"Humanistic attitude makes life more fun for the workers and their job more meaningful"

- Elton Mayo
Having discussed the objectives, hypotheses, limitations and sample design in the previous chapter, the prime job now for the researcher is to analyse the 'protective' type of labour welfare, which, in this study, includes safety, health, and work environment measures.

The following Figure can speak about the nature of analysis of the study:

Figure 4.1 Nature of Analysis of the study:

![Diagram]

Protective labour welfare  Promotional labour welfare  Job satisfaction
(Safety, Health & Work environment)

1. H.R.T.*  2. Benchmarking

* Human Resource Training

Thus the enlightened management is the thread that runs through safety, health and work environment measures, Human Resource Training, Benchmarking and job satisfaction of the employees.

In this chapter, the first part deals about the analysis of Protective (Statutory) Labour Welfare measures, like, work environment, safety and health
measures, provided in the study units and in the second part, the analysis related to the level of satisfaction derived by the employees. As mentioned in the previous chapter, a survey was conducted by issuing questionnaire to the sample employees followed by personal interview.

4.1 LABOUR WELFARE MEASURES & WORK ENVIRONMENTS:

The secondary data collected from the units, like the Memorandum of Settlements and other records, do speak the nature of labour welfare measures that exist in the organisations. The prevalent of statutory labour welfare measures, as prescribed in the Factory Act of 1948, are common in all the units and hence the measures are briefly summarized in general.

Since the aim of the research is to show the need and the nature of ‘Labour Welfare of Today and Tomorrow’, which should be in the form of promotional welfare measures (like Human Resource Training and Benchmarking) in the context of globalisation, the analysis was done accordingly avoiding any comparison among the study units.

In the globalised era, companies have to make an effort not only to recruit the right multi-skilled employee who would prove an asset, but exert as much energy to ensure that they retain this talent. For this, vibrant work environment has to be provided. The research units provided open communicative system and challenging work with fun, thus bringing creative work environment.

To foster teamwork, constructive feedback is given through open door policy, and guaranteed fair treatment. Employees’ problems are heard by management to ensure fair evaluation of those problems. The company culture fosters an environment where a person’s performance is what counts.

The long hours that the 21st century employee spends at work, if not peppered with opportunities for leisure and pleasure, could prove the ‘all work and no play’ maxim a reality. Thus the units had provided reasonable recreation along with adequate leisure.
In line with the global thrust and concern for environment, the research units have set up an elaborate system for environment management in all aspects of its operation. In this endeavour, the companies have grown rows of trees in its premises and made the environment clean and green. The corporate culture is based on a very simple philosophy of ‘people-service-profits’ when people are placed first, they will provide highest possible service and the profit will follow. The units believe in “Together, towards, cooperation and progress” (overleaf)

4.1. (1). WELFARE AMENITIES:

Welfare measures are analysed as labour welfare measures in TVS group and labour welfare measure in Rane group.

- Labour welfare measures in LUCAS TVS was common for other TVS groups like Wheels India, Brakes India, Sundaram Fasteners Limited, Sundaram Brakes Lining, Sundaram Clayton, etc.

This was clearly stated in the settlement of Lucas TVS, which runs: “Whereas the parties agreed that since demands such as Basic Wages, Dearness Allowance and other issues covered by the Charter of Demands were common to all the Padi Units of the Companies, viz., Wheels India Limited, Padi, Sundaram-Clayton Limited (Brakes Division), Padi, Brakes India Limited, Padi, Lucas-TVS Limited, Padi, Sundaram Fasteners Limited, Padi and Sundaram-Abex Limited, Padi; it would be advantageous to negotiate jointly and conclude a common settlement for all the Padi Units aforesaid;”

The TVS groups’ role with the automobile industry goes back to the early part of the century. What a transport company started in 1911 by T.V. Sundaram in Tamil Nadu developed into an auto giant in 1961 when the present LUCAS TVS was emerged at Padi in Chennai.

