CHAPTER X

SUMMARY, CONCLUSIONS AND SUGGESTIONS

This chapter summarizes the findings of the study and suggests suitable measures.
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Findings and Suggestions

This chapter intends to recapitulate the discussions made in the different chapters talked about earlier. The present chapter is divided into two sections. The first section deals with the summary and the conclusions that have been drawn on the basis of large number of observations that have come to light during the course of the study. The second section suggests some suitable measures and suggestions on the basis of the findings to achieve the objective which emerged out of the study.

10.1 SUMMARY AND CONCLUSIONS

In order to meet the expectations of the demanding future, managers have to commit themselves towards the optimum use of the existing resources. This commitment on the part of the managers at all levels opens to them the vast field of risk in managing these resources. Human Resource is a dynamic element and a potent force having the capacity to alter the destinies of the nations themselves not to speak of the organizations at the micro-level. They stand for an investment whose development and mobilization requires managing, planning, organizing, leadership and evaluation. Human Resource is just like a mind, a life-blood in the body of any organization which cannot function without this source.

It should be noted that human resources are responsible for the transformation of traditional economies into modern industrial economies and also for the existing levels of economic development in different countries. The phenomenal economic development achieved by a country like Japan, poor in its natural resources can be attributed to its rich human resources who have been developed slowly and steadily. Development of human resource is the process of helping people to acquire competencies. In the context of an organization, human resource development is a process which helps the employees of an organization in a continuous and planned way to acquire or sharpen capabilities required to perform various functions associated with their present or expected future rates, develop their general capabilities as individuals and discover and exploit their inner potential for their own and for organizational development purposes, develop organizational culture in which supervisor-subordinate relationship, teamwork and collaboration among sub-
units are strong and contribute to the professionals well being, motivation and pride of employees.

In order to develop these human resources and the State, the Government of Himachal Pradesh announced the New Industrial Policy in December, 2004. The incentives, concessions and facilities provided to the industries under this policy will be available to the eligible units set up in the State only if it employs at least 70% of its total manpower, employed whether on regular/ contractual/ sub-contractual/ daily basis of employment through any other mode from amongst the bonafide Himachali's at all levels in 'A', 'B' and 'C' category of Blocks respectively.

The predominantly agrarian State having diverse agro-climatic conditions and geographical features along with its people started making determined efforts to improve its economic conditions. It opened up its economy and moved to the center stage of national and international business. Efforts were made to formally link the existing Research and Development institutions, ITI's, Polytechnics and Engineering Colleges with various facets of the industry so as to provide the students an opportunity of technical training, campus interviews, on the job training, development of industrial projects, and their subsequent absorption in the industries.

Government has enacted laws to avoid exploitation of human resource at the hands of the capitalists. Some of the acts considered for the purpose of the present study have been laws related to industrial relations (Trade Unions Act, 1926 and Industrial Disputes Act, 1947); laws related to wages (Payment of Wages Act, 1936, Minimum Wages Act, 1948 and Payment of Bonus Act, 1965); laws related to working hours, conditions of service and employment (Factories Act, 1948); laws related to women (Maternity Benefit Act, 1961); laws related to social security (Workmen's Compensation Act, 1923, Employees' State Insurance Act, 1948, Employees' Provident Fund & Miscellaneous Provisions Act, 1952 and Payment of Gratuity Act, 1972).

Keeping in view the importance of industries in developing the rural and urban areas of Himachal Pradesh and the important area of human factor in them, the present area of research has been selected. An attempt has been made to study comprehensively the objectivity of human factor which ultimately influences the significant image of these industries. The industrial sector is on
the way to become a key sector of the economy. Hence an empirical study of the different industries in Himachal Pradesh and the development of the human resources working in these industries as visualized by the government of the State have been considered necessary.

The present study has been conducted with a view to throw light on the development pattern of human resources that emerged as a result of industrialization process in Himachal Pradesh. The manufacturing sector which encompasses of 13 main industries enjoys a large share in the economy. Out of these 13 industries, 7 industries, namely Food Products, Textile/ Spinning, Chemical & Chemical Products, Electronics, Steel & Steel Products, Paper & Paper Products and Cement have been selected for the present study as majority of the industrial units belong to one or the other of these 7 industries. The number of industrial units selected in the study has been in proportion to the number of industrial units established in the district of Solan and Sirmour. The industrial units have been selected at random from the list of large and medium scale industries obtained from the Department of Industries in the concerned Industrial Area. 25 employees from each industrial unit have been selected for filling in the questionnaire or for administering the schedule by applying judgment sampling so as to give due representation for sex, department, etc.

The detail of the final units considered for the purpose of the study has been as follows:
- Food and food products industry (Dabur India Ltd., Himalya International Limited and Hindustan Unilever Limited)
- Textile industry (GPI Textiles Limited and Sara Textiles Limited)
- Chemical and chemical products industry (Ankur Pharma, Pidilite Industries Limited, Torrent Pharmaceuticals Limited and Wings Pharmaceuticals Private Limited)
- Electronics industry (Luminous Power Technologies Private Limited, Penguin Electronics Ltd. and Super Cassettes Industries Limited)
- Steel and steel products industry (Aar Aar Castings Private Limited, Him Teknoforge Limited, H.M. Steels Limited, M/s Radiant Castings and Valley Iron and Steel)
- Paper and paper products (Mansa Print & Publishers Ltd. and M/s Ruchira Papers Limited)
- Cement industry (Ambuja Cements Limited)
The present study aims to examine whether the industrial units in Himachal Pradesh have been implementing the rules and regulations in respect of human resources employed with them so as to provide a ground for their development and satisfaction. This aspect has not been earlier explored by large number of researchers at the national and the international level. The endeavors made so far by numerous eminent researchers encompass one or the other aspects on the subject. Important points have materialized from the appraisal of related studies that have been conducted in different parts of the world.

Some studies have been carried out on the international level related to closure of the industrial units and retrenchment of workers by Anowar (2003) who found the working people helpless in the absence of an organized movement of resistance. Maritz Research (2005) compared companies' reward practices to employee preferences and showed a gap between how employees were currently recognized in the workplace and how they actually wanted to be recognized. A study of ILO's report by Rajalakshmi (2006) pointed out the unemployment among the youth not being worrisome in comparison to the deteriorating working conditions and that the level of unionization has been on the decline. Dr. Srimannarayana (2007) studied human resource development climate and found that the employees took the training sponsored by their employers seriously and required the top management to adopt human resource philosophy. Katuwal and Randhawa (2007) compared the job satisfaction in public and private sector industries and revealed monetary benefits, behavior of the management towards the workers, etc. to be the issues where the workers become dissatisfied.

Some important points have materialized from the foregoing appraisal of related studies that have been conducted in different parts of the country. The different studies on Human Research Development and the implementation aspect of the various labour laws carried out in India present a little by little description of its variety dimensions. Various researchers have examined the personnel problems, policies, practices, etc. Bajaj (1976) observed existence of master-servant relationship in employer-employee relations and found the employers taking little interest in providing training to the employees. Sharma, Rajwanti and Sharma, Jaipal (2010) stated the employees were satisfied with the training provided to them but were dissatisfied with the promotion policy, present pay scales and the not so cordial relationship between the management
and the employees. Wani's (1989) study made it clear that the personnel management system provided least benefits to the workers. Jan (1991) revealed lack of statutory welfare amenities and failure of worker's organizations in making such provisions. Choudhary (1992) highlighted the fact that the provisions for welfare activities and safety measures were inadequate and that the policy of promotion of employees existed in theory only. Ramana and Bhsha's (1999) study observed majority of the employees to be dissatisfied with family oriented perks and under the dilemma about the method of salary fixation. Bansal and Verma's (2005) findings revealed the transfer policy in implementation to be vague and fairness in the performance appraisal system to be satisfactory.

