

## **CHAPTER - V**

### **CONCLUSIONS AND SUGGESTIONS -**

#### **A - Conclusions and Observations**

#### **B - Suggestions**

CHAPTER - V

CONCLUSIONS AND SUGGESTIONS :

This chapter deals with the conclusions and suggestions on the basis of analysis of information given in the previous chapters, while investigating the Management, Workers and Union in Del Star Pvt. Ltd. Ogalewadi, on the basis of data collected, following conclusions are drawn and suggestions are made .

A - CONCLUSIONS AND OBSERVATIONS :

On the basis of data collected, the following conclusions and observations are drawn .

(1) Place of Residence -

As far as place of residence is concerned, in general majority. ( 58 % ) of the workers was belonging to local area and most ( 42 % ) of the workers were outsiders. It can be seen that this factory has given preference to local workers.

(2) Personal Data -

(1) This factory has given preference to active, efficient and young workers while recruiting and retaining workers in the factory. The data has revealed that there are no workers below the age of 25 years. In the age group of 26-35 years, majority ( 60 % ) of workers have served for longer period of time. In the age group of 36-45 years only ( 36 % ) workers are found. But there are few workers

( 4 % ) are in the age group of 46-55 years .

(ii) While conducting the investigation in respect of education it is noted that majority ( 52 % ) of workers were having technical ( I.T.I. ) education, 18 % workers are up to primary level education, 10 % workers are up to secondary level education, 16 % workers <sup>2</sup> ~~having~~ got education up to undergraduate and only 4 % workers are graduates. It means that the factory has appointed the skilled workers.

(iii) As regards work experience of the workers it is observed that majority ( 74 % ) of workers have experience between 6-10 years . It shows that low labour turn over and all the workers are permanent in the company. The majority ( 96 % ) of workers are married and the remaining are unmarried.

(3) Industrial Disputes -

Unit under study are free from any kind of major industrial disputes like strike or lockout in the life of the company but there was only one day strike for demand of wages and bonus, finally strike was settled <sup>after</sup> discussion between Management and Workers.

(4) Settlement of Disputes -

Majority of workers ( 94 % ) are of the opinion that disputes be settled by way of Joint Agreement but other ways of dispute settlements have only marginal support.

(5) Grievance Settlement -

Majority of workers ( 64 % ) communicate their grievances to the authorities by oral communication. While 28 % workers

communicate their grievances to the authorities by way of writing formally.

The majority of workers (68% ) represent their grievances through the Union Representative while 24 % workers communicate their grievances through the supervisors.

(6) Wages and Allowance -

Majority of workers ( 76 % ) get wages per month between Rs.60/- 900, while 24 % workers get wages per month Rs.901 and above. The workers are not satisfactory for their wages.

(7) Standing order -

The notice board is very effective media of communication as far as standing orders are concerned. 96 % workers have favoured the media of notice board for communication. Other ways of communications are very weak.

(8) Disciplinary Procedure -

The most of <sup>the</sup> workers ( 82 % ) know the matters related to disciplinary procedure by the media of notice board and few workers approach supervisors and circulars to get information about disciplinary procedure. Notice board is communication media.

(9) Trade Union -

It is seen that there is only one trade Union, named ' Karad Kamgar Union, Karad ' . Majority of the workers are the members of the union. ( 256 workers are members of union out of 260 workers ) It is recognised union and not affiliated to any political parties.

While during the investigation it is found that the workers are satisfied for union activities that the union is taking active part in problem solving of the workers. The workers<sup>1</sup> are happy with working of their union.

(10) Workers Participation -

Taking into consideration after collection of data, researcher observed healthy industrial relations in the unit under study. But the scheme of workers' participation in management has been implemented at primary level. There <sup>is</sup> ~~are~~ safety committee and canteen committee in the company, consisting of workers representatives.

(11) Role of Management -

It was found that the various aspects of relation between workers and management, the factory is running smoothly, so far as industrial relations are concerned. It is found that the relation between the management and workers, are satisfactory. The working conditions and labour welfare policies of the company have been satisfactory. So the relation between management and workers of Del Star Pvt.Ltd Ogalewadi, is quite cordial and friendly.

(12) Welfare facilities -

It is observed that the management has given importance to welfare facilities. The company provided the welfare facilities to workers i.e. co-operative credit society, canteen, safety measures, celebration of festivals, cycle stand, Medicine, bonus etc. 64 % of workers are satisfied with the

welfare facilities provided by the management.

It is also seen that the company has not provided the housing facility, seminars, training, sports, club, recreation club, industrial tours etc. welfare facilities.