Appendix 4.1 Lucas TVS Common Settlement
TOGETHER
TOWARDS

COOPERATION
&
PROGRESS
While in Rane group, settlements between labour and management takes place once in three years, it is once in four years in TVS group of companies. Since the period of study is between 1991 to 2000, there were three settlements. For Rane group of units, settlements were between 1990 to 1993, 1994 to 1997 and 1997 to 2000. For TVS group, the settlements were 1990 to 1994, 1994 to 1998 and 1998 to 2002.

In the current year, 2002, RANE (Madras) limited completes seventy-three years of association with the automobile industry. A great many things have happened during this period. Beginning modestly in 1929, as a company retailing automobile spare parts, today, RANE had come to occupy the position of a leading distribution and agency house for motor vehicles and spares.

The manufacturing technology of the research units were nurtured by technical collaboration arrangements and fostered through many decades by a wealth of experience and versatility. It is their intense pursuit of the highest in technological standards that has forged their reputation for “greater reliability through better technology”.

The various benefits, which are common for all the units, are:

- to secure better wages for its members;
- to secure a part of the increased prosperity of industry by way of bonus;
- to secure better working and living conditions;
- to secure stability of employment;
- to create self confidence and foster a sense of self respect and dignity;
- to fulfill their social needs by organizing educational, recreational and medical facilities and other welfare and group benefit schemes;
- to strive for improvement in the relationship between the management and the workers through collective bargaining, negotiation etc.
Labour Welfare dimensions & statutory stipulations – A comparison

The principal act to provide to various labour welfare measures in India is the Factories Act of 1948, which was substantially amended in 1976 and in 1987. This Act contains, among other things, detailed provisions about the health, the safety and the welfare of workers. (already discussed in chapter II) Apart from providing statutory stipulation, health benefits in the units include dental coverage, retiree health care insurance, mandatory annual health check ups, stress reduction programmes etc.

Besides ‘safety’ in these units has been planned ahead and safe practices have been communicated to the employees in a written statement in various forums such as (a) Annual Report of the company (b) Display within the company premises (c) Company news letter etc. The units celebrate ‘Safety Week’, ‘Safety Month’ etc. and spend considerable time and effort and money for providing facility like equipment, technology, machine and materials. Besides, employees are getting proper education and training about the importance of safety to individuals and to the company as a whole.

Since globalised era demands fast communication and vibrant work environment, the units provided open communicative system and challenging work with fun, thus bringing creative work environment. In short the welfare dimensions are far more than the one stipulated by statutory measures.
Both the management and the labourers have agreed to respect mutually
the rights and responsibilities of either party and to resolve issues or matters
through collective bargaining and other constitutional methods.

To sustain their competitive edge at present in the context of globalisation,
the sample units have to improve the quality and delivery schedule and yet reduce
cost. In this endeavour the managements have committed to continuous
improvements through new products and process technology, tools and
equipments etc.

In view of this it becomes imperative to recognize that the measurement
of performance should relate to man-machine output instead of physical output,
and the employees on their part agree to achieve the output per man-hour based
on the actual work content.¹

The purpose and the intention of the employees and the management is,

- to use the full potential of all resources including man power
- to improve the cordial relations between labour and management,
- to establish the basic understanding relating to wage rates and
  other terms and conditions of employment.
- to achieve the highest level of employee performance and
- safety and good health of employees

The welfare measures in the units may be classified under as,

• WAGES, SALARIES AND OTHER ALLOWANCES:

From settlement after settlement the management of the units have increased the wages, salaries and other allowances of their employees reasonably well. The ‘other allowances’ include house rent allowance, conveyance allowance, education allowance, night shift allowance, heat allowance, tea/lunch allowance, stitching allowance, shoe allowance etc.

For example the average settlement benefit for Rane Group of companies had increased from 301.50 in 1990, to 451.51 in 1994 and it stood at 675.00 in 1997 settlement. The following table brings the picture about the average settlement benefit per month.