Studies in the field of labour welfare policies, practices and problems faced by various industries have been carried out by few eminent scholars. Rawat (1988) pointed out that all the efforts in the direction of improving the well-being of the toiling workers cannot do well as long as the workers lacked legal knowledge and remained ignorant of their rights. Mathur's (1991) findings pointed out the failure of the Joint Management Councils to give results and that the workers had to face high risks and hazards in the sphere of their working. Goyal (1995) revealed positive relationship between the level of satisfaction and implementation of various labour welfare measures. Jha (2003) in his survey pointed out tremendous pressure on permanent workers to take voluntary retirement and payment of commission by the contract workers to the middleman for getting employment.

The line of investigation for the matters related to the working conditions and the safety of the employees has been dealt with by some intellectuals. Raka (1980) revealed low wages been given to the respondents and found them dissatisfied with the physical atmosphere. Banerjee (1986) revealed the Bhopal gas walk shifted the city and its people and that the safety standards in the country were unsatisfactory. Abdi (2004) pointed out that the workers were paid low, were not provided with systematic training and carried on the ship dismantling work with insufficient protective gear. Zaidi (2006) presented ill-effects of the 'magic mineral' accused of being the killer and pointed out India's commitment to phasing out the mining of asbestos.

Industrial relations have been the choice for several academicians. Gani's (1991) study found the workers working in standing positions in poor lighting,
ventilation, cleanliness and exposed to undesirable dust, fumes, etc. Koshal's (2003) struggle notes speaks about the long strike called by workers of the Bagliar Hydro-electric Power Project against the retrenchment of co workers. Jyoti (2003) found the work stoppages lasting for longer duration and the use of lockouts as a powerful weapon to counter the organized power of workers. Giri and Das (2003) found the government's response lukewarm towards the genuine problems of the workers. Joshi (2003) revealed that the adoption of the policy of economic liberalization, privatization and globalization resulted in shifting of the State's arm in favour of the employers as against the employees. Clerk (2005) confirmed that the employers resort to arbitrariness while dealing with its employees. George (2006) lays bare that the practices of the company aimed at hampering the unity of the workers and that the promotions were based on loyalty to the management. Sharma (2006) showed that the employees were satisfied with the prevailing working conditions, organizational climate and the set up for prevention and settlement of industrial dispute. Vasanthagopal and Venugopalan's (2008) study revealed 'Wages and allowances' as the first cause of the disputes followed by 'Bonus' and 'Workload' in the private sector.

There have been certain studies that dealt with the plight of the female workers. Rajasekhar and Anantha's (2006) analyzed the role of trade unions in helping women beedi workers to obtain statutory benefits. Sindhu (2006) accomplished a survey on homebased women workers engaged in the making of 69 distinct products not being aware as to the company they were working for. Tete's (2006) editorial presented a grim picture about the working Adivasi women whose returns on their toil were inadequate wages, loads of work, physical exploitation and even death. Vadhel (2007) tried to understand the causes of migration by the fisherwomen, the problems faced by them in terms of working hours, wages, working conditions, facilities provided at work place, living conditions, and economic status.

Much of the studies undertaken by the researchers have been based on primary data collected by means of questionnaires or by administration of schedules to the respondents. Interview as a research tool, too has been commonly used in the process of extracting information from the respondents. Further, majority of these studies have been conducted in States other than the State of Himachal Pradesh. Yet the implementation aspects of the labour laws and its effect on the development of human resource have so far been dealt
with scantly. Moreover, a study linked with the theme of actual implementation of labour laws in different industries in respect of the State of Himachal Pradesh has not been carried out till date. The present study can be well thought-out as one among the many bricks that will be vital to bridge the space between research requirements and research efforts made so far.

The personnel policies are an expression of intentions and plans of the management designed to attain the objectives of an organization. If manpower is properly utilized, it may prove an asset to the enterprise otherwise they can cause magnitude of problems for the management. There is a need to acquire first hand information and knowledge about the rules, regulations and policies that are supposed to be implemented by the industrial units, their non-implementation being the cause for the problems being faced by the industrial workers. The problems being faced by the industrial workers has been inquired into and this has made it convenient to arrive at appropriate solutions or to suggest remedial measures.

The informal discussions held with few of the managerial cadre employees brought forth some of their grievances. They have complained that though the State Government has supplied them with electricity, the electric feeders are not proper. There are no labs in the nearby areas and testing facilities for pollution control have not been made available, not to speak about the sewerage lines and portable water supply. There is a lack of skilled labour and the companies are forced to hire the semi-skilled and the unskilled labour from the market, thereby involving cost to the company in making the labour skilled. No proper infrastructure has been made available. The State machinery has to plan the industrialization process on war footing level and provide an open atmosphere without many restrictions for the industries to flourish.

Personal observations made at the time of data collection revealed that in practice, rarely any efforts have been made by the employers to study the drift in their employees mind. Most of the labour officers once in a blue moon, drop in the industrial units to observe the true state of affairs for themselves. Extracts of some of the important labour laws have been exhibited by the companies normally in the security officer's rooms, which are by and large very near to the entrance gate. These extracts in the English language have been very well mounted in glass covered notice board, often at a height of more than
seven to eight feet from the floor, thus helping to nullify the very purpose of displaying them.

The findings and conclusions of the development of the employees through the implementation of the labour laws have been based upon the information obtained through the questionnaires/schedules. It indicates the mirror of management in the minds of the employees as well as knowledge about their feelings, opinions and attitudes. After analyzing and interpreting the data collected from the respondents, the findings of the study has been along the following lines:

A study of the personal profile of the employees working in different industrial units in Himachal Pradesh revealed almost half of the respondents to be the 'Sons of the Soil'. But this figure has been far less than the obligatory figure of 70 percent as fixed by the Government of the State. Because of the encouragement towards better employment opportunities, the industrial units set up in Himachal Pradesh have attracted employees from the states of Punjab, Haryana, Rajasthan, Uttarakhand, Uttar Pradesh, Bihar, Gujarat, Maharashtra, Kerala, etc. apart from the local populace. It has been considered important to cite at this juncture that large scale unemployment has forced the human resources to leave their native land and search for employment in far away areas. To add to their misery, several industrial units have adopted the 'Open Door Policy' for those employees who are reluctant to accept transfers to the regions far-off from their native land. Designation wise analysis brought to light that the natives of the land have been preferred for the non-managerial cadre and preference has been given to the Non-himachali people for the management cadre. The practice of hiring persons from other states mainly for the executive positions has lead to unrest among the local appointees.

The industry and domicile wise analysis of the executive cadre employees revealed that but for the Cement industry, the Non-himachali recruits have been preferred by almost all the industries worth mentioning the Chemical and the Paper industry. On the other hand, the industrial units in the Food, Electronics and the Cement industry have preferred the local populace for the non-managerial positions. The industry wise analysis of the domicile status of the sample brought to lime light that the industrial units in the different industries excluding the Cement industry have chosen to stay away from the obligatory figure of 70 percent fixed by the Government of the State. The industrial units
in the Paper industry have employed the Non-himachali people in large numbers and the Cement industry has preferred the local masses. Hat's off to the Cement industry to be considerate enough for following the norms related to employing the local populace as prescribed by the Government of the State.

From demographic perspective, age helps in classification so as to indicate the structure of the existing population. The study of the age structure points out that due to rising cost of living the youth below the age of 25 years (11.60 percent) have felt the pressure to secure employment at the earliest after completing their basic education. As two-third of the employees have been below the age of 35 years, the industrial units can gain long-term advantage given that they provide the youth with requisite training for increasing their capability and yield. More number of the Himachali people falling in the age group 25-35 years has been appointed thereby cherishing the statement that the process of preferring the ‘Young Sons of the Soil’ has begun though in its initial stages. The industrial units have benefitted from the experience of its elderly managerial workforce in the form of more matured decisions, but the youth have lesser accessibility to the decision-making posts. Further, the Cement and the Textile industry have been in a position to reap the benefit of the experience of its matured staff that has better insights about the various changing dimension of the society.