(13) Miscellaneous -

It is observed from Table IV-14 that majority of workers ( 92 % ) are satisfied with the safety measures provided by the factory. They are also satisfied with wages and allowances, Recruitment selection and promotion policies, working conditions and hours of work etc. very few workers are dissatisfied for the same facilities.

In this unit there is no grievance procedure laid down by management but grievances first brought to the notice of supervisor and then departmental heads. Finally it is brought to the notice of factory manager or chief executive. The agreement is the process of making rules to govern relations between employers and workers. There is no works committee in the Factory also but safety committee and canteen committee are working very efficiently.

It is seen that the company has not conducted the training and seminars to workers.

B - SUGGESTIONS -

I would like to make the following suggestions which may help to develop still better industrial relations in the unit Del Star Pvt. Ltd., Ogalewadi.

1) ADEQUATE PROVISION FOR LABOUR WELFARE FACILITIES -

The industrial progress depends on a satisfied labour force and that in this connection the importance of labour welfare measures were accepted by all labour authorities. Labour welfare work aims at providing such facilities which enable the workers employed industries to perform their work in healthy, congenial surrounding conducive to good health and high morale.

Hence it is suggested that Del Star Pvt. Ltd. should make provisions for adequate welfare facilities. The researcher has to make some suggestions for improvement of the healthy management workers relation in the factory.

(a) Housing Facility -

The management may consider of creating housing facility in the vicinity of the factory. The management of the factory should try its level best to provide housing facilities for their workers, because a housing facility will save the time of workers and will increase their efficiency and decrease absenteeism.

(b) Transport Facility -

To reduce the rate of absenteeism and workers be present in time, the management should consider about the provision for transport facilities for workers free of cost or at concessional rate.

(c) Canteen facility -

It is suggested that well furnished canteen should be provided for workers. Quality of foods served in the canteen and prices should be reasonable. Some coupons and concession should be given to the workers. There should be separate place for lunch in recesses period.

(d) Sports Activities -

For relief and relay from regular and routine work, it is necessary that there should be some sports facilities made available to the workers in factory premises during long recesses and after working hours. The management should pay more attention to sports like Foot-ball, Cricket, Volley-ball, Badminton etc. because most of the workers are found to be interested in these games.

(e) Medical Facilities -

In the unit medical facilities are available but workers are not satisfied. Hence, it is suggested that provide by E.S.I. Hospital. The company should increase medicines of first aid services.

(f) Free Education Facilities -

The company should provide free education facilities up to certain level to workers' children.

(g) Grain Shop -

The company should arrange for a grain shop at cheaper rate.



(h) Training and Seminars -

The management should provide training and seminars for the workers from which they can get <sup>facilities</sup> revised technical knowledge.

(i) Leave Facilities -

The workers are not satisfied with leave facilities available to them at present. Hence, it is suggested that C.L. should be increased to 15 days instead of 7 days at present.

*What about productivity & efficiency of workers?*

(j) Safety Measures -

The problem of industrial safety is great importance. Hence, the management should pay greater attention to this concept and to various scientific methods which are used to reduce the accidents. The company has to be given hand gloves, shoes, helmets and goggles etc.

(k) Satisfactory working conditions -

The healthy environment helps to increase the efficiency of the worker. So the company should provide necessary working conditions as adequate safety and welfare facilities, accident prevention, rest room, cleanliness, canteen, disposal of wastages, ventilation and temperature, dust and fume, cooled water etc. By these environment efficiency of worker increases, then it helps to increase the production of the company.

(2) SYSTEMATIC AND PLANNED RECRUITMENT, SELECTION AND PLACEMENT POLICY -

A poor recruitment, selection and placement policy paves the way for inefficiency, waste and low production. Hence it

is suggested that properly planned, recruitment, selection and placement policy should be followed. It will be helpful to reduce labour turnover and labour problems. In the long run it will be beneficial towards building up a stable working.

(3) FORMATION OF TRADE UNION -

To maintain healthy industrial relations, there is <sup>a</sup> need of a strong trade union. ~~But~~ It seems that in this unit that there is <sup>a</sup> ~~no~~ formation of <sup>Legal</sup> trade union ~~however~~. <sup>n</sup> Leaders of the trade union should take ~~the~~ more interest. It is useful to promote interest of the workers and employers. They can promote industrial peace, bring about a better relationship between employers and workers and can also bring about many sided development in working/living conditions of the workers. It is also suggested that trade unions should adopt some constructive approach while dealing with problems. They should consider the limited financial strength of the unit and should not make any illegitimate demands.

(4) WORKERS' PARTICIPATION IN MANAGEMENT -

Workers' participation in management is an important step in the establishment of industrial democracy one of the important ways of bringing considerable improvement in industrial relations is to allow the workers to participate in industrial decision which will inculcate the spirit of responsibility among the workers.