**TABLE 4.1. AVERAGE SETTLEMENT BENEFIT FROM 1990 TO 2000**

**Rane Group (Per month in rupees)**

<table>
<thead>
<tr>
<th>Year of settlement</th>
<th>Average benefit Per month (Rs.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1990-1993</td>
<td>301.50</td>
</tr>
<tr>
<td>1994-997</td>
<td>451.51</td>
</tr>
<tr>
<td>1997-2000</td>
<td>675.00</td>
</tr>
</tbody>
</table>

The management provides various benefits like medical allowance, lunch allowance, education advances, leave travel allowances etc. Besides the management of the units also fulfills the requirement of the statutory provisions of welfare as in Factories Act of 1948.

---

3 Appendix 4.3. Details of Pay all 3 settlements- Rane (Madras) Limited

4 Appendix 4.4 Average settlement benefit 1990-2000 (Rane Group)
The above table has been brought under line diagramme

**Line diagramme 4.1. Average settlement benefit-1990 to 2000**

(RANE GROUP)

In the same way as for TVS Group of companies, between 1990-2000, the average settlement benefit had increased as shown in the following table followed by a line diagramme below.

**Table 4.2 Average Settlement Benefits 1990-2000**

**TVS Group (Per Month in Rs.)**

<table>
<thead>
<tr>
<th>Year of settlement</th>
<th>Average benefit per month</th>
</tr>
</thead>
<tbody>
<tr>
<td>1990-1994</td>
<td>428.00</td>
</tr>
<tr>
<td>1994-1998</td>
<td>590.00</td>
</tr>
<tr>
<td>1998-2002</td>
<td>1225.50</td>
</tr>
</tbody>
</table>
TVS GROUP

The three settlements in the study units do speak about the increasing trend in the benefits received by the direct as well as the indirect employees. Though the monetary benefits were increasing once in 3 years as in the case of Rane group and once in 4 years as in the case of TVS group of companies, the employees need a competitive wage structure thereby indicating an increase in wage level.

The following tables of TVS group of companies and Rane group of companies give a brief picture about some of the monetary benefits received by their employees.
Table 4.3 Basic pay and other benefits from 1990-2000

Benefits in rupees TVS Group^5

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Basic pay</td>
<td>235</td>
<td>270</td>
<td>345</td>
</tr>
<tr>
<td>HRA</td>
<td>175</td>
<td>300</td>
<td>600</td>
</tr>
<tr>
<td>Conveyance expenses</td>
<td>200</td>
<td>300</td>
<td>600</td>
</tr>
<tr>
<td>Educational assistance</td>
<td>80</td>
<td>100</td>
<td>150</td>
</tr>
<tr>
<td>Leave Travel allowance</td>
<td>100</td>
<td>160</td>
<td>250</td>
</tr>
</tbody>
</table>

LINE DIAGRAMME-4.3.

settlement benefits - TVS Group-1990-2000

^5 Appendix 4.5. Details of pay - all 3 settlements-TVS Group
Table 4.4. Basic Pay and other benefits from 1990-2000

Benefits in rupees – Rane Group

<table>
<thead>
<tr>
<th>Benefits</th>
<th>1990</th>
<th>1993</th>
<th>1997</th>
</tr>
</thead>
<tbody>
<tr>
<td>Basic pay</td>
<td>135</td>
<td>617</td>
<td>713</td>
</tr>
<tr>
<td>HRA</td>
<td>270</td>
<td>345</td>
<td>420</td>
</tr>
<tr>
<td>Conveyance allowance</td>
<td>50</td>
<td>50</td>
<td>50</td>
</tr>
<tr>
<td>Education allowance</td>
<td>50</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>Leave Travel Allowance</td>
<td>37.50</td>
<td>58.50</td>
<td>83.50</td>
</tr>
</tbody>
</table>

LINE DIAGRAMME 4.4

Settlement benefits - RANE GROUP -
1990 - 2000

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>HRA</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Educational</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
OTHER BENEFITS like, service weightage, skill weightage, Dearness allowance, Bonus and other advances and allowances have been increased from one settlement to another settlement. Besides number of welfare amenities like family medical assistance, supply of milk, subsidised meals/canteen, supply of soap, supply of utility articles, provision for leave assistance and marriage gift.

