
C H A P T E R - V

OVERALL SITUATIONS IN THE MENON & MENON

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C H A P T E R - VOVERALL SITUATIONS IN THE MENON & MENONA) RECRUITMENT AND SELECTION:

Recruitment is the first step in the development of a firm's personnel activity as it is as also one of the most critical steps in the establishment and the growth of a business. Hence the recruitment policy adopted by the management has a major effect on the ultimate success or failure of the organisation. Employment of the incompetent, unstable and unproductive people turns out to be a very costly process for any organisation. Therefore, from the point of view of the efficient working of the organisation, management must do much more than merely filling up a vacancy.

The corporation's policy is to fix the standard strength for each department categorywise in the Menon and Menon factory. The purpose of fixing the standard strength is to control the labour employment and costs and see that all employment is productive.

B) TRAINING:

While education improve the knowledge and understanding of employees in a general way, training aims at increasing

the aptitudes, skills and attributes of the workers to perform specific jobs. With increased chances of a new worker doing well at his job the systematic methods of vocational guidance and selection are extended to their logical conclusions. A person however, capable and competent, cannot do his best at a job unless he is systematically trained in the correct method of work.

In Menon and Menon they have started workers training programme from 1982. The personnel assistant associated with the training programme.

C) PERSONNEL ADMINISTRATION:

Personnel administration organising and treating people in their work they will utilise their maximum individual capacities, thereby attaining maximum personal growth and satisfaction, and rendering maximum service to the enterprise of which they are apart.

The essence of good management is getting effective results not only in the short run but also in the long run through building and maintaining a productive human organisation. This simple truth emphasises the over-riding importance of the personnel function in management. The personnel concept of management which permeates every organisation has a profound

effect on how this function is organised and carried out at all levels of management from the top to bottom.

The personnel department in any organisation has an en-ormous role to play in the promotion of good human relations, acting in a way that gives the workers confidence in the management which in turn improves their moral and productivity. However, the form and shape the personnel administration activity take, differs greatly from company to company and to be effective, it must be tailored to fit the individual needs of each company.

The personnel officer, who is responsible for the personnel management in Menon and Menon factory, works directly under the authority of the General Manager, under him there are three departments i.e. Personnel, Labour Welfare and Time office. While the Personnel department deals with staff and officers directly under the President of Menon and Menon. The functions of the two departments are recruitment and placement, increments and promotions, maintenance of personnel records, disposal of grievances, disciplinary proceedings, maintenance of leave, execution of management approved personnel policy, wage and salary administration, negotiation with trade unions, adjudication and conciliation,

implementation of labour laws, implementation of safety and accident prevention programmes and instituting checks on absenteeism and idling away of the time by workmen.

The Labour Welfare Department looks after the welfare amenities like housing, education, medical aid, transport, canteen facilities etc. Time office is a liasion between management and labour. It maintains the daily information about the attendance position and sends its report next day with all details.

The efficient working of the personnel branch is very vital for long run success of the organisation, of the two functions include the activities of procuring, developing, utilising and maintaining and efficient workforce. The efficiency of the workers of the factory cannot denied. But the problem concerned is getting work done, and thus increasing productivity which is to be solved by an effective personnel management. At the time of repeated visits to the company Menon and Menon Pvt.Ltd. for the collection of data, the researcher carefully observed the actual situation and found that the above mentioned activities related to the personnel department were being carried out by the Personnel Department in Menon and Menon at its level best.

D) ATTITUDES OF WORKERS & ATTITUDES OF MANAGEMENT:

The quality of management no doubt is the organisation's greatest asset, but success of any organisation largely depends upon its workforce and inner motivation they receive from the management. Work can be meaningful and satisfying to the workforce only when it elicits and stimulates their inner motivations. Only then their experience on the job will become an integral element in total life experience during which they move towards their full potential as persons.

Therefore to know how the workers linked their job, their supervisors, management and their organisation information was collected from the selected group of workers.

It seems that in Menon and Menon both workers and management are holding favourable attitude towards each other. This becomes more clear by observing the peaceful history, without any serious conflicts between workers and the management of the company. During the course of enquiry through informal discussions of the researcher with the workers he understood that the workers were holding positive attitude towards the management. The high production level of the factory throws some light on the high level of motivation of the workers.

CONDITIONS OF WORK & HOURS OF WORK:

The surrounding environment of the place where the workers are working influences the productivity of the organisation. Working conditions include generally the availability of equipments, sanitation, heat, light, ventilation arrangements, production control, rest periods and groups spirit etc. However, the unsatisfactory physical environment hours of work etc., may promote absenteeism and hamper production. Long hours of work in a given day and a long-work week definitely influence the worker's satisfaction with his job. Generally every worker is required to work for complete 8 hours of work with just half an hour's rest. For just two three days the worker becomes satisfied with his job, but afterwards, he gets tired of his long hours of work and remains absent without any proper reasons.

In Menon and Menon the work place is made to fit to work. The working conditions are satisfactory. The proper lighting arrangement ventilation etc., are taken care of. As far as working hours are concerned the Menon workers work 8 hours a day, with break of half hours.