Gender has been one of the important socio-economic attribute in the nations. The gender wise analysis reveals that in spite of the tilt in favour of male employees in the private sector, the female employee is trying to carve out a place for herself. When the question of employing a female candidate arises, preference has been given to the ‘Daughters of the Soil’. In spite of the immense organizational changes in the past few years, career prospects has not undergone a major change and still goes on imitating the traditional male model. The female employees have been under represented in the management and have been considered worthy of the lower cadre posts only. The gentlemen have monopolized the situation in the Cement industry. In case of other industries, the chaps have cornered the market and the fairer sex has been on the boundary with only the Electronic industry being able to provide some relief. The fairer sex has been deprived of equal opportunity to employment in the private sector. It is utterly disheartening that the Government's commitment to improve the conditions of women in general and of the women labour in particular has not
been successful in inflating the employment opportunities for them as it is up to the industrial units to hire them or not. Further, the mainstream respondents (76.80 percent) have tied the nuptial knot. But 30.25 percent of the non-managerial workmen have been waiting to see the holy ring on their ring finger.

Amongst the different traits of a population, education is possibly the most vital characteristic. Analysis of the education profile reveals that 54.80 percent of the sample has passed the University exams. This speaks volumes about the quality of the staff working in the industrial establishments under study. Possession of higher academic qualification has been one of the criteria for selection to the managerial cadre. Amazingly, few managerial cadre recruits have not been to the college. It seems that because of their long years of experience cumulated with hard work and efficiency, they have been considered worthy to be at their present position by their employers. About two-third of the non-managerial workmen have also not been able to reach the University level possibly due to the pressure to secure employment at the earliest. Further, the Textile and the Chemical industry have preferred to absorb the highly qualified individuals as compared to the Food, Paper and the Cement industry who have been able to attract in large numbers the less qualified masses. Acquiring professional qualifications make a person expert as he possesses specialized knowledge in his field. However, three-fifth proportion of the sample does not possess any professional qualifications. The highly qualified engineering and the technical degree holders from the ‘Other States’ have been preferred over the Himachali engineers and majority of the managerial employees have been found to be possessing one or the other professional qualifications.

Many employees move frequently from one organization to another and rob themselves of the advantages of continuing employment with one employer. About four-fifth proportion of the sample has served their present employer for less than 5 years indicating preference to leave their current employer for those industrial units that provide them with better opportunities. Length of service and domicile wise analysis makes it understandable that in the past few years, more number of the recruits from the ‘Other States’ have been recruited and that the natives of the State prefer to continue with their present employer. The designation wise analysis reveals employment of more number of lower cadre workmen by the industrial units in recent past and preference of the managerial recruits to continue with their current employer. Further, only the Cement
industry has been successful enough in retaining its human resources with it for a long time. The employees have not been committed to their employers and the employers have also not succeeded in providing a platform to reduce the turnover rates. These industries lose loyal and long-term employees, who could have been 'assets' for them. The management of some of the industrial units has been found to be grumbling that the local populace is not much career conscious and generally adopts a casual approach towards their career.

The sample consists of employees allocated to different departments as per their qualifications, training, interest in work, etc. The employers have been inclined towards the Non-himachali people in case of the engineering and the production department whilst the Himachali's have been mainly considered for the administrative department. Moreover, the industrial units have been availing the services of the regular and the contractual people. Majority of the employees (83.60 percent) have been appointed on regular basis with Himachali’s being preferred for the regular posts and the Non-himachali personnel being preferred for appointments made on contractual basis.

There has always been a shortage of skilled workers, technicians, etc. thereby constituting a serious bottleneck in the development of the economy. But a little more than three-fourth of the sample consists of skilled workforce. Not much difference in the proportion of the skilled, semi-skilled and unskilled personnel has been visible on the grounds of domicile of the respondents. Still while employing the Non-himachali people, first choice has been given to the skilled personnel by the industrial units. On the other hand, some Himachali workmen have been given work despite the fact that they are semi-skilled in nature. Further, majority of the staff (54.20 percent) performs manual work followed by technical work (37.80 percent). The Himachali (34.02 percent) and the Non-himachali (41.31 percent) recruits' carry out work that requires sound technical knowledge. The reason for this difference in the proportion can be attributed to the educational system prevalent in the State which is still not in tune with the requirements of economic development.

Ranking of the motivating factors or reasons that motivate an individual to undertake a job in a certain company by the sample respondents revealed 'Family considerations' to be the main factor followed by 'Job security'. The 'Desire to get Experience' has been ranked third trailed by the factor 'Just Got In'. The ranking given by the Himachali, Non-himachali and the non-managerial
workmen have not differed from the ranking given by the sample respondents as a whole. But the driving force behind the managerial employees has been 'Job Security' with 'Family Considerations' taking a second lead. Further, the ranking of the non-personal factors by the sample revealed 'Reputation of the Industrial Unit' to be the main driving factor with the provision of 'Better Pay Scales' on the part of their employer playing the second lead. 'Status & Authority' and 'Promotional Chances' have been given the third and the last rank respectively. In case of the executive cadre, 'Reputation of the Industrial Unit' remained as the main motivating factor with 'Status & Authority' and 'Better Pay Scales' having their relative positions. Moreover, in majority of the cases commission has not been paid by the respondents to any middlemen for securing a job with the present employer.

The reason for the space between the provision of the Acts related to labour force as given on the paper and as is actually implemented is the low level of awareness or total ignorance about the labour laws among the employees. Almost two-fifth proportion of the workforce has been ignorant of the different provisions of the Workman's Compensation Act, 1923. In case of the Payment of Wages Act, 1936, the employees have been near somewhat level of familiarity with its different provisions while 36.40 percent of the employees have not been at all conscious of the act. Further, the workforce has been in the vicinity of being somewhat aware of the Factories Act, 1948. Unexpectedly, 35.40 percent of the employees have been ignorant about its provisions. 41.40 percent of the recruits have no knowledge about the Employees' State Insurance Act, 1948 with the recruits being near somewhat level of acquaintance with its provisions.

Regarding the level of awareness about the Employees' Provident Fund and Miscellaneous Provisions Act, 1952, more than two-fifth of the respondents have been unacquainted of its different provisions with the analysis signifying that the recruits have been a little more than somewhat familiar of the act. Shockingly, 63.20 percent of the employees have not been in any way conscious of the different provisions of the Maternity Benefit Act, 1961 with the average workforce having a less than somewhat level of familiarity of the act. Moreover, the recruits have been in the vicinity of being somewhat aware of the Payment of Bonus Act, 1965 with nearly two-fifth of the recruits being unacquainted with the provisions of the said act. Amazingly, two-fifth proportion of the personnel
has no knowledge about the Payment of Gratuity Act, 1972 even as the analysis conveys the employees to be near somewhat level of acquaintance of the act.

Mere existence of a sound wage policy in the industrial units is not enough unless it is backed by effective implementation. More than half of the recruits have their monthly wages either equal to or less than Rs. 10,000. The wage structure shows signs of evidence about the low wages of the Himachali employees as compared to the Non-himachali employees which speaks about the chaotic and confusing wage situation based on the domicile of the recruits and presence of clear bias working against the local workforce. Further, three-fourth of the respondents has been leading a more affluent life than their class fellows. The Himachali personnel having monthly remuneration less than or equal to Rs. 10,000 per month have been more comfortable with their life as against their class fellows due to their present job situation. Employees with monthly earnings more than Rs. 10,000 have been at an advantage with their present day employer when compared to their class fellows irrespective of their domicile status.