TERMINATION BENEFITS like, Provident Fund Scheme, Gratuity and Retirement benevolent Schemes were common in all the units.

LEAVE AND HOLIDAYS: The employees were entitled to have leave and holidays like casual leave (10 days), privilege leave (1 day for every 20 days work), national and festival holidays (11 days), leave encashment and festival holidays disturbance allowance.

INCENTIVE SCHEME: Recently in the units, number of incentive schemes were introduced to motivate the employees, and to face global competition. For instance attendance incentives was introduced in 1994 and the same has been modified in favour of employees in 1997 and in 1998. Plant performance scheme, consistent quality scheme, productivity linked scheme are the new trends in the units.

KAIZEN ALLOWANCE:  It means continuous improvement everywhere in the organization. It is the key to competitive edge over others. Application of it has proved enormous benefits. It contributes to quality assurance, cost reduction, meeting production quotas, safety and productivity improvement.

Kaizen is the concept of process-oriented management and it is directed towards people’s efforts. The main objective of kaizen is to make the job easier and more productive.

Appendix 4.6 Kaizen allowance in the units
Kaizen, a new scheme introduced in the sample units after verifying the benefits of the scheme in Japan. The management of the sample units have realized the necessity and involvement of operators for continuous improvement to achieve global standards in all areas of manufacturing and supply of spare parts.

The workmen have agreed to meet those requirements without fail. Therefore, the management has agreed to pay a reasonable sum per month as Kaizen allowance.

4.2. EMPLOYEES SAFETY AND HEALTH

Safety in these units has been planned ahead and safe practices have been put in action. Since safety is a discipline and requires some basic principles to be followed, the management of the sample units communicate the messages to employees in a written statement in various forums such as (a) Annual Report of the company (b) Display within the company premises (c) Company news letter etc.

Recently all the units have celebrated "safety week" and spend considerable time and effort and money for providing facility (equipment, technology, machine, materials) staffing (adequate people qualified) and training (general and specific) to carry out all its operations safely. Safe work environment has been maintained in the company. Procedures and Practices to be followed by the workers are easily understandable. Since the procedures/practices are translated in Tamil and the same has been circulated to the employees.

Safety is based on the fundamental premise that accidents are preventable by eliminating unsafe acts or conditions, in a systematic manner. Since majority of the accidents are caused by the unsafe acts of the employees, it is impossible to control accidents without their involvement and participation. Hence the employees are receiving proper education about the importance of safety to
individuals and the company as a whole in the units. Safety is treated as a kind of discipline and requires people to work on it.

Employees take participation in ‘safety celebration’ more as an opportunity for self-statement and creativity rather than a means of controlling the environment in self-defense. The celebration of safety day, safety week and safety months not only spread awareness on safety aspects but the recognition given to the employees in the form of awards prove very motivated. It generates lot of enthusiasm amongst employees.

Health benefits provided include dental coverage, retiree health care insurance, mandatory annual health check ups, stress reduction programme etc. Thus Employee’s safety and health have been stressed and maintained in the sample units.

4.3: EMPLOYEES’ LEVEL OF SATISFACTION

Importance of labour welfare measures, which includes safety and health measures, measures of conveniences etc. is well known and generally accepted by all employees. The various types of labour welfare measures in the units had already been discussed. Now the duty of the researcher is to analyse the employees’ level of satisfaction through the primary data collected from the questionnaire.

