

CHAPTER - V

CONCLUSIONS AND SUGGESTIONS

A : Conclusions and Observations

B : Suggestions

CHAPTER - VCONCLUSIONS AND SUGGESTIONSA) Conclusions and Observations :

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

1) Personal Data :

There are no workers below the age of 18 years. Both the units have recruited young and skillful staff, in the age group of 26 to 45 years. Majority of workers have served for about 5 to 15 years in both the units. Those who have served for a longer period of time i.e. more than 20 years are very few (20 % in Yashwant Iron and Steel Works). It seems that, according to civil condition, 88 % workers in KSL and 92 % workers in Yashwant are married. The remaining are unmarried.

2) Industrial Disputes :

Units under study are free from any kind of major industrial disputes like strike or lockout during the year 1980 to 1984 except on one occasion in Kolhapur Steel Ltd. In Kolhapur Steel Ltd., there was one prolonged strike of 62 days from 9/12/1982 to 8/2/1983. This strike was mainly

for demanding bonus at 20 %. Finally this strike was lifted when management agreed to give 17.5 % bonus in total.

Except this, there were no other major disputes in both the units. This indeed is a remarkable achievement.

3) Settlement of Disputes :

Majority of the workers in both the units (64 % in KSL and 72 % in Yashwant) are of the opinion that disputes be settled by way of Joint Agreement. Other ways of dispute settlements have only marginal support. Joint Agreement is highly popular.

4) Standing Order :

The notice board is a very effective media of communication as far as standing orders are concerned. 72 % of workers in KSL and 80 % of the workers in Yashwant have favoured the media of notice board for communication. Other ways of communications are very weak.

5) Wage and Allowance :

Majority of workers (64 % in KSL and 72 % in Yashwant) get wages per month between Rs. 700 to 900. Those who earn between Rs. 300 to 600 per month are only 8 % in KSL and 16 % in Yashwant Iron and Steel Work Ltd. Workers earning above Rs. 1000 per month are in the minority.

6) Trade Union :

The Mechanical and Engineering Kamgar Union is the reorganised union functioning for Kolhapur Steel Ltd. It works under the guidance of Lal Nishan Party, Kolhapur. Majority of the workers of this factory are the members of this union.

The Mechanical and Engineering Kamgar Sangh, Kolhapur is affiliated to AITUC and is the recognised union functioning for Yashwant Iron & Steel Works Ltd. Workers. Almost all the workers are the members of this union.

The workers in both the units are happy with the working of their unions. According to them, the union leaders try to solve their problems.

7) Grievance Settlement Procedure :

Majority of the workers (56 % workers in KSL and 64 % workers in Yashwant) communicate their grievances to the authorities by oral communication. While 32 % workers in KSL and 24 % workers in Yashwant communicate their grievances to the authorities by way of writing formally.

8) Workers Participation :

During the period of collection of data, researcher could observe healthy industrial relations in the units

under study. But the scheme of workers participation in management has been implemented at primary level in Yashwant Iron and Steel Works Ltd. only. There is one Works Committee consisting of management and workers representatives equally. In KSL no Works Committee is formed.

9) Disciplinary Procedure :

It was found that notice board communicates matters related to disciplinary procedure most effectively in both the units (68 % workers in KSL and 76 % in Yashwant). In rare cases, workers approach the supervisory staff to get the information about disciplinary procedure. Notice board plays a very important role as communication media.

10) Welfare Facilities :

It is observed that management of both the units have given due importance to welfare activities. Besides statutory welfare facilities, there are many non-statutory welfare facilities provided by the management, e.g. Sports Club, Recreation Club, Co-operative Credit Society, Celebration of festivals, Industrial tours, Seminars and workshops etc. It is clear from the Table No. XII that 80 % workers in KSL and 88 % workers in Yashwant are satisfied with the welfare facilities provided by the management.

11) Miscellaneous :

It is observed from Table No. XII that majority of workers in both the units are satisfied with the safety measures provided by the factory. Again, they are satisfied with wages and allowances, Recruitment, selection and promotion policies, working conditions and hours of work etc. Very few are dissatisfied with the above provisions.

Strikes and lockouts are the most important index of industrial relations in modern industries. If these are taken as base, it may be concluded that industrial relation position in Yashwant Iron and Steel Works is better than in Kolhapur Steel Ltd, because there was not any prolonged strike during the period 1980-84, whereas in Kolhapur Steel Ltd., it is observed that there was one long strike of 62 days for the demand of 20 % bonus.