Generally in the private sector the day of payment of wages is not fixed and starts from the 1st day of the next month. The last day for the payment of wages is also not fixed. Nearly three-fourth of the respondents receives their wages/salary either on the 1st day or before the 7th day of the month. But, 12 percent of the workforces' due shares have been paid to them after the 10th day of the month. More number of the managerial recruits has been receiving their pay on 1st day of the month as against the non-managerial workmen. The Non-himachali employees working in the lower cadre have to face differential treatment at the hands of their employers and have been paid the due shares of their hard earnings at a later date in comparison to their Himachali brothers. In order to motivate the employees to work hard and to improve their efficiency, some employers award their employees with advance increments. But about two-third of the sample has revealed no motivation being provided by their employer in the form of advance increments for working in an efficient way.

The employees of the private sector are mostly deprived of bonus. The analysis in respect of receipt of bonus has made it clear that 53.80 percent of the personnel have been receiving bonus as per the act. But, nearly one-third of the employees have not been paid bonus by their employers in spite of fact that their monthly income has been ≤ Rs. 10,000 p.m. In the industrial units where
payment of bonus is made, there has been differentiation between the employees on the basis of their domicile with greater parts of the Himachali recruits being paid bonus as put side by side to the Non-himachali staff. This differentiation has been more in case of the workforces having monthly income ≤ Rs. 10,000 p.m. Further, majority of the respondents receiving bonus have revealed the time lag in declaration and payment of bonus by their employers to be as per the act with more number of the ‘Sons of the Soil’ being aware of the time lag. Employees having monthly remuneration more than Rs. 10,000 have been found to be aware about the financial aspect of their job.

56 percent of the sample has found the time lag in opening of provident fund account to be as per the act whereas the employers of 18.40 percent respondents have yet to take the required efforts in this regards. Almost two-third and half section of the executive and the non-managerial employees in that order have revealed the time lag in opening of PF account to be as per the law. More number of the ‘Sons of the Soil’ has their PF account being opened within the time span as prescribed by the law with the differentiation on the basis of domicile being significant for the recruits belonging to the lower cadre. The principal duty to put the Provident Fund Scheme into operation as laid upon the employer by the act has yet to be fully carried out in case of the non-managerial cadre especially the Non-himachali workmen.

The fact that the employer’s contribution to the PF account has been as per the act has been revealed by 60.20 percent of the respondents. One-fifth of the sample has no knowledge about the employer’s contribution. The employers have taken less interest in making contribution towards the PF of the non-managerial workers who have been less aware and/or take slightest interest in terms of their employers’ contribution towards their PF account. The ‘Sons of the Soil’ have been in a better position as judged against those coming from the ‘Other States’ in respect of being aware of their employers contribution towards their PF account. The employers have been more or less inclined towards the Himachali non-managerial populace when the matter is related to their contribution towards the PF account.

Only two-third proportion of the workforce has been provided with their PF number. Greater parts of the executive cadre employees and the ‘Sons of the Soil’ have obtained their respective PF numbers. The employers make a distinction between the ‘Sons of the Soil’ and the so called ‘Outsiders’ while
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providing them with their provident fund number. Three quarters of the sample has received a detailed statement showing the details of their PF account. More number of the 'Sons of the Soil' and the executive cadre staff have been in receipt of the statement related to the balance in their PF account. The management has shown preference for the Himachali employees when the matter is related to disclosure of the details related to balance in PF account irrespective of their designation.

The importance of leave facility in maintaining and improving industrial efficiency as well as employee-employer relations need no emphasis. 61 percent of the workforce has been provided with medical leave by their employers. Greater parts of the managerial cadre personnel and the Himachali workforce have been made available medical leave. Moreover, the Non-himachali employees belonging to the non-managerial cadre have been unaware about the provision of medical leave to them. The domicile of the sample has no say in deciding about the provisions of medical leave to them. The facility of casual leave has been availed of by 79 percent of the respondents. More number of the managerial and the Himachali staff has been taking the benefit of casual leave. The employers have been adopting a step-motherly treatment towards the Non-himachali folk while making provisions of casual leave as one-quarters of the Non-himachali non-managerial workers have not been provided with any casual leave.

Nearly half and one-fourth proportion of the sample respondents has been provided with earned leave for less than 20 days and more than 20 days respectively. The managerial cadre personnel have been blessed with the provision of earned leave for more than 20 days as compared to their subordinates. The management of the industrial units has taken the Non-himachali people for granted and have deprived many of them to their right of earned leave. 30.26 percent of the employees belonging to the 'Other States' have not been lucky enough to be provided with any earned leave. Significant proportion of the female workforce (62.50 percent) has been found to have no knowledge about the period of maternity leave that has been provided to them as per the act. Following the same track, all the female employees have revealed their ignorance about the period and the number of nursing breaks that they can avail as a matter of their right.
Availing the monetary benefits other than salary provides satisfaction to the working people given that the benefits have been made available as has been stated by the law. 11.20 percent of the recruits have denied the availability of medical benefit whereas the remaining employees have been moderately satisfied with the medical benefit being provided to them. This means that the provisions related to medical benefit as given in the Employees' State Insurance Act, 1948 has not been put into practice rightfully. The Workmen's Compensation Act, 1923 has also not been implemented in its true spirit as many of the industrial employees have been found to be either ignorant (5.80 percent) or have been denying the receipts (26.60 percent) of the benefits in case of permanent disablement even as the remaining recruits have been near about moderately pleased with the permanent disablesments benefit being provided to them.

Retirement benefits which comprises of pension, gratuity and provident fund become important as an executive grows older in the organization. 30.20 percent of the respondents have not been provided with pension while majority of the employees have been moderately happy with the pension facility being provided to them. Further, approximately one-fifth proportion of employees has been deprived of gratuity while 8.40 percent of the recruits have no idea about the existence of the gratuity scheme. The personnel have been moderately pleased with the gratuity being provided to them with majority having articulated the opinion that the amount of benefit has been too small. The employees have not been more contended with the PF facility being provided to them with 14.40 percent being deprived of the provisions relating to provident fund. This signifies that the provisions related to provident fund in the Employees' Provident Fund and Miscellaneous Provisions Act, 1952 has not been put into operation by the book.

The employees have been moderately pleased with the encashment of earned leave facility being provided to them with 17 percent of the respondents admitting no encashment of earned leave. 69.60 percent of the workforce has transmitted the truth that maternity leave has not been provided by their respective industrial units. In order to save the employees from being a prey in the hands of the money lenders who give loan at high interest rates, many companies give interest free loan to its employees. But 42 percent of the workforce have denied about the availability of interest free loan. The
employees have been in the vicinity of being moderately satisfied with the interest free loan facility and have complained that the management is biased while dispersing interest free loan to the employees and the influential people have been the lucky ones to obtain the loans without any difficulty. Many of the employees admitted that they face difficulty in getting certain benefits simply just because of the reason that they are ignorant of the prescribed procedure which makes them feel handicapped and dependent on others.

The work schedule has a direct bearing on the efficiency and the health of the employees. But too much disparity and lack of uniformity prevails in the nature of work timings. The managerial appointees work mainly during the day time. The workmen who belong to the ‘Other States’ have been generally made to work in shifts and the natives of the State under study have been in large numbers who work during the day time only. The shift system finds no favour among the employees as they face difficulty due to absence of transport early in the morning and late in the evening. Large number of the non-managerial staff has been left on their fate to bear sufficiently high amount of travelling expenses from their own salary, though some of the executives too have to make their own provision for conveyance to and from their place to the factory. The non-managerial Non-himachali employees who have not been provided with transportation facility feel that the company should have its own conveyance for them and have complained that the company provides transportation facility to better paid employees who have the ability to pay for conveyance instead of providing to lesser paid employees who find it difficult to maintain a reasonable standard of living with their earnings.