As explained in the methodology itself, for the purpose of this study 615 employees from 8 sample units have been selected (10 per cent from each units) at random to fill the questionnaire. The questions are closed ended giving options to the respondents select their chosen answers from many given alternatives.7

The level of satisfaction of workers regarding labour welfare measures in their units was measured by using a 5-point scale with scores as given below:

7 Appendix A, Questionnaire I
A rating of 5 indicates that the statement is almost always true and it indicates high level of satisfaction. A rating of 4 indicates that the statement is mostly true and get satisfied. Rating of 3 indicates that the employees are neutral and it indicates the statement is sometimes true. A rating of 2 indicates that the statement is rarely true and that they are dissatisfied; a rating of 1 indicates that the employees are very much dissatisfied and the statement is not at all true.

In order to study the level of satisfaction of the employees a survey was conducted among 576 sample workers in those units (altogether 8 units as mentioned in the research design chapter).

- **SATISFACTION SCORES:**

  There are 20 variables incorporated to analyse the level of satisfaction of sample employees in the sample auto component units. As per the 5-point scale-scoring pattern, the maximum for an individual is 100 points (20 x 5) and the minimum is 20 points (20 x 1). The level of satisfaction score of each respondent was arrived at. The individual score varies from 62 to 89.

  On the basis of the individual score the level of satisfaction has been classified as high, medium and low level of satisfaction, as given below

  62 to 71       low level of satisfaction
  71 to 80       medium level of satisfaction
  80 to 89       high level of satisfaction.

4.4. **HYPOTHESES:**

- To analyse the level of satisfaction of workers in the sample units the following null hypothesis was formed – “there is no significant difference among the direct and indirect employees in their levels of satisfaction”.

  The total respondents were 576. The employees were classified as direct
and indirect employees. The following table shows the classification of respondents according to their levels of satisfaction.

**Table 4.5. Levels of Satisfaction Regarding Protective Labour Welfare Measures**

<table>
<thead>
<tr>
<th>Categories of Employees</th>
<th>High No. (%)</th>
<th>Medium No. (%)</th>
<th>Low No. (%)</th>
<th>Total No. (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct employees</td>
<td>264</td>
<td>55</td>
<td>55</td>
<td>374</td>
</tr>
<tr>
<td></td>
<td>70%</td>
<td>15%</td>
<td>15%</td>
<td>100</td>
</tr>
<tr>
<td>Indirect employees</td>
<td>144</td>
<td>35</td>
<td>23</td>
<td>202</td>
</tr>
<tr>
<td></td>
<td>71%</td>
<td>17%</td>
<td>12%</td>
<td>100</td>
</tr>
<tr>
<td>Total</td>
<td>408 (71%)</td>
<td>90 (16%)</td>
<td>78 (13%)</td>
<td>576</td>
</tr>
</tbody>
</table>

It could be seen from the table that out of 576 sample respondents, 264 of direct employees (70%) and 144 of indirect employees (71%) high level of satisfaction. 55 of direct (15%) and 35 of indirect (17%) employees have medium level of satisfaction and 55 (15%) of direct and 23 (12%) indirect employees have low level of satisfaction.

In other words 408 (71%) out of 576 total respondents of both the categories, i.e. direct and indirect employees, enjoy high level of satisfaction regarding labour welfare measures in their organizations. 90 and 78 sample employees (out of 576) have medium and low level of satisfaction respectively (regarding Statutory Labour Welfare). So we can conclude that as for as the statutory labour welfare measures are concerned, 71% sample employees in the study units enjoy high level of satisfaction.
• **CHI-SQUARE TEST**

In order to test the null hypothesis the Chi-Square test was used. The results of the chi-square test are presented in the following table.

**Table 4.6. Results of the Chi-Square test**

<table>
<thead>
<tr>
<th>N</th>
<th>Test statistic value</th>
<th>Critical value at 5% level of Significance</th>
<th>Inference</th>
</tr>
</thead>
<tbody>
<tr>
<td>576</td>
<td>1.6525</td>
<td>2</td>
<td>Level of satisfaction between direct &amp; indirect employees are independent</td>
</tr>
</tbody>
</table>

Since the calculated value is less than the table value, the hypothesis is not rejected. The following figure explains the acceptance region critical value and rejected region of the Chi-Square test.

