

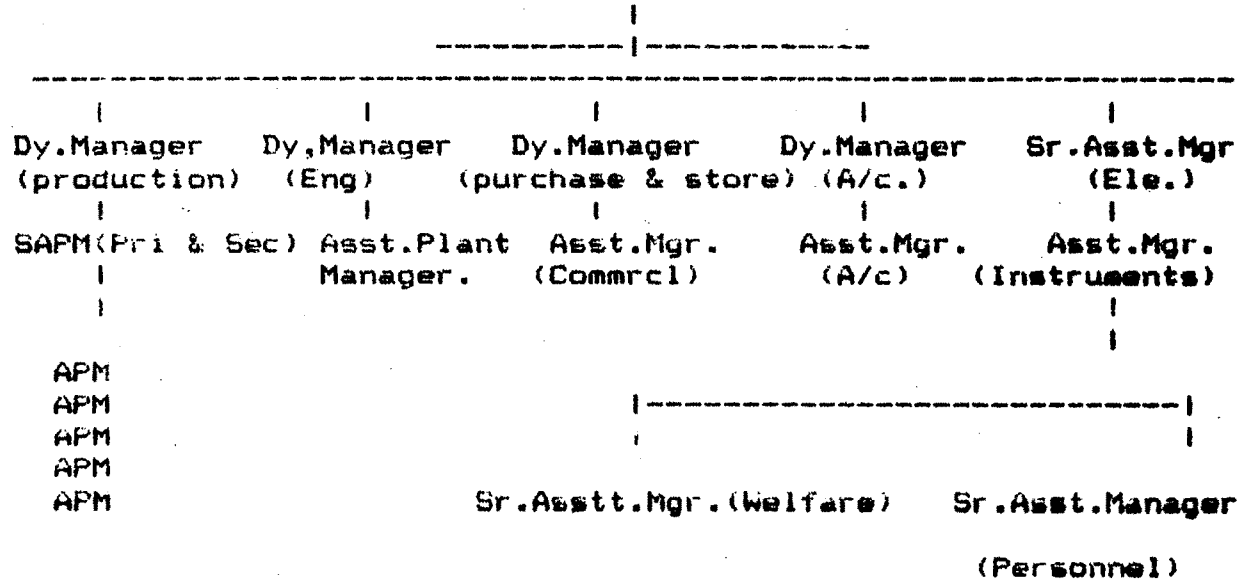
CHAPTER V

CHAPTER V

DATA PRESENTATION AND ANALYSIS

ORGANISATIONAL SET UP OF HINDUSTAN LATEX LIMITED, KANABALA

DEPUTY GENERAL MANAGER



GRADEWISE DISTRIBUTION OF ALL H.L.L. WORKERS

GRADE A	----->	16
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GRADE B	----->	02
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GRADE C	----->	219
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GRADE D	----->	107
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344

DEPARTMENTWISE DISTRIBUTION OF ALL H.L.L. WORKERS

Skilled	48
Semi-skilled	112
Unskilled	86
Supervisors	24
Officers	18
Superintendent +	
Personal Assts.	05
Assistants +	
Storekeepers	06
Jr. Steno	01
Jr. Clerks	15
Sr. Clerks	04
First-Aid Attender	01
Drivers	03
Sweepers	04
Cook	02
Security Guards	12
Attenders	03

344

The sample size of 50 workers has been selected with the help of Random number Tables. The workers so selected are from various categories like skilled, unskilled, semi-skilled and others from compounding, moulding, vulcanizing, half product, inspection, packing, mechanical workshop, electrical workshop and boiler house sections.

TABLE 1
DISTRIBUTION OF H.L.L. WORKERS AS CASUAL AND PERMANENT

No. of employees	Casual	Permanent	Total
Male	147	337	484
Female	01	07	08
Total	148	344	492

The success of an organisation and to an extent of its programmes depends upon the attitude of workers. The attitude can be moulded provided the workers are educated. It would be fairly easy for an organisation to bring about changes in its working provided the workers co-operate. Since the educational level attained by the workers is an important aspect. The study undertook this brief analysis. The details are presented in Table 2.