When the industrial units continue with their work after the routine working hours, the employees have to work beyond their regular work timings which make them eligible to extra wages at double the rates. But in more than half of the cases, overtime payments have not been made to the staff. Surprisingly, the lower cadre employees have been found to be luckier than the managerial staff in respect of receiving their hard earned share for working overtime. Working overtime for more than 7 days at a stretch has a harmful effect on the health of the concerned employees. Only small number of staff members (21 percent) has to labour for more than 7 days on a continuation basis. The Non-himachali people working in the lower cadre have been made to work overtime for more than 7 days at a stretch.
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The working hours of the employees vary from industry to industry and also within one industry, it varies from one industrial unit to another. 70.40 percent and 10.80 percent of the recruits have been found to be working for 48 hours and more than 63 hours respectively per week. The non-managerial workmen belonging to 'Other States' have been discriminated against the 'Sons of the Soil' and have been made to work for unduly long hours (> 63 hours). The employers of the industrial units do not provide the employees with fixed work schedule and call them to work as per their suitability at odd hours too. The present study however stands for regular working hours of the sample under study without any unfair discrimination on the grounds of designation. In case of the lower cadre appointees, some of the Non-himachali workmen have been subjected to frequent change in working hours.

Sometimes due to financial constraints, employees take up job with other industrial units after their regular working hours. Majority of the workforce do not work in any other factory after their regular working hours. All but 5.60 percent of the sample employees have been required to work for 6 days in a week. Most of the managerial staff hasn't had to put in more than 6 days a week whereas the non-managerial recruits have labored for more than 6 days a week. More number of the non-managerial employees belonging to the 'Other States' have to work for 7 days in a week as against their local brethren. Majority of the employees have perceived Sunday as the day of their weekly off. More number of the managerial employees takes a breath away from their working environment on Sundays while 12.50 percent of the Non-himachali appointees have professed to be deprived of weekly offs by their employers. The Non-himachali workmen at the lower end of the hierarchy scale have been differentiated against the natives of the State under study and have to enjoy their weekly off day as per the sweet will of their employers.

For working on the weekly off day, the personnel have to be compensated by means of compensatory holidays. One out of four of the sample employees have confirmed that for working on a weekly holiday, their employers do not provide them with any compensatory leave. Greater part of the managerial and the Himachali personnel has been compensated with leave. The Non-himachali employees belonging to the lower cadre have been mainly deprived of their right to a compensatory off with some of them being remunerated by means of payment at double rate. Further, provision of compensatory leave to the recruits
has been a function of the type of industry. 56 percent and 60 percent of the workforce employed with the Textile and the Electronics industry take their compensatory off at the day of their choice whereas some industrial units in the Food, Paper and the Cement industry have been avoiding giving compensatory off to its employees for working on weekly off days. But 32 percent of the staff belonging to the Cement industry have been receiving wages at double rates for working on weekly off days as an alternative to compensatory off.

The Directive Principle under Article 42, states that the State shall make provision for securing just and humane conditions of work and for maternity relief. The condition under which an employee works influences tremendously his health, efficiency, psychology and the quality of work. The findings from the Chapter VI in respect of the level of satisfaction derived from the provision of various health measures reveals that the employees have been in the vicinity of being near highly satisfied with the measures taken for preventing fume inhalation, with the arrangements made for disposing off the waste materials and effluents, with the presence of ventilation and temperature control facility, with the arrangements made for providing fresh and clean water supply, with the dirt removal procedure followed to maintain clean surroundings, with the presence of lighting facility and with the arrangements made for providing separate toilets to male and female employees. The employers have realized that improvement in the working environment of the employees and provision of good working conditions leads to increase in their efficiency, raises their morale and helps generate an amicable atmosphere.

The industry wise perception of the employees about the provision of different health measures reveals that the employers of the industrial units from the Textile and the Chemical industry have managed to willingly make and of the Steel and the Cement industry have failed to make such arrangements in respect of preventing fume inhalation so as to provide quite a high degree of satisfaction to its staff. Further, the manufacturing units in the Steel and the Paper industry do have not such provisions for disposal of waste and effluents that would provide high degree of satisfaction to its working people and have failed to make appropriate airing and high temperature control facility may be due to lack of proper attention of the management, improper inspection and use of old equipments. On the other hand, the industrialized units from the Textile and the Chemical industry have made provisions for maintaining cleanliness at
the workplace along with proper ventilation and temperature control facility that would provide reasonably high point of satisfaction to its employees.

The provisions made in respect of drinking water facility by the business units in the Food, Textile and the Steel industry have been remarkably good whereas the Paper industry has yet to make such arrangements that would provide high level of satisfaction to its employees. The manufacturing units from the Chemical industry have been maintaining high degree of cleanliness whereas the dirt removal procedure followed by the Paper industry in order to maintain clean surroundings has not been effective. Further, enough lights in order to prevent formation of shadows at the work place have been made available by the industrial units in the Chemical and the Cement industry whilst the Paper industry has failed to make available satisfactory light facility that would put a stop to formation of silhouette at the place of work. The owners of the industrial units in the Chemical industry have managed to and of the Cement industry have failed to make such arrangements in respect of the toilet facility in an attempt to afford reasonably high degree of satisfaction to its team of employees

The organization seeks to make available fair conditions of employment and satisfying work for those employed with them. In addition to job security, employees also seek greater job satisfaction and better working environment through provision of statutory welfare amenities. Analysis of the employees' perception about the level of their satisfaction from the provision of statutory welfare amenities reveals that they have experienced high level of satisfaction in respect of the arrangements made in the canteen and measures taken for providing first-aid. They have been only somewhat satisfied with the work of the welfare officer with 52.40 percent of the sample being dissatisfied with his work. Further, the mainstream employees (82.40 percent) have not been in any way pleased with the crèche facility. As regards the rest and lunch room facility and sitting arrangements for those employees who have to work in standing position, the recruits have been in the vicinity of being near moderately pleased with them. The management seems quite apathetic towards some of the provisions relating to welfare measures. Some measures are completely non-existent while others have been implemented half-heartedly resulting in polluting the working atmosphere and low efficiency of the recruits.
The analysis of the level of satisfaction of the respondents working in different industries points out that the canteens in some of the industrial units in the Electronics, Paper and the Cement industry have failed to highly satisfy the employees in large number whilst the Textile industry has happily afforded to make canteen available to its staff that would reach up to the mark of their satisfaction. Personal observation has revealed that some industrial units have differentiated between the employees by keeping away from its sophisticated canteens the contractual labour and/or the non-managerial staff. The canteens for these so kept away have shown a very poor picture, in some cases without proper furniture and with small accommodation that too miles away from hygienic conditions. Dissatisfaction with the appointment and working of the welfare officer in the industrial units from the Food, Electronics and the Paper industry makes clear that no welfare officer has been appointed or have been appointed just to fulfill the requirements of the law who instead of looking after the wellbeing of the employees has been taking care of the employers' interest.

Majority of the industrial units in the Food, Chemical, Steel, Paper and the Cement industry do not have the facility of crèches for children below 6 years of age and if any unit has provided such facility, they have not been up to the mark of satisfaction of its working people. Proper shelters, rest and lunch room has been made available by the industrial units in the Textile industry as against the units in the Food, Paper and the Cement industry who have made futile attempts in this regards. Further, the provisions made in respect of the first-aid box by the Textile industry have been remarkably good whereas the Paper and the Cement industry has yet to make arrangements for providing first-aid facility that would provide reasonably high level of satisfaction to its employees who in general complained that adequate quantity of medicines have not been made available in the first-aid box. The mechanized units in the Textile industry have been making proper sitting arrangements at/near the workplace for the workers who have to work in a standing position whereas arrangements made by the Food and the Cement industry have not been much effective.

Safety is primarily the legal and moral obligation of the employer. It is the decent for an individual employee to co-operate in the safety programme. Analysis with respect to provision of safety devices and measures taken reveal that the employers of the industrial units in the Food, Textile, Chemical and the Cement industry have equipped their operational settings with fire fighting
equipments whereas some industrial units in the Steel industry have still to equip themselves with fire extinguishers. Informal discussions with the recruits revealed that the fire extinguishers in some of the industrial units have been put to use in spite of the fact that the date of its utilization has expired. Many respondents frankly admitted their ignorance about the use of the fire fighting apparatus. Almost all the industrial units have made efforts to securely cover/fence the pits and openings in the floors within their boundaries and have taken steps in the direction of maintenance and safety of machinery & building. Further, majority units in the Textile, Chemical and the Paper industry have made provisions while some units from the Food and the Steel industry have failed to make provisions required by the law in order to cut off power supply in emergency from running machinery.