**Diagram 4.5. Chi-Square test**
The total area covered between the ordinates $y^2$ (Chi Square) = 0 and $y^2 = \infty = 1$. Since calculated Value is less, (1.6525) than Table value (5.991) the hypothesis is not rejected, i.e., there is no significant difference between direct employees and indirect employees in their levels of satisfaction and that the attributes are independent of each other.

- Employees' age and their levels of satisfaction

The other hypothesis was that, there was no significant association between employees' age and their levels of satisfaction. This is proved through correlation as shown in the following table followed by the bar diagrams.

Table- 4.7 Age & Levels of satisfaction of the employees.

<table>
<thead>
<tr>
<th>Age wise</th>
<th>High No. (%)</th>
<th>Medium No. (%)</th>
<th>Low No. (%)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 25</td>
<td>28 (80%)</td>
<td>4 (11%)</td>
<td>3 (9%)</td>
<td>35</td>
</tr>
<tr>
<td>25-30</td>
<td>29(63%)</td>
<td>9(20%)</td>
<td>8(17%)</td>
<td>46</td>
</tr>
<tr>
<td>30-35</td>
<td>33(63%)</td>
<td>15(29%)</td>
<td>4(8%)</td>
<td>52</td>
</tr>
<tr>
<td>35-40</td>
<td>139(70%)</td>
<td>32(16%)</td>
<td>28(14%)</td>
<td>199</td>
</tr>
<tr>
<td>40-45</td>
<td>51(63%)</td>
<td>16(20%)</td>
<td>14(17%)</td>
<td>81</td>
</tr>
<tr>
<td>45-50</td>
<td>60(79%)</td>
<td>9(12%)</td>
<td>7(9%)</td>
<td>76</td>
</tr>
<tr>
<td>&gt; 50</td>
<td>68(78%)</td>
<td>5(6%)</td>
<td>14(16%)</td>
<td>87</td>
</tr>
<tr>
<td>Total</td>
<td>408(71%)</td>
<td>90(16%)</td>
<td>78 (13%)</td>
<td>576</td>
</tr>
</tbody>
</table>

The correlation between age and level of satisfaction = 0.0283.

The above table has been depicted in the following bar diagrams.
71% of the sample employees come under high level of satisfaction. 90 out of 576 sample employees were medium level accounting to 16% of the total employees. The remaining 78 sample employees, i.e. 13% of the total, come under low level of satisfaction.

If we analyse age wise, different age group stands on different level of satisfaction. For example, in the case of employees whose age is less than 25, 80% of them i.e. 28 employees out of 35 respondents have high level of satisfaction. Whereas employees under the age group 25 to 30 and 30 to 35, only 63% of them have high level of satisfaction.

- Employees' service and their levels of satisfaction

There is also no significant association between employees' service and their levels of satisfaction. This is proved again through correlation as shown in the following table followed by the bar diagramme.
### Table 4.8: Service & Levels of satisfaction of the employees

<table>
<thead>
<tr>
<th>Service</th>
<th>High No. (%)</th>
<th>Medium No. (%)</th>
<th>Low No. (%)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 5</td>
<td>27 (71%)</td>
<td>8 (21%)</td>
<td>3 (8%)</td>
<td>38</td>
</tr>
<tr>
<td>5 – 10</td>
<td>29 (57%)</td>
<td>12 (23%)</td>
<td>10 (20%)</td>
<td>51</td>
</tr>
<tr>
<td>10 – 15</td>
<td>139 (81%)</td>
<td>21 (13%)</td>
<td>11 (6%)</td>
<td>171</td>
</tr>
<tr>
<td>15 – 20</td>
<td>53 (68%)</td>
<td>12 (15%)</td>
<td>13 (17%)</td>
<td>78</td>
</tr>
<tr>
<td>20 – 25</td>
<td>65 (75%)</td>
<td>10 (12%)</td>
<td>12 (13%)</td>
<td>87</td>
</tr>
<tr>
<td>25 – 30</td>
<td>56 (62%)</td>
<td>19 (20%)</td>
<td>16 (18%)</td>
<td>91</td>
</tr>
<tr>
<td>&gt; 30</td>
<td>39 (65%)</td>
<td>8 (13%)</td>
<td>13 (22%)</td>
<td>60</td>
</tr>
<tr>
<td>Total</td>
<td>408</td>
<td>90</td>
<td>78</td>
<td>576</td>
</tr>
</tbody>
</table>