In both the units there are no formal grievance procedure laid down by the management and union representatives mutually. However, the following steps are followed to settle grievances in both the units.

(1) Departmental level, i.e. the grievance is first brought to the notice of the supervisor and then to that of the departmental head.

(2) It is then referred to the Labour Department; and

finally placed;

(3) Before the Chief Executive/Works Manager.

It is observed that the grievances arising out of the matters incidental to work are generally redressed at the departmental level, while those of a general nature are mostly taken up with the Labour Department. Collective bargaining, i.e. agreement is the process of making rules to govern relations between employers and workers. In both the units it is found that after every years management and union representatives made new agreement regarding various matters after sufficient discussions.

B) SUGGESTIONS :

I would like to make the following suggestions which may help to develop still better industrial relations in the units under study :

(1) SYSTEMATIC AND PLANNED RECRUITMENT, SELECTION AND PLACEMENT POLICY :

A poor recruitment, selection and placement policy paves the way for inefficiency, waste and low production. This again, creates disciplinary problems which affects labour-management relations. 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 force and eventually reducing labour costs.

(2) WELL-ORGANISED TRAINING PROGRAMME :

At present, in all types of business enterprises, training of workers is necessary because many jobs have assumed a highly technological character and under automation, we require highly skilled operators. The workers are trained with a view to meet the challenge of technological change.

It seems that in both the units some seminars/ Group discussions are held but it is insufficient. Hence it is suggested that some concrete programme for training of the workers should be implemented. It is true that the small units can not afford the expenditure on training workers, but they can start joint training programmes by taking necessary financial assistance from the Government. It should be noted that the trained worker is an invaluable asset to the organisation and therefore, they should prepare a well organised training programme.

(3) 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 was accepted by all labour authorities.

Labour welfare work aims at providing such service facilities and amenities which enable the workers employed in industries/factories to perform their work in healthy, congenial surrounding conducive to good health and high morale.

Hence it is suggested that concerned units should make provisions for adequate welfare facilities. Besides statutory welfare facilities, there are some non-statutory welfare facilities available in both the factories. But these are not sufficient. In regard to this, the following suggestions are made.

(a) Canteen Facility : It is suggested that well-furnished canteen should be provided for workers. There should be separate place for lunch in recesses period. Quality of the food served in the canteen be improved which will help directly to make available nutritious food to the workers, prices should be reasonable. Some coupons and concession should be given to the workers.

(b) Sports Activities : For relief and relax 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 period and after working hours. In both the units limited sports facilities are available. Both the managements should pay more attention

to sports like Foot-ball, Cricket, Volley-ball, Bad-minton etc. because most of the workers are found to be interested in these games.

(c) Medical facilities : Workers are not satisfied with medical services provided by E.S.I. Hospital. Hence it is suggested that company should appoint a private doctor for medical treatment as far as possible in factory premises or number of doctors should be increased in E.S.I.Hospital, and medicines from E.S.I.hospital should increased in variety, quantity and quality.

The company should increase medicines of first aid services. They should give at least the basic knowledge to workers how to use first aid services.

(d) Free Education Facilities : The company should provide free education facilities upto certain level to workers' children.

(e) Grain Shop : The company should arrange for a grain shop at cheaper rate.

(f) Leave Facilities : Workers in both the units 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 at present)

(g) Safety Measures : In the modern technology mostly new machinery is used in the industry. The problem of industrial safety is therefore, of great importance. Hence the company should pay greater attention to this concept and to various scientific methods which are used to reduce the accidents. The company has given hand gloves, shoes, helmets and goggles to foundry workers. It is suggested that the company should give shoes and helmets to each workers. Again, the company should provide safety equipments and machinery guard for prevention of accidents. Workers should be provided with proper education in the use of these equipments.

(h) Satisfactory Working Conditions : The environment in which the worker works is of considerable importance because it helps to increase the efficiency of the worker. So it is necessary that the company should provide necessary working conditions in their unit in the form of adequate safety and welfare facilities, accident prevention, canteen facilities, rest rooms, cleanliness, disposal of wastes, ventilation and temperature, dust and fume, cooled water etc.