Today's modern workers are knowledge workers. They have their ideas about the work process and design. They very well know about the quality and provisions required in their working environment. The provisions as required by the law in respect of tight fitting clothing to the workers working on or near machinery in motion and providing necessary equipments for protecting the eyes of the people have been abided by the Food, Textile and the Cement industry whereas the same have not been put into practice whole heartedly by the industrial units in the Electronics and the Steel industry. Ranking of the suggestions for overcoming health hazards focuses on the main alternative as visualized by the industrial employees. Majority of the employees have focused on educating employees about safety and health as the main suggestion followed by provision of more facilities. Increasing the scale of facilities that have been already provided by the company took the third place.

Health measures for employees can range from the provision of simple facilities for first aid to the provision of complete medical care for employees and their families. If an employee losses his life while on duty, the bread earner's dependants must get some type of financial help to overthrow the suffering. On the occurrence of a mishap leading to death of an employee while on duty, the industrial units make provision for payment of compensation, reimbursement of medical expenses and/or re-employment to the heirs of the deceased employee. But 17.60 percent and 10.20 percent of the respondents have revealed ignorance about the measures taken by their employers and to be receiving nothing respectively in such cases.
By paying proper attention to training of employees, plant maintenance and safety engineering, accidents can be reduced. The workforce has revealed that reimbursement of medical expenses (either by the employer or through the application of the ESI scheme) has been the main measure taken by the industrial units if an employee meets with an accident in the normal course of his job. But the responsibility as laid upon the employer by the Workmen's Compensation Act, 1923 has not been fully shouldered. Amazingly, 12.20 percent of the sample has no knowledge about the steps taken by the management and 8.20 percent respondents have revealed no action in such cases. The bad housing and unhygienic conditions of living make the employees an easy prey to many infections and ailments. But the provision of adequate medical facilities can decrease sickness. About three-fifth of the sample has revealed reimbursement of medical expenses by the industrial units in case of acute illness of an employee. Greater part of the Non-himachali personnel has been deprived of receiving anything from their employers in such situations.

Employees have to face high risk and hazards in the sphere of their working life. 42.20 percent of the respondents have indicated risk to their health while on work. Large number of the Non-himachali recruits from the lower cadre has been made to work in such operational settings that are not appropriate for their health. 49 percent of the sample has been required to wear uniform while on duty. More number of the non-managerial workers has to wear their uniform during the working hours. Only 10.80 percent of the workforce has reported be facing problems while picking up their attires to be worn while on duty with more number of the lower cadre workmen as compared to the executive cadre employees been left out to tackle the problems on their own. Again, greater part of the executives has been paid washing allowance in comparison to the lower staff. The analysis in respect of the bearer of the cost of uniform reveals that excluding few cases, many employers have taken on the responsibility of getting the uniform ready for its employees. The employers have shown preference for the 'Sons of the Soil' when the matter has been related towards bearing the cost of uniform.

As per Section 25-T of the Industrial Disputes Act, 1947, no employer or workman or a Trade Union, whether registered under the Trade Unions Act, 1926, or not, shall commit any unfair labour practice. The people at the helm of the affairs in some companies are inclined towards encouraging or discouraging
membership in trade union by discriminating against the workman. Under the guise of following management policy, they transfer the workmen *mala fide* from one place to another. But the analysis reveals that the employers do not indulge in activities such as transfer of workers *mala fide* from one place to another neither on the grounds of their designation nor their domicile. Further, with the exception of few cases in the Paper industry, no such transfer of the workmen has been made with some bad intention by the employers.

Punishing the workmen on the grounds of urging other workmen to join or organize a trade union comes within the definition of unfair labour practices. Majority of the employers have not punished their employees for advising their fellowmen to join the trade union. But the Himachali people in the lower cadre have faced punishment for persuading their colleagues to join the trade union. This unfair labour practice has found a way to the industrial units in the Food and the Paper industry. For a misconduct of minor character, without having any regard to the nature of the misconduct, employers give disproportionate punishment to their workers. But uneven punishment for misbehavior of a small nature has not been given to the workmen with the exception of few non-managerial Himachali employees. Industry wise analysis has made it clear that some industrial units in the Food and the Electronics industry have been awarding disproportionate punishments to people employed with them.

One of the ways out for the employers to dismiss a worker is by falsely implicating him in a criminal case on false evidence. But no false implication of a worker in a criminal case by their employers either on the grounds of their designation or domicile has been revealed by the respondents. Quite a few employers find a way of discouraging the membership in the trade unions by making discriminations amongst the workmen by means of dismissing them for taking part in a legal strike. However, majority of the sample (> 90 percent) has earnestly agreed that their employers do not follow such a practice with the exception from few of the non-managerial Himachali staff who revealed signs of dismissal for taking part in a legal strike. Moreover, acts such as dismissing the workmen for taking part in a legal strike have been committed by the employers of few industrial units in the Food industry.

Employees are many times dismissed by their employers on untrue allegations of absence without leave. Greater part of the sample (> 85 percent) finds no indulgence of their employers in the unfair labour practice of
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dismissing the workers on untrue allegations of absence without leave. Majority of the respondents (> 90 percent) working in the Food, Textile and the Cement industry have not come across removal of the workers from the office on fictitious allegations of absence without leave. Some employers interfere with, restrain or coerce the workmen’s rights to organize, form, join or assist a trade union for the purposes of collective bargaining or protection. They threaten the workmen with dismissals on joining a trade union. Almost all except 5.80 percent of the sample have perceived no threatening of dismissal from the job for joining the trade union been given by their employer with the only exception to this rule being some of the industrial units in the Paper industry. In order to prevent the formation of trade unions the employers have always been in fight tooth and nail. They threaten their employees with a lock-out or a closure if the trade union is organized. But the respondents have reported that the employers do not indulge in unfair labour practice of threatening the workers with lock-out or closure in case the trade union is organized.

Recruitment of workmen during a legal strike leads to unfair labour practice on the part of the employers but large majority of the workforce (> 95 percent) have professed no recruitment of workers by their employers during a legal strike. The management has a propensity to show favoritism or partiality to one set of workers regardless of merit. They create discord amongst other workmen and undermine the strength of their trade union. But, nearly four-fifth of the recruits have opinioned no unmerited promotion of workers been made by their employers. On analyzing the data industry wise, it has been found that some industrial units in the Electronics and the Paper industry have been committing unfair labour practice of giving unmerited promotions to workers.

Some suspicious employers employ spies within their industrial units so as to keep an eye over the movements of the workers. About half of the sample has professed towards the reckless behaviour of the employers in terms of employing spies to keep a watch over their actions with the activities of mainly the lower cadre workers been monitored by the so called ‘chamchas’ of the management. Industry wise analysis has made it clear that certain industrial units in the Electronics and the Paper industry have been availing the services of the spies to keep an eye on the actions of the people employed with them. Employers try to create divisions between workers in order to prevent or slow down the formation of unions. Greater part of the lower cadre employees has
pointed out towards creation of such divisions with some of the industrial units in the Electronics and the Paper industry being found to be committing such acts which create division among the workers and prevent their unity.

The presence of trade union has been felt times immemorial. Even in the epics there are references to trade and craft organizations. But absence of trade union in the industrial units under study has been revealed by 89.60 percent of the workforce. Trade union has been more active in the Cement industry and has still to open its account in the Food, Textile, Chemical and the Electronics industry. Majority of the employees (> 95 percent) have not been related to any trade union or their working environment has been such that they are unable to join trade union. Only the non-managerial Himachali appointees have been found to be the members of the trade union. The trade unions have yet to assume an important position so as to play an important role in the promotion of the employees.