TABLE 2
TOTAL NUMBER OF WORKERS AT H.L.L.KANAGALA

Education	No.of employees	Percentage
Illiterare	--	--
Primary	22	6.39
S.S.L.C.	89	25.87
P.U.C.	08	2.33
I.T.I.	90	26.16
Diploma	53	15.41
Degree	62	23.84
Total	344	100.00

Of all the workers at the Hindustan Latex Limited, there was not a single one who was illiterate. In fact, most of the workers had atleast a S.S.L.C. Certificate. Of 26% of the workers, each has attained S.S.L.C. and I.T.I. levels.

This is followed by those holding a degree (24%), diploma holders (15%), Primary level education (6%); and those who achieved P.U.C.level constitute 2% of the total work force.

This indicates the policy of the factory to employ educated people, with atleast a Secondary Level education. This might explain among others, the high rate of capacity utilisation.

The workers at Hindustan Latex Limited belong to different religious groups as indicated in Table 3.

TABLE 3

RELIGION OF THE WORKERS AT HINDUSTAN LATEX LIMITED, KANAGALA

Religious Status	No. of Workers		Percentage
	Male	Female	
Hindus	311	07	92.44
Muslims	22	--	6.40
Christians	04	--	1.16
Total	337	07	100.00

It is abundantly clear from Table 3 that the majority of the workers (92 percent) profess Hindu religion followed by those who follow Islam (6 percent) and the rest (1 percent) follow Christianity.

The workers of Hindustan Latex Limited, Kanagala can also be divided into Male and Female. There have been only 7 female workers at Hindustan Latex Limited, Kanagala all belonging to the Hindu Religion.

The marital status of the workers at Hindustan Latex Limited, Kanagala shows that a large proportion of them are married. This is indicated in Table-4.

TABLE-4
MARITAL STATUS OF WORKERS AT H.L.L. KANAGALA

Marital Status	No. of Workers						Total
	Hindu		Muslim		Christian		
	M	F	M	F	M	F	
Married	219	3	17	--	02	--	241
Unmarried	92	4	05	--	02	--	103
Total	311	7	22	--	04	--	344

Of the 344 workers 70 percent are married. Whereas the rest of 103 were unmarried, of the 7 female workers 4 are unmarried. The proportion of unmarried males to the total amongst the Hindus and the Muslims is almost same at 41 percent whereas the proportion is slightly higher at 50 percent for Christians.

The respondents belong to either a joint family or a unitary family is indicated in Table 5.

TABLE 5

TYPE OF FAMILY OF WORKERS AT H.L.L. KANABALA

Type of Family	No. of Workers.	Total
Joint	39	50
Unitary	11	50
Total	50	100

of the 50 respondents 78 percent are from Joint Families and 22 percent from Unitary Families.

The Hindustan Latex Limited, factory at Kanagala is situated away from any residential area and as a consequence, all the employees of the Hindustan Latex Limited live away from the factory premises and have to commute to and from the factory. The mode of transportation is varied and is shown in Table 6.

TABLE 6
MEANS OF CONVEYANCE

Means of Conveyance	No. of workers	Percentage
On foot	15	4.36
By Bicycle	50	14.53
By Motor-cycle	13	3.78
By Company Bus	295	68.31
By Truck	30	8.72
By Car	01	0.30
Total:	344	100.00

The most common mode of transportation is the company bus which is used by 68 percent of the workers. A number of workers travel to the factory on bicycles. The figure for such workers is 50 and they constitute 15 percent of the total workers. Some prefer to come by trucks (9 percent) and some of them have their own transportation in the form of motor-cycles (4 percent). Only one of the employees commutes by Car to work.

The abilities of the workers to own a vehicle depends, to a very large extent, on the spending needs of the employee and his/her monthly income. The average monthly income of the workers at Hindustan Latex Limited, Kanagala varies between Rs.1000 and Rs.2000 as indicated in Table 7.

TABLE 7
MONTHLY INCOME OF WORKERS AT H.L.L. KANAGALA.