E) DISCIPLINE & GRIEVANCE PROCEDURE:

Discipline is adherence to prescribed norms of behaviour within the work organisation. This is necessary for smooth functioning of the organisation e.g. a subordinate must obey reasonable orders of the supervisors, disobedience will hamper the work. Stress is to be laid on self discipline and positive measures must be taken to promote and ensure self discipline rather than enforce discipline. A disciplinary action is a negative way of enforcing discipline and should be resorted to as the last resort.

The procedure of disciplinary action in Menon and Menon factory is such that first oral warning is given within the department by the supervisor. If the indisciplined behaviour is displayed by the worker, supervisor feels that the worker deserves punishment more than oral warning; then he informs the Labour Officer through the departmental head of the organisation. The Labour Officer makes a preliminary enquiry and if he finds a prima facie case, he books the case against the worker. After booking the case, the Labour Officer issues a charge sheet to the worker informing about the charge and asking for his explanation. After receiving his explanation, it is thoroughly examined by the Labour Officer and if he

feels that the explanation given by the worker is not satisfactory. Then the Labour Officer issues a show cause notice, informing him once again the charge sheet made against him and his dis-satisfaction over his explanation and asking him why such action should not be taken against him as per the Standing Orders. Before issuing the Show cause notice the Labour Officer has to get the approval of the Chief Executive Officer, regarding the punishment which he proposes to impose. If the worker does not show any reason, why action should not be taken against him, then the Labour Officer issues a Memo after suspending him or dismissing him.

But in certain cases when there is grave misconduct, a domestic enquiry is conducted to find the facts. The Enquiry Officer is appointed by the Chief Executive Officer/General Manager. The Enquiry Officer after his enquiry submits his report to the General Manager, recommending whether the worker deserves serve punishment or not. According to the finding of the report, action is taken. In case the punishment is dismissal, it has to be approved by the Chief Executive Officer/General Manager. But upto suspension the Personnel Officer is empowered to take action. Generally before any serve punishment is taken, the management also informs the unions.

F) WAGES AND MOTIVATIONS:

In modern employment relationship, monetary emoluments are expected to play a major part in motivating employees to work. The system of paying wages and salaries has become so common in the industrialised societies that we are inclined to assume that it has always been the only or major means of encouraging work.

The Bombay Industrial Relations Act, was made applicable to the factory and also by various notifications; the factory was brought under the preview of all the Central and State Labour enactments.

In Menon and Menon factory has fully implemented the second central wage board recommendations in respect of operatives, clerks, technical, supervisory and administrative personnel from 1969. Due to the implementation operatives get a time scale rising upto 5 %, increase in wages during a period of 5 years from 1969, Rs.6/- extra in D.A. and 25 % in gratuity.

The pay paid to the employees of every month. Eventhough they are paid monthly, they are remunerated only for the days worked plus holidays.

G) WELFARE ACTIVITIES:

Welfare activities are meant to bring about an allround development of employees. These are organised inside the factory since the employees form a large group or community which becomes a ready instrument for development. The policy here is to allow employees themselves to organise welfare activities with minimum guidance and maximum support from management.

The object of the factory with regard to employee benefits is to extend benefits in a manner consistent with industry practices and considerations of social justice. All benefits ~~should~~ be shared between both the employees and the factory. In other words benefits should be as far as possible linked to productivity. They may necessitate a give and take approach to industrial relations.

In Menon and Menon factory provides all the welfare benefits as specified under various Labour Acts and in particular under the Factories Act, 1948. Following are the main welfare activities (1) Canteen (2) Creche (3) Medical aids and (4) Subsidies meal.

H) WORKER'S EDUCATION SCHEME:

Worker's education scheme being supported by Central Board for Education is in effect in this factory from ten years. This is aimed at bringing an active and intelligent participation of workers in the affairs of trade union. Well informed workers can only contribute to develop labour management relationship. They actively participate in the productivity programmes as well.

Facilities for holding worker's education classes are provided from the year 1971. The trained workers, teachers have so far been conducting these classes. Workers students are given an allowance of 20 paise towards tea and snacks every day and will also finance long tours. Their yearly expenditure comes to Rs.4,000/-.

I) DISPUTES:

In Menon and Menon no major events of conflict like prolonged strike has been reported to have taken place. Minor grievances are there being settled to the prescribed procedure.

J) WORKERS PARTICIPATION IN MANAGEMENT:

The participation of the workers in the management should be real and effective and not merely formal. There should be

mental and emotional involvement of the workers in the affairs of the management. It makes workers feel that they have a better understandings of the industrial process in which they taken part and give them sense of direct participation in industrial decisions and inculcates the spirit of responsibility among the workers. It also gives the workers a sense of satisfaction and removes the tensions between labour and management. Thus association of labour with management may be beneficial to the workers, the employees and the society as a whole and will usher in an era of industrial peace and democracy.

In Menon and Menon factory there are four types of workers participation in management. (1) Shop floor council (2) Joint Committee (3) Joint Management Council and (4) Workers Representative.

In addition there are Local Committee, Canteen Committee and House Keeping Committee etc.

K) UNION & MANAGEMENT CO-OPERATION:

In Menon and Menon the relationship between the Union and Management was formed to be co-operative and satisfactory. In peaceful history of industrial relations shows so.