Greater parts of the employees who have been members of trade union have preferred to join the registered and recognized trade union with more number of the Himachali recruits being its members. Trade unions operating at the unit/industry level as an alternative to functioning individually affiliate themselves to one or the other type of central organizations of workers. Bharatiya Mazdoor Sangh and All India Trade Union Congress have been the two unions that represent the matters related to the workers in the respective industrial units with more number of the Himachali employees being the members of Bharatiya Mazdoor Sangh and the Non-himachali recruits joining the All India Trade Union Congress. The trade union apart from defending the rights and interests of the workmen protects them and provides security of services; helps improve the wages, conditions of work, etc. But provision of more welfare benefits and security in services has been the main achievements of the trade union as revealed by the respondents.

Workers want a sense of participation at least in those areas that affect their working life closely. This is possible through worker's participation in management through joint consultative machinery. The analysis points towards absence of joint consultative machinery in majority of the industrial units. Possibly, the employers do not find the employees' representatives worthy enough to sit with them and discuss matters affecting both the parties. But, more number of the managerial appointees has knowledge about the presence
of joint consultative machinery in their organization. Further, it seems as if in majority of the industrial establishments, the machinery functions in the papers alone. The employers tend to have an attitude that resembles autocracy. They wish to have total control over each matter in the units funded by them.

The joint consultative machinery is given the duty to maintain industrial peace and harmony by attending and settling the grievances and other matters to the mutual satisfaction of the concerned parties else which could likely cumulate to an industrial dispute. The progress in regard to the achievement of the joint consultative machinery has been rather disappointing with the machinery being successful in redressing the grievances of the executives only. Only 13.60 percent and 12 percent of the respondents working in the Steel and the Paper industry have revealed successful working of the joint management council in remedying grievances. Perhaps the management of these industrial units does not come across the representatives of the staff to be capable enough to discuss matters of importance that affect the terms and conditions of those employed with them.

Today's worker is greatly concerned about optimizing his natural talent. He tries to reach his own maximum potentialities so that his superiors consider him worthy to be consulted while making policies and taking decisions. The superiors have shown interest in consulting their subordinates preferably the managerial recruits while framing the policies and taking decisions with the preference being more for the Himachali personnel. The superiors employed with the Textile industry whole heartedly give importance to its employees and discuss important matters with them as against the superiors working in the Electronics industry. The modern factory worker works hard not only with his hands but also with his mind and is capable of making suggestions to improve technical production process. Majority of the superiors consider the suggestions given to them by their juniors but have been more receptive of the suggestions when received from the managerial cadre employees. The superiors in employment with the Food, Textile and the Steel industry have been receiving the suggestions offered by their subordinates whole heartedly in comparison to the superiors working in the Electronics industry.

While on work, workers face one or the other problems which require consultation with the superiors. The mainstream employees (> 90 percent) do not hesitate to bring the problems faced by them while on work in the notice of
their superiors. The personnel employed in the Textile, Chemical, Steel, Paper and the Cement industry have been provided with such a working environment that they feel free to express the problems faced by them while on job to their superiors as against the staff of the Electronics industry who hesitate to bring out their problems in the knowledge of their superiors. Further, the superiors take the required initiative to get to the bottom of the troubles faced by their subordinates. They try their best to help each and every workman who is facing one or the other problem without giving importance to their designation or domicile status. But the superiors working with few industrial units in the Electronics industry have not been lending out a helping hand towards the problems faced by their subordinates while performing their duties.

The knowledge worker wants to be treated as unique individual having his own aspirations and needs some sort of appreciation when working efficiently. The non-managerial recruits find their well-organized work being valued by their superiors with significantly more appraisal of the work done by the employees belonging to the 'Other States'. More number of the superiors from the Food, Chemical, Steel, Paper and the Cement industry has been found to be motivating their juniors with praise as against the superiors employed with the Electronics industry. Further, the employees have been facing criticism from their superiors who complain about the lack of sincerity towards work on the part of the recruits. More number of the lower cadre workers has been facing criticism from their superiors with the matter being inclined towards the Non-himachali people. The human resources working in certain industrial units in the Food and the Paper industry have been facing criticism at one point or the other in their working life as against the staff employed with the Textile and the Steel industry.

The modern factory worker is becoming more and more demanding, is very selective and difficult to handle. This has resulted in usage of excessive supervision and control by superiors in many cases. Almost three-fifth strength of the personnel has been caused to experience excessive supervision and control by their superiors. The non-managerial recruits have been caused to undergo too much supervision and control while on work with the matter being biased in case of the Non-himachali people. The employees working in the industrial units in the Paper industry have to face excessive supervision and control over their activities by their superiors.
According to Herzberg, relationship with superiors is a dissatisfier as having a cordial relation with the boss does not lead to dissatisfaction but having a relationship full of conflicts makes the worker dissatisfied with his work. Majority of the employees have healthy and cordial relations with their superiors. The management has been soft cornered while dealing with the managerial employees especially the ‘Sons of the Soil’. The respondents working in the Food, Chemical and the Steel industry have healthy and cordial relations with their superiors. All excluding 5 percent of the test employees have friendly relations with their co-workers on and off duty hours. Majority of the workforce (> 90 percent) feel proud to work with their present employer. The working environment provided to the employees has been of such a nature that fills them with pride while working with their present employer. The employees from the Food, Chemical, Steel and the Cement industry feel proud to work with the present employer whereas picture in case of the Electronics and the Paper industry has not been analogous with the views expressed by the mainstream respondents.

The views of the employees concerning performance appraisal system as is prevailing in their industrial unit reveal that the evaluation of the performance of the staff has been undertaken by their superiors with more interest been taken in the appraisal of the managerial employees. The dual policy of informing some members of the staff and not informing certain workmen about their performance has been practiced by the employers and secrecy in the performance appraisal system has been maintained mainly for the management cadre appointees. There should be adequate recognition for the work done by the employees in the due course of their employment as this motivates them to become more efficient. About one-fifth proportion of the recruits has been motivated by their employers either by giving reward or promoting them to a higher position or by giving an additional increment depending on the quantum of outstanding work performed by them. But around one-fourth of the staff has not been in receipt of any encouragement for performing their work in a well-organized way. The industrial units have given preferential motivation to the Himachali and the managerial workforce in large numbers.

The employers have resorted to different ways such as termination of service, stoppage of yearly increment and promotion in case of unsatisfactory
performance of the employees while on work. But, about one-fifth proportion of the respondents pointed out towards no action being taken by their employers in such cases. Moreover, the industrial units have adopted soft corner approach in case of the non-managerial workers and have been strict towards the managerial workforce in case their performance fails to reach the mark of satisfaction. The perception of the respondents pertaining to the importance of performance appraisal reveals that the personnel have agreed to performance appraisal helping in preventing grievances and that appraisal of performance leads to improvement in their performances. Further, the workforce has been in the vicinity of nearly accepting that performance appraisal reveals areas where training is needed and assists management in promotion.

Promotion means the upgrading of an employee to a job involving more work and greater responsibility and enjoying better pay, status and facilities. Normally, merit and/or seniority of an individual are considered for promotion. But the respondents (> 90 percent) have indicated that the respective merits and/or seniority of the personnel has not been given due importance while considering them for higher positions with the promotion of the personnel belonging to the State of Himachal Pradesh being more dependent on the sweet will of the management. A well defined system of promotion helps in selection of the right candidate whereas irrational and unscientific system breeds hatred and creates misunderstanding. The perception of the workforce (irrespective of their domicile and designation) as regards the internal factors considered for promotion reveals 'Merit' to be the main deciding factor followed by 'Seniority'. With reference to the external factors, 'Personal favour of the management' has been the main decisive factor in promotion. The insight of the workforce on the subject of significance of promotion reveals that the personnel have been in clean agreement with promotion being assisting in improvement of morale and job satisfaction, increasing interest in acquiring higher qualifications, pointing out opportunities for growth, retaining and rewarding loyal employees. Further, the respondents have acknowledged that promotion without training restrains the smooth functioning of employees and preference is given to trained employees at the time of promotion.