Monthly Income.	No. of Employees.
Upto Rs.500	--
Rs.500 to Rs.1000	--
Rs.1001 to Rs.1500	01
Rs.1501 to Rs.2000	343
Rs.2001 to Rs.2500	--
Total:	344

In fact there is only one worker who had a monthly income of between Rs.1001 and Rs.1500. All the rest of 343 workers monthly income ranged between Rs.1501 and Rs.2000.

The length of service of the workers in the organisation which is only 8 years, varies from upto 2 years to 8 years as indicated in Table 8.

TABLE 8

LENGTH OF SERVICE OF WORKERS

Length of Service	No. of workers.	Percentage.
Upto 2	68	19.77
2 to 4	25	7.27
4 to 6	60	17.44
6 to 8	191	55.52
	344	100.00

More than 50 percent (191 total) of the workers have been serving at Hindustan Latex Limited, Kanagala for a period ranging from 6 to 8 years followed by 20 percent of the workers (upto 2 years), 17% between 4 and 6 years and only 7% of the workers have been serving at H.L.L. for a period ranging from 2 to 4 years.

The emoluments paid to the workers at Hindustan Latex Limited, Kanagals do not appear to be very high. However, the Company policy is such that all the workers are eligible to apply for and perhaps receive educational assistance for the members of their family. The emoluments for educational purposes have kept pace with the rising in the cost of living. In 1988-89 200 workers of Hindustan Latex Limited, Kanagals have received an educational allowance to the extent of Rs.500 per employee as indicated in Table 9.

TABLE 9

EDUCATIONAL ASSISTANCE

Year	Amount paid per employee	No. of Receivers
1988-89	500	200
1989-90	500	233
1990-91	750	388
1991-92	1000	344

The number of workers receiving such assistance in the following year increased to 233. There was a substantial increase in the number of workers receiving the educational allowance in the year 1990-91. In fact the amount of educational allowance paid to each worker also increased by 50 percent to Rs.750.

In 1991-92 all the 344 workers received and enhanced amount (Rs.1000) each by way of educational allowance.

The increase in the number of workers receiving the educational allowance probably also indicates that the number of workers at Hindustan Latex Limited has been increasing.

The Hindustan Latex Limited has been following a labour friendly and productivity friendly policies. The Hindustan Latex Limited pays substantial amount by way of Bonus to its workers both permanent and casual workers. In 1988-89 there were 295 permanent employees and 201 casual employees at Hindustan Latex Limited, Kanagala.

TABLE 10

TOTAL BONUS PAID BY HINDUSTAN LATEX LIMITED, KANAGALA.

year	No. of employees		Total	amount of	
	Permanent	Casual		Bonus Paid	Percentage
1988-89	295	201	496	11,43,208.90	20% + 10.20%
1989-90	294	149	443	14,01,279.70	20% + 12.35%
1990-91	327	170	497	19,06,284.15	20% + 12.55%
1991-92	329	168	497	23,18,613.80	20% + 13.95%

The total amount paid by the Hindustan Latex Limited by way of Bonus to its workers in 1988-89 was to Rs.11,43,208. This amounted to about 30 percent of its total wage bill. In the year 1989-90 the number of permanent workers was 294 and that of casual workers was 149. The total amount of Bonus was Rs.14,01,279 32%

of the total wage bill. In the year 1990-91 the number of permanent workers was 327 and that of casual workers was 170. The total amount of bonus was Rs.19,06,284 32 percent of the total wage bill. In the year 1991-92 there was a further increase in the number of permanent workers and a further decrease in casual workers to 329 and 168 respectively. The proportion of the bonus paid in the year 1991-92 was 34 percent of the total wage bill amounting to Rs.23,18,613.

The Hindustan Latex Limited's Welfare policies also go beyond paying bonus to making contributions along with the workers to the workers' E.S.I. Scheme. The Hindustan Latex Limited has paid an increasing amount under this Scheme from Rs.56,377 in 1988-89 to Rs.2,88,19,440 in 1992-93. The employees contribution has also increased substantially from Rs.25,39,330 in 1988-89 to Rs.1,08,14,060 in 1992-93 as indicated in Table 11.

TABLE 11
CONTRIBUTION TO E.S.I.