But in Del Star Pvt. Ltd. there is no works committee of management and union representatives. So this scheme should be followed by the company to improve labour management relations.

(5) COLLECTIVE BARGAINING -

Industrial disputes in any industry causes loss to both the parties. So the best method to settle the dispute is collective bargaining. Both the parties should come together and resolve their differences. Late Shri V.V.Giri was also in favour of collective bargaining. In his opinion, mutual negotiations and voluntary efforts between employers and workers for the settlement of all industrial disputes are necessary of course, it is the responsibility of the employer to deal with workers on equal footings. He should not try to suppress the legitimate demands of workers.

(6) GRIEVANCE PROCEDURE -

Grievances are workers' individual or group-dissatisfaction expressed as complaints about the conditions in their day-to-day work environment, prompt redressal of individual or group grievances is an important element of the procedure involved in handling relations with employees.

But it seems that there is no written model grievance procedure followed in the unit. Hence, it is suggested that ' Model Grievance Procedure ' as laid down by Industrial Employment ( standing orders ) Act, 1946 should be followed.

(7) ADEQUATE PROVISIONS FOR FAIR WAGES AND BONUS ETC.

The expectation of the working class is that it should be given fair, adequate and just wage which should be sufficient enough to meet the basic and somewhat other needs of the workers. When this expectation is not fulfilled discontent is the result. The production falls, efficiency decreases, productivity is reduced and discipline is thrown out of all decency. It has been realised by the concern that wage should be attractive to act as a leading motivating factor in improving industrial relations. Majority of industrial disputes in India ~~has~~ *have* centered round the issue of wages.

It can also be suggested that in this unit under study, workers are not satisfied with wages and payment of bonus. Hence the attractive wage policy should be formulated and should be reviewed after 3 or 4 years, as well as the bonus rate should be fixed after discussing with unions. If industry gets more profit due share of profit must be given to workers in the form of bonus. This will reduce disputes in the unit and happy industrial relation may be created.

(8) CHANGE IN ATTITUDE -

It requires ~~by provisions and administrative measures~~ ~~that~~ the complete change in the attitude of both employers and employees. Today managers are considered as a different class from the workers as if there is a dichotomy and a conflict of interests. Even a manager must be considered in the right

sence as a worker working along with the others. Management must view it as its responsibility to win the co-operation of the workers. The mutual survival and mutual-benefit should be the attitude to management, workers and trade union with dedication to the national interest. It is very essential to the company which is under study.

(9) PROMOTING CONGENIAL INDUSTRIAL CULTURE -

To promoting an industrial culture that keeps the relations in the best possible shape. Therefore, efficient functioning of the industry and for promoting healthy industrial relations must be there. The employers and workers should remember that the future of the industry will be bleak and uncertain if piloting the ship of industrial relations in troubled waters become the sole responsibility of the state. As a result, corresponding responsibility rests on the shoulders of both the parties to resolve their differences through mutual negotiations." Happy and healthy industrial relations can never be legislated." The majority of the problems of labour management relations should be solved by the help of these.

(10) OTHER SUGGESTIONS -

(a) Standing Machinery for Settlement of Disputes -

There should be a standing machinery for the settlement of grievances and complaints on spot and immediate action will save the worsening situation.

(b) Disciplinary procedure -

Standing instructions and rules must be informed<sup>ly</sup> strictly without discrimination. This will create better discipline and confidence in labour. Any indiscipline should be effectively checked right from the beginning. Before it is allowed to grow into undue proportions.

(c) Proper communication system -

It is necessary to maintain an adequate both downwards as well as upwards system of communication with a view to provide employees appropriate information about management decisions affecting their interests and to enable managers up the line including top management to be acquainted with workers ' needs, problems, feelings and interests. The said company should be followed the proper communication system.

(d) Co-ordination of various Activities -

There must be the co-ordination between various departments to secure integrated organisation efforts. It is seen that there is lack of co-ordination in the industry. When decision is to cut across various departments we find the files take endless journey and finally when decision is taken after a long period, it becomes obsolete. For running the business smooth, the co-ordination is essential in the industry.

(e) Systematic Delegation of Authority -

To ensure prompt decisions and quick actions particularly at the lower and middle levels of management, it is essential <sup>to make</sup> ~~the~~ systematic delegation of ~~g~~ authority. Red tapism creates discontent and frustration in employees. The problems of individual and group should be solved promptly.

After all, If management is sincere and competent to take sound decisions and prompt actions and if it feels the sense of urgency in maintaining peaceful industrial relations there is no reason to incur heavy losses <sup>on</sup> an account of recurrent strikes and lockouts. The enterprise can attain the productivity and satisfaction, if personnel relations programme can be delivered in wider sense.