(4) FORMATION OF TRADE UNION :

To make the workers free from the undue exploitation and to maintain healthy industrial relations, there is a need of a strong trade union. But it seems that in both

the units there is no formation of trade union legally. Workers of the factories are affiliated to trade unions outside the factory. Hence there is necessity of encouraging formation of separate trade union in the factory. Because they are useful to promote interest of both 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 necessary that management should not oppose the activities of trade unions and should not threaten their workers in any way.

It can also be suggested that trade unions should adopt some constructive approach while dealing with problems. They should consider the limited financial strength of the units and should not make any illegimate demands because of which the very survival of the units may come in danger.

(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) WORKERS' PARTICIPATION IN MANAGEMENT :

Co-operation between management and labour can become effective only if the parties are imbued with faith, trust and recognition. Faith in the bonafides of the other party is the sine-qua-non of co-operation. 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. Workers' participation in management is an important step in the establishment of industrial democracy.

But unfortunately in KSL there are no any provisions of workers' participation in management. In Yashwant Iron and Steel Works Ltd. also there is only one formal Works Committee consisting of management and union representative. Hence it is suggested that in both the units this scheme should be followed in real sense to improve labour-management relations.

(7) GRIEVANCE PROCEDURE :

Grievances are workers' - individual or group - dissatisfactions expressed as complaints about the conditions in their day-to-day work environment. Prompt redressal of individual/group grievances is an important element of the procedure involved in handling relations with employees. But it seems that there are no written model grievance procedure followed in both the units. Hence it is suggested that "Model Grievance Procedure" as laid down by Industrial Employment (standing orders) Act, 1946 should be followed.

(8) PROMOTING CONGENIAL INDUSTRIAL CULTURE :

For the purpose of the efficient functioning of the industry and for promoting healthy industrial relations there is a need of promoting an industrial culture that keeps the relations in the best possible shape.

Both the employers and workers should remember that the future of the industry will be bleak and uncertain if pilating 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 legislised." They are helpful in solving majority of the problems of labour-management relations.

(9) CHANGE IN ATTITUDE :

The provisions in the laws as well as administrative measures associated with them can be of little avail in the absence of a spirit of mutual trust and confidence and a faith in the efficiency of healthy human relations. It requires 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 intervests. Even a manager must be considered in the right sense as a worker working along with the others. Management must view it as its responsibility to win the co-operation of the workers.

Again it is time that the parties to the industrial relations stop thinking in terms of self-survival and evoke a philosophy of Mutual Survival which is possible only in the context of their jointly taking the responsibilities of preserving and promoting what is generally accepted as national interest. Thus Mutual-Survival and Mutual Benefit should be the attitude to management, workers and trade unionists with dedication to the national interest.

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

Majority of the industrial disputes in India has centered round the issue of 'wages'. The expectation of the working class is that it should be given a 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 all concerned that wages should be attractive to act as a leading motivating factor in improving industrial relations.

It seems that in both the units, workers are not satisfied with wages and payment of bonus. Hence it is suggested that attractive wage policy should be formulated and should be reviewed after 2 or 3 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 many disputes in the units and happy industrial relation scene may be created there.

(11) OTHER SUGGESTIONS :

(1) Housing Facility : The management may consider of creating housing facility in the vicinity of the factory.

If initiated by the union leaders such as a scheme be supported by way of making available the necessary finance for it. This can be done at a negligible cost to the management.

(ii) 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.

(iii) Standing Machinery for Settlement of Disputes : There should be a standing machinery for the settlement of grievances and complaints. Spot and immediate action will save the worsening situation.

(iv) Systematic Delegation of Authority : Systematic delegation of authority will ensure prompt decisions and quick actions particularly at the lower and middle levels of management. Red tapism creates discontent and frustration in employees. Individual and group problems should be solved promptly and mechanical or impersonal behaviour should be minimised.

(v) Co-ordination of Various Activities : Co-ordination of activities between various departments is essential to secure integrated organisation efforts. Unfortunately we

have lack of co-ordination in many industries. 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. Effective means of co-ordination will ensure smooth conduct of business.

(vi) Disciplinary Procedure : Standing instructions and rules must be enforced 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.

(vii) Proper Communication System : Proper communication system should be followed. For this 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.

After all, it depends on the level of involvement, degree of identification, vision, maturity and imagination demonstrated by management while dealing with human beings

at every stage in the joint enterprise. 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 on account of recurrent strikes and lockouts. Such personnel relations programme can deliver rich dividends and an enterprise can attain both productivity and satisfaction.

=o000o=