Year	Employee	Employers	Wages Paid
1988-89	25,39,330	56,377	11,27,51,240
1989-90	90,90,655	2,01,88,605	40,37,49,702
1990-91	1,04,94,585	2,10,45,690	42,08,29,845
1991-92	40,55,995	90,39,645	18,07,40,775
1992-93	1,08,14,060	2,88,19,440	72,03,01,195

The total wages paid by the H.L.L. was also increased substantially from Rs.11271240 in 88-89 to Rs.720301195 in 92-93.

The workers at the Hindustan Latex Limited to a very large extent members of various trade unions such as Hindustan Latex employees union and Hindustan Latex staff union, (affiliated to AITUC), H.L.L. Karmikara Sangh, affiliated to CITUC, Hindustan Latex Supervisors Association as indicated in Table 12.

TABLE 12
TRADE UNION MEMBERSHIP

Name of Union	Union Membership
a) Hindustan Latex Staff Union	18
b) Latex Staff Union	27
c) H.L.L. Employees Union	150
d) H.L.L.Karmimara Sangh	125
e) H.L.L.Supervisors Association	24

344

The H.L.L. has unfortunately a multiplicity of Trade Unions affiliated to various National Trade Union Congress.

Any business organisation must take cognizance of the fact that the workers in their organisation are not just workers but they represent the human race and should thus be treated. The profitability of an organisation to a very large extent depends, among others, upon the productivity of labour. Labour productivity can be increased substantially by introducing and increasing the number of labour welfare functions by the business organisation, some of the social welfare measures are a statutory requirement and some of them do not carry the power of legislation. These are a large number of social welfare measures some of which are certain types of facilities, e.g. Canteen, clean drinking water, proper ventilation, lighting, recreational facilities, conveyance facilities, rest rooms, toilet facilities etc. Hindustan Latex Limited provides a large number of labour welfare facilities and the survey conducted for the purpose of this study has shown a fairly encouraging trend in the appreciation indicated by the workers.

Canteen facility perhaps is a very important labour welfare facility and the views of the respondents with respect to cleanliness, equipment, quality and the rate in the Canteen is indicated in Table 13.

OPINION OF THE RESPONDENTS TOWARDS CANTEEN

Canteen facility	Satisfactory	Unsatisfactory	Total
Cleanliness	29	21	50
Equipments	41	09	50
Quality	17	33	50
Rate	13	37	50

Of the 50 respondents in the sample size slightly more than 50 percent of the workers were satisfied by the cleanliness maintained in the Canteen whereas an overwhelming 82 percent of the respondents were satisfied with the furniture and the equipments in the Canteen. As far as the quality of food served is concerned about 66 percent of the respondents were not satisfied and 74 percent were not happy with the rates charged by the Canteen.

A very important and necessary facility that is required by the workers at the factory premises is the availability of clean potable water. Most of the workers as indicated in Table 14 were satisfied with the cleanliness of the drinking water in the factory premises.

TABLE 14

OPINION OF THE RESPONDENTS TOWARDS DRINKING WATER WITH RESPECT
TO CLEANLINESS

Satisfied	Not satisfied	Total
45	05	50

The 10 percent that were not satisfied wanted the management to provide them with filtered drinking water facility.

As far as ventilation in the factory premises is concerned 80 percent of the workers were satisfied with the facility.

TABLE 15

OPINION OF THE RESPONDENTS TOWARDS VENTILATION

Satisfied	Not satisfied	Total
40	10	50

Of the rest that were not satisfied the problem appears to be fairly genuine. These workers belong to vulcanizing and moulding sections.

besides ventilation in the factory premises lighting also is a major factor in meeting the workers' needs. The data collected indicate that almost all of the workers approached were satisfied with the lighting facilities available, (Table 16) only one worker indicated that he was not satisfied with the lighting facilities. This respondent was from the laboratory section and it appears that the lighting facility is not sufficient to meet the needs of conducting experiments.