**Bar diagram 4.7:**

![Bar diagram](image)

81 per cent of the sample employees, whose service was between 10 and 15, enjoy high level of satisfaction. Only 6 per cent of the same group has low
level of satisfaction while 13 percent of them have medium level of satisfaction. In the service group 5 and 10 only 57% of the sample employees have high level of satisfaction. In the same category of service, 23% and 20% have medium and low level of satisfaction respectively. The other groups of service employees were in between these two ranges, viz., 57% and 81% under high level of satisfaction.

Correlation – (-) 0.0541

Thus the hypothesis, that is, 'there was no significant association between employees’ age, service and their levels of satisfaction' had been proved. The correlation between respondent's age, service, and their level of satisfaction was low, i.e., the employees’ age and service and their levels of satisfaction had not shown any significant association between them.

In short the employees of all types and at different age and service positions have shown convergence of satisfaction.

- As far as protective type of labour welfare was concerned (safety, health, and work environment.), nearly 71% of the employees (both direct and indirect employees) were highly satisfied. Some of the employees feel proud of being the workers of their organizations, since work environment was very much conducive to work peacefully.

- The convergence of satisfaction regarding protective type of labour welfare, i.e., safety, and health and work environment between the direct and indirect employees indicate the existing ‘team work’ and the same was the reason for the peaceful industrial relation in the organizations.

- For the last 10 years there was no misunderstanding between the labour and management. Even if there was any, the same was solved through discussion across the table. Most of the sample units were ISO 9000 or ISO 9001 units, no wonder that employees enjoy high level of satisfaction regarding protective labour welfare measures.
• The analysis of labour welfare measures and the level of satisfaction of the sample employees in terms of their age, and service reveal that there was low correlation exists between them.

• 96% of the sample employees were of the opinion that they were enjoying the work place and that there was no dullness in the work place; while 3% of the sample respondents felt that their hard work had hardly been recognized; the remaining 1% of the sample employees were of the opinion that they had no leisure and that they had dullness at the work place. ⁸

• What exactly dissatisfied the sample employees has also been studied. They were, less promotional opportunities, (18%) absence of competitive pay and incentives (45%) and threat to their security of job due to structural adjustment programme (27%)⁹

• The employees had also expressed that VRS scheme had been introduced in the units and that the employees have the grip of job insecurity. 69% of the employees had expressed that they had the fear of loosing the job while 31% of the employees had no such fear. Regarding the reason for the grip of job insecurity, 23% of the employees were for the introduction of computerization and 25% for the introduction of Benchmarking, while 21% of the employees accused for outsourcing. ¹⁰

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Indian Tripartite Delegation contributed to the 88th International Labour Conference held at Geneva stressed the importance of the training in the new competitive environment. The rapid changes in the industrial scenario in the country, particularly in the last decade of the 20th century, placed heavy

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⁸ Appendix A Questionnaire I, part II, question no. 6.
⁹ Ibid (Question no. 10)
¹⁰ Ibid (Question no. 2)
responsibilities on the workers to tune them best to withstand the global competition. This depends to a great extent upon the mutual understanding between the employers on the one side and the workers on the other.

The need of the hour is the maximization of production along with constant improvement in quality and benchmarking. The changing needs of the employees and managements in the changing scenario made it imperative for the training programme. This has been the focus point in the next chapter.