Chapter IV

4.1 Summary of Findings

General findings of the study are given below:

1. It is found that a good correlation exists among the productivity variables selected for discussion. There is a good improvement in all the variables over a period of time as a good measure of improvement in productivity and performance. The multiple regression equation shows the nature and extent of dependency of total labour productivity (HOK) on production per spindle (Pin gms of 40s counts) and operative hours per 1000 spindles (OHSAM).

2. Occupational category and wage differentials right from the first wage settlement of 1956 necessitate simplification and streamlining of these categories into specific grades (A, B and C) for easy wage fixation.

3. A discussion on wage system patterns, regional variations and its components and the hypothetical productivity linked wage model suggest the future scope in meeting the wage cost burden.

4. Variations in regional and local work assignment and wage patterns specify need for work assignment improvement in order to improve productivity. The profile of a model mill assignment and norms are very good guidelines for future improvements.

5. Cost-Profit analysis of mills based on productivity levels highlight the importance of productivity. The productivity cost difference model shows the linkage of work assignments, productivity index and wages on profits

6. Work assignments, modernisation and performance indices show the reliable method of improving productivity-performance measurements based on labour productivity values (HOK). Scientific assessment procedures are also suggested for improved work assignment patterns and wage fixation.
7. Collective views and ideas of Trade unionists provide the scope for the productivity linked wage concept and very good suggestions have been given by them for improving performance. Similarly the management executives and experts agree to the importance of productivity and performance improvement to gain more profits. Their views and ideas on simplification of worker categorisation, scientific job assessment, uniform wage fixation and linking with productivity, change in the policies of Government are critical issues which need good focus and attention.

Survey results among workers of private and public sector mills also provide the scope for introduction of these productivity concepts. But more awareness and understanding need to be created among workers especially in public sector mills (NTC).

4.2 **Recommendations**

The following are the recommendations based on the study:

1. Productivity measurements should be conducted as a regular study and the evaluation of productivity and performance, productivity indices, weightage factors may be incorporated for realistic evaluation.

2. Productivity cost Difference (PCD) model also suggests measures for controlling wages against a standard mill and thereby enhancing profits.

3. Work assignments based on scientific assessment is a focus area in line with the productivity linked wage concepts which may be attempted in all mills.

4. Wage systems in textile mills require more simplification due to wide variations. Hence productivity linked wage concepts may be utilised to arrive at basic wages other than common industry accepted benefits.
5. Higher level automation and modernisation programmes have to be implemented in a phased manner by all mills for improved productivity. Technology upgradation is the only scope to survive against global competition.

6. Improved co-operation is needed from trade unions and workers in collective bargaining practices for reasonable sharing of gains among managements and workers. Workers participation and training programmes need to be implemented by all managements.

4.3 Scope for further research

Since textile industry is the single largest industry having a very good growth prospect with regard to global and local markets, its problems and challenges need to be given a separate focus. Hence there is a good scope for further research in the following areas:

1. Wage structure components, benefits and incentive packages may be studied in depth and comparative studies with regard to other industries and regions may be done.

2. Work assignments and occupational categorisation are much variable and complex factors among mills. Eventhough scientific assessment procedures are suggested in this study specific evaluation programmes may be taken up for further study.

3. Workers participation in productivity linked performance and wages is a critical area. So further study in this area may explore the possibilities of strengthening HRD programmes, improving industrial relations, coordinating Training and development activities, organising workers education programmes etc,
4. Since this productivity study reflects the relevance of operational factors like production per spindle, operative hours, machine utilisation etc, in Textile spinning mills further studies may be necessitated in terms of technological upgradation and automation against viable investment options for higher productivity.

5. Involvement and commitment of managements and the constructive role of the Government in productivity enhancement on a national perspective suggest the need for such in depth studies in other industries also.