TABLE 16

OPINION OF THE RESPONDENTS TOWARDS LIGHTING

Satisfactory	Unsatisfactory	Total
49	01	50

An important ingredient of a fairly good labour welfare programme is the availability of rest rooms with sufficient seating arrangements. The workers express their opinion on the water facility, seating arrangement and the cleanliness aspect of the rest rooms (Table 1.7)

TABLE 1.7.

OPINION OF THE RESPONDENTS TOWARDS REST-ROOMS

Rest room	Satisfied	Not satisfied	Total
Water facility	50	--	50
Seating Arrangement	46	04	50
Cleanliness	50	--	50

Almost all workers were satisfied with the water facility and maintenance of cleanliness in the rest-room. But 8 percent of the workers were not happy with the seating arrangements in the rest-room.

A further requirement of the worker is the availability of toilets. Here too the facilities like water, cleanliness, lighting, the number of toilets etc. are important factors for consideration. (Table 18).

TABLE 18
OPINION OF THE RESPONDENTS TOWARDS TOILETS

Toilets	Satisfied	Not satisfied	Total
Water facility	50	--	50
Cleanliness	46	04	50
Lighting	43	07	50
No. of Toilets	47	03	50

Almost all the workers were satisfied with the water facility provided in toilets. Out of 50 workers, 46 were satisfied with periodical cleanliness of toilets. Only 4 were not satisfied with cleanliness of toilets because of water logging. Almost all workers were satisfied with the number of toilets. Forty three workers were satisfied with lighting facility provided in toilets and 7 workers were not happy with the lighting facilities and felt that this facility must be improved.

A number of other factors that make up for a happy worker, besides the availability of the labour welfare facilities within the premises are certain facilities which make the workers more relaxed. Some of the facilities are conveyance, recreational, leave facility, loan facility etc. As it has been seen much earlier a fairly large proportion of the workers commute to the factory in the company bus. Most of the respondents were quite happy with the conveyance facility provided. (Table 19).

TABLE 19

OPINION OF THE RESPONDENTS TOWARDS CONVEYANCE FACILITY

Satisfactory	Non-satisfactory	Total
44	06	50

88 percent of the respondents were satisfied with the conveyance facilities. Those who indicated their dissatisfaction are among those who have to bear inconveniences as standees in the bus.

the recreational facilities include library, sports, playground, recreational hall, etc. On most of these heads there was an overwhelming sense of satisfaction ranging from a minimum of 64 percent (for playground) to a maximum of 96 percent (for sports materials) (Table 20).

TABLE 20.

OPINION OF THE RESPONDENTS TOWARDS RECREATIONAL FACILITIES

Recreational Facilities	Satisfied	Not satisfied	Total
Library	41	09	50
Sports materials	48	02	50
Play ground	32	18	50
Recreational hall	46	04	50

An important aspect of the reasons for the less satisfied with recreational facilities is that either there is not enough time (library) or the facilities are inadequate (play ground).

The leave facilities provided by the management of the Hindustan Latex Limited have been perceived by 54 percent of the workers as good, followed by 8 percent as fair and 38 percent as not good. (Table 2: 1).

TABLE 2: 1

OPINION OF THE RESPONDENTS TOWARDS LEAVE FACILITIES

Good	Fair	Not good	Total
27	04	19	50

Those who do not consider leave facilities to be good are those who prefer to have additional leave facilities.



The Hindustan Latex Limited provides Loan facilities to its workers for various purposes e.g. festivals, to buy vehicles, housing, educational etc. (Table 22).

TABLE 22

OPINION OF THE RESPONDENTS TOWARDS LOAN FACILITIES

Loan facilities	Good	Bad	Total
Festival Loan	47	03	50
Vehicle Loan	46	04	50
Housing Loan	45	05	50
Educational Loan	48	02	50

A very large proportion between 90-96 percent of the respondents were happy with the various loan facilities. Some of those who have negative attitude towards loan facilities feel that the amount of the loan sanctioned is not enough particularly in view of rising cost of living.

The working hours which are normally statutorily given are acceptable to 96 percent of the respondents as shown in (Table 23).

TABLE 23

OPINION OF THE RESPONDENTS TOWARDS WORKING HOURS

Satisfactory	Non.satisfactory	Total
48	02	50

The dissatisfaction is mainly related to shift work. These respondents prefer only general shift from 9 am to 5 pm.

