the usual methods followed. The job test, medical test and interviewing the candidates are the methods usually resorted to for selection of the workers.

MTM has given preference to local people in recruitment. Nearly 89 % workers are from local areas which reduces absenteeism and psychological tensions. They come by cycle or by bus.

Majority of the workers belong to the Hindu religion and live in joint families.

7.1.2 Training :

Majority of the workers in MTM are trained. Most of the workers are interested in receiving proper training before placement. Some of the managerial personnel however, require post-employment training so that they may fulfil the expectations of the management.

7.1.3 Transfers and Promotions :

The management never victimises workers by effecting unjust transfers. Transfers in MTM are rare. 85 % workers are not transferred, and 15 % are transferred as substitutes or on personal request. Transfers mean extra training and time and sometimes dissatisfaction of workers which the MTM tries to minimise. One cause of Industrial peace in MTM is that transfers are rarely effected.

Seniority and ability are the main criteria for promotions in MTM. Thus both quantitative and qualitative aspects are taken into consideration. Most of the workers have been given promotions when they had expected them. MTM is that way liberal in giving promotions.

7.1.4 Wages and conditions of work and welfare facilities :

Workers are in general happy in this matter and have no complaints, though improvement in them can of course make them happier. Bonus is usually a cause of dissatisfaction as everywhere else. A detailed description about wages and conditions of work already given may support this conclusion.

Restroom, Canteen, cycle stand, cooperative credit society are provided for in the MTM. Nearly 77 % workers are members of the cooperative credit society. The workers are, however, not satisfied with the facilities of the restroom, canteen and cycle stand.

7.1.5 Accidents and preventive measures :

As a study of accidents and preventive measures in MTM had already been undertaken by another researcher in 1979, in the present study a detailed study of the situation in MTM in this respect has not been undertaken; but by actual observation and discussions with concerned people, it was found that the nature of accidents which occur in MTM are mostly minor. The accident rate is high in the Ring Frame Department; but the accident means just a scratch on the surface of skin of the body of the worker, a minor cut or a minor fracture to the lefthand finger. Cause of accident is usually either carelessness on the part of the worker or the fault in the machines.

Some workers, however, being superstitious attribute the accident to their 'Karma'.

In personal observation it was noticed that machines at dangerous parts were guarded properly by the management, thereby taking precautionary steps to avoid accidents.

7.1.6 Rationalization and Modernization :

Rationalization and modernization in MTM have been facilitated because of the Marathe Engineering Industries and the Marathe Research Foundation which is always busy with research work, Sri. Kakasaheb Marathe and

Shri. B.S. Bapat recently bagged National and International Awards for the invention on ' Threshold Relay '.

7.1.7 Retirement Benefits :

Provident fund, Gratuity and Family Pension are the benefits received by the workers in MTM and they are ^{very} well satisfied with the implementation of these schemes. There is no complaint whatsoever.

7.1.8 Personnel Record :

It was observed that the personal record of each worker has been maintained upto date and very efficiently in the form of Personal files, Progress reports, Leave record, Service book, Confidential reports etc.

7.1.9 Disciplinary Procedure and Grievance Settlement :

Though, in general, MTM has a good record of industrial relations, discipline has to be maintained (human nature being what it is) and Grievances have to be settled. Various media of communicating rules (of discipline) such as - notice board, circulars, higher officials, supervisors, trade unions etc. are utilised 88.59 % workers come to know about the standing orders through the notice board. 70 % workers are satisfied with the disciplinary procedure (already described in Chapter-II) though some are bound to be unhappy. It was observed that the management takes action against a worker only when it is inevitable. Actions taken are also light which give the worker a chance to improve his behaviour.

68 % workers have no grievance. Others' grievances mostly pertain to difficulty in work or leave. They prefer to communicate their grievances personally and orally. The Mill has adopted a 'Model grievance procedure' for its redressal and on the whole it can be said that workers are satisfied with it.

7.1.10 Industrial Peace

MTM has maintained good industrial relations and industrial peace has hardly been disturbed. There have been no major industrial disputes like strikes or lockouts till today. This has been explained in detail in chapter-V. There was some dissatisfaction or disturbance when the Mill was sold to other businessmen and especially when the new management gave a notice of closure of the Mill; but now the whole issue has been settled amicably and the old days of industrial peace have been revived.

7.1.11 Trade Union :

'Miraj Taluka Girni Kamgar Sangh', affiliated to the INTUC is the recognised trade union and almost all workers are its members. The notice of the closure of the mill was withdrawn and the employment of over 1000 workers was sustained mainly by ^{the} effective role of the union. It must, however, be noted that this trade union has not taken up any welfare activity for its members.

7.2 SUGGESTIONS :

The researcher would like to make the following suggestions after a detailed study of MTM :

(i) The management may consider bringing about improvement in the Canteen facility. Only Tea is provided in the Canteen. Non-local workers are unhappy. Adequate provision of a cycle stand, dining room and rest rooms with certain facilities should be made. Workers are not satisfied with the arrangements so far made in this connection.

(ii) More recreational facilities in the form of news papers, radio, T.V., various games should be made available.

(iii) Training programmes, Workers' education and other facilities should be further strengthened to bring still more industrial peace. A primary and a secondary school for workers' children should be started.

(iv) The temperature in the factory is quite satisfactory but adequate steps in arranging sufficient ventilation and sufficient lighting should be taken for the workers on the workspot.

(v) Most of the workers are not satisfied with the medical facilities in the Mill provided as per the Employees' State Insurance Act. Uptodate dispensary should be started in the Mill with expert doctors and nurses with first aid facilities.

(vi) A Safety Committee with equal number of representatives of workers and management be formed for taking adequate steps to reduce the number

of accidents (however minor they may be). The Committee should impart safety education to workers through cinema shows, lectures and by pasting relevant posters at conspicuous places. First aid training and safety training should be given to intelligent and suitable workers from each department to enable them to face any eventuality of accidents.

(vii) Enquiry into the purpose and amount of borrowing by the workers will help the cooperative credit society in the Mill to restrict the credit facility to the really needy workers. Delay in actual payment to the needy will relieve them from the clutches of the money-lenders. Some workers have the capacity of saving. The Mill should start a good saving scheme for their benefit. Proper guidance should be given to those who are required to pay Income tax.

(viii) The management may consider a scheme of creating housing facility in the vicinity of the Mill. The workers have at present to pay very high rents for accommodation and many times have to reside in unpleasant atmosphere. If union leaders initiate such a scheme finances can become available and the whole burden will not lie on the shoulders of the management only. Till such a scheme becomes fruitful, the Mill should provide vehicles to workers who are ready to purchase them in instalments.

(ix) The Mill has made no provision for workers' participation in management. If it has to maintain its old tradition of good industrial peace, inspite of obstacles which arise these days, it must increase the confidence and self-esteem among the workers by associating them with the management.

(x) A very important suggestion for the new management - The new management must try its best to win the love of workers. The Marathes had a peculiar

way of life as a result of which the workers had a feeling of living in a joint family with management as their guardian. The new management had given a notice of closure of the Mill, which had to be withdrawn. It is necessary that both the workers and the new management should start on a clean slate and not only maintain the good old traditions of industrial peace in MTM but try to reach new horizons in the domain of industrial peace.