In a factory certain minor hazards can produce irritants. Some of the hazards are dust, fumes, smoke, gases etc. (Table 24).

TABLE 24

OPINION OF THE RESPONDENTS TOWARDS CONTROL OF DUST, SMOKES, GASES, FUMES.

Satisfied	Not satisfied	Total
45	05	50

The 90 percent of the respondents were satisfied with the control of dust, gas, smoke, fumes in the factory. Of the 50 respondents 5 who belonged to primary section were not satisfied.

Almost all the workers at Hindustan Latex Limited are aware of labour welfare programmes of Hindustan Latex Limited. (Table 25).

AWARENESS
TABLE 25
OPINION OF THE RESPONDENTS TOWARDS LABOUR WELFARE PROGRAMMES

Opinion	Yes	No	Total
Are you aware of labour welfare programmes of H.L.L.	50	—	50

TABLE 26
OPINION OF THE RESPONDENTS TOWARDS LABOUR WELFARE PROGRAMMES OF H.L.L.

Satisfied	Not satisfied	Total
39	11	50

On the whole the labour welfare programmes of the Hindustan Latex Limited have been perceived by the fairly large proportion of the respondents as satisfactory as shown in Table 26. Of the 50 respondents 39 were happy with various labour welfare programmes. The rest of those that were not happy have indicated various reasons regarding the labour welfare programmes.

Since the Hindustan Latex Limited is involved in the task of meeting the requirements of the Family Planning Programme of the country it was felt prudent to seek the opinion of the respondents from the Hindustan Latex Limited on the family planning policies and programmes, 100 percent of the respondents felt that it was necessary to go in for family planning programmes (Table 27).

TABLE 27

OPINION OF THE RESPONDENTS TOWARDS FAMILY PLANNING PROGRAMMES

Necessary	Not necessary	Total
50	--	50

The Table indicates that 100 percent of the respondents were aware of the Family Planning Programmes.

The Hindustan Latex Limited has a number of Unions. It is natural to feel that the workers would have differing opinions on the working of their Trade Unions. (Table 28).

TABLE 28

OPINION OF THE RESPONDENTS TOWARDS TRADE UNION

Satisfied	Not satisfied	Total
39	11	50

39 of the worker respondents were happy with the working of their Trade Unions. Sometimes Union activities get bogged down with the problems of personalities and politics. Such Trade Union might find it difficult to be successful. It appears that those who are not happy with the working of the Trade Unions find that their Trade Union is not very successful.

E.S.I. is an important appendage of modern industry. Workers would normally feel happy that they have their own Insurance Scheme. However (Table 29) shows that only 13 out of the 50 respondents were happy with the working of the E.S.I. Scheme.

TABLE 29

OPINION OF THE RESPONDENTS TOWARDS E.S.I. SCHEME.

Satisfied	Not satisfied	Total
13	37	50

This is a very sorry reflection of the working of the E.S.I. Scheme. The respondents indicated that the hospital facility is not good and adequate.

Workers have a stake in the successful working of an organisation, so that at the time of retirement they would be in a position to reap certain benefits by way of the Provident Fund resources and the Gratuity scheme. The opinion of the respondents with respect to the Provident Fund Scheme and the Gratuity Scheme is given in Tables 30 and 31 respectively.

TABLE 30

OPINION OF THE RESPONDENTS TOWARDS PROVIDENT FUND

Provident Fund	Satisfied	Non-satisfied	Total
Rate of Contri bution.	43	07	50

TABLE 31

OPINION OF THE RESPONDENTS TOWARDS GRATUITY SCHEME

Satisfied	Not-satisfied	Total
25	25	50

As far as the Provident Fund facility is concerned the 43 respondents are quite happy with it. Only 7 indicated that they were not satisfied with the Provident Fund Scheme. They desire that the factory should share some more percentage of the contribution.

The opinion of workers regarding the Gratuity Scheme is divided. Half of them are happy with it. The other half desire for pension. This provision, if made, may double the interest of the workers and inspire them to add to the productivity of the factory.