Training is the course of action for increasing the knowledge and skills of the employees for accomplishing a particular job. Initiative by the employers in respect of systematic training to the recruits is essential. But all the employers
have not taken interest in providing training to its employees. Training has been provided to lesser number of the recruits coming from the 'Other States' and the employers have taken keen interest in providing training to its managerial staff only. Provision of training either within the working environment or by making arrangements in special training schools helps the employees to acquire new skills and knowledge. Yet, the top brass has been altogether indifferent rather unaware of the feasibility and fruitfulness of a sound training policy. They do not seem to be bothered about its obvious results and regretfully pay no head towards this end and take so-so interest in training (once in a blue moon) of the non-managerial staff. But the performance of the recruits has not been much affected due to absence of training.

With the area under discussion being value of training, the perception of the personnel has been inclined to be near the high level of help provided by training in reducing supervision, reducing wastage of resources, improving ability and efficiency; preparing for higher level tasks, increasing chances of promotion and in gaining new/technical knowledge. Further, training also leads to decline in the rate of recurrence of accidents, increase in quality and quantity of the output and elimination of fear in attempting new tasks. The insight of the personnel removes all doubts related to significance of training and concludes that apart from being advantageous, training is one of the essential pre-requisites for the success of any organization. All those who have acknowledged its importance are harvesting first-class dividends and all those who have failed to admit its value have come to nothing.

A person's aspiration to work is satisfied by his job which is also helpful in raising his living standard. The workforce has nearly synchronized with the assertion that their job has helped them to raise their standard of living and hence it can be concluded that they are satisfied with their job. The time a person gets to look after his family also has an effect on his satisfaction while on work and the work itself. The respondents have agreed that they are left with sufficient time to take care of their family members after their work hours which shows the way to the finale that they are satisfied with their job. Further, people feel estranged when their jobs stop to provide them with any type of pleasure and in such circumstances they do not wish to continue with their job in future. But the workforce has revealed that they would like to continue with their present job in future which means that their job continues to provide them
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with pleasure. A worker is likely to be satisfied with his job if he feels that he has achieved as per his ability. The sample employees have practically agreed to have achieved their best. Hence, it can be wrapped up that the recruits have been satisfied with their job.

The opinion of the employees as regards HRD parameters leading to development reveals that the respondents have nearly synchronized with the high level of development on account of fine pay structure and benefits. An individual spends greater part of his working hours at work. His development is affected positively if conditions at work improve in a positive manner especially in terms of health, welfare and safety measures. The employees have also synchronizing towards the high level of one's growth due to health, welfare and safety measures. An environment filled with fear and mistrust hampers development of congenial atmosphere. Conducive conditions at work are necessary for healthy industrial relations as it influences the development of human resources. The employees too have found the extent of development due to good relations within the workplace to be near the high level. Further, the workforce has been in the vicinity of being near high point of development as a result of implementing sound policies of promotion, due to provision of training and on account of appraisal of one's performance in a proper way.

Employees are satisfied with a number of conditions at their workplace and at the same time are also dissatisfied with other aspects of their job. The analysis of the level of satisfaction derived by them in respect of various HRD variables reveals the picture of the industrial units in the minds of the employees. Determination of sound wage and salary structure ensures payment of proper compensation to the personnel which in turn affect their satisfaction level. Majority of the recruits have been near about highly pleased with the wage and the salary structure being provided to them but have been in the vicinity of having a little more than moderate level of satisfaction with the bonus being paid to them. They have been highly satisfied with the working hours in their respective industrial units with the monetary benefits being able to satisfy them to moderate extent only.

The satisfaction that a person derives from his operational settings is generally related to the quantum and the quality of services provided by their employers. Being near about highly satisfied with the provision of health measures and statutory welfare amenities indicates relief to the industrial
employees from the worries related to their work place. Further, the employees have been highly satisfied with the safety devices and measures being provided to them. About one-half proportion of the sample has not been required to wear uniform during the duty hours and the remaining workforces have been in the vicinity of being highly satisfied with the uniform that they wear while working. The employees have been highly satisfied with the present state of their dealings with their employers and the co-workers. But a good number of the workforce (89.60 percent) has approved about the absence of trade union in their industrial units. The employees have been moderately satisfied with the system of redressing their grievances.

Job satisfaction plays an important role in general satisfaction. High satisfaction with one's job is one of the features of a properly administered organization. The workforce considered for the purpose of the study has been in the vicinity of being highly satisfied with their job which leads to the conclusion that the employees have been able to meet their personal needs with the help of their present job. Thus, there cannot be even a little doubt about the job yielding positive results and producing a harmony, a balance and richness in life. The recruits have been in the environs of being near about highly satisfied with the training given to them and in respect of the system used for appraising their performance in their respective industrial units. But they have been near the moderate level of satisfaction with the promotion policies. Whenever an employee is not capable of adjusting himself adequately to some problem that he is facing, he is likely to be lost in thought with it and this would impinge on his efficiency and self-confidence which is likely to further affect his life and feeling of being happy and satisfied but the respondents have indicated to be highly satisfied with their life.

Effective scores in respect of HRD parameters indicates that the employees working in GPI Textiles Ltd., Him Teknoforge Ltd. and H. M. Steels Ltd. have been lucky enough to receive good compensation for the hard work done by them in the due course of their job as against the recruits employed in Himalya International Ltd., Penguin Electronics Ltd. and Ambuja Cements Ltd. The employers of Hindustan Unilever Ltd., GPI Textiles Ltd., and Ankur Pharma have been considerate enough to understand the importance and the need of good working environment for the human resources employed by them whereas
the state of affairs has been just the opposite in case of Himalya International Ltd., Super Cassettes Industries Ltd. and Mansa Print and Publishers Ltd.

The management of Pidilite Industries Ltd., M/s Radiant Castings and H. M. Steels Ltd. has been sufficiently thoughtful enough to appreciate the significance of congenial industrial relations necessary for the betterment of the human beings employed with them whilst the workforce working in Himalya International Ltd., Penguin Electronics Ltd. and Mansa Print and Publishers Ltd. have to still wait for the industrial relations in their company to reach up to the mark of congeniality. The management of GPI Textiles Ltd., Wings Pharmaceuticals Pvt. Ltd., M/s Radiant Castings and H. M. Steels Ltd. has shown interest in the development of its employees. The management of the Textile, Chemical and the Steel industry understand the importance of the HRD parameters and has taken such steps that lead towards the development of human resources in their industrial units where as the Electronics and the Cement industry have yet to take steps for the sorry state of affairs in terms of the HRD parameters.

Some interesting points related to the Non-himachali workforce especially those working at the lower end of the scale has been visible. Those working in the lower cadre face differential treatment at the hands of their employers and have been paid the due shares of their hard earnings at a later date in comparison to their Himachali brothers. Few of them with monthly income ≤ Rs. 10,000 p.m. have been paid bonus and are not aware of the time lag in declaration and payment of bonus. Many of them belonging to the lower cadre do not have their PF account being opened within the time span as prescribed by the law, forget about obtaining their PF number and statement related to the balance in their PF account. They are not aware of employers' contribution towards their PF account with only few having luckily good employers who make contribution towards their PF account. Further, many of them have been unaware about the provision of medical leave to them with one-quarter of them not been provided with any casual leave. The management of the industrial units has taken the Non-himachali people for granted and have deprived many of them to their right of earned leave.

The non-managerial workmen who belong to the 'Other States' have been found to be working in shifts, have not been provided with transportation facility, have been made to work overtime for more than 7 days at a stretch,
have been made to work for unduly long hours (> 63 hours), have been subjected to frequent change in working hours, have to work for 7 days in a week. Many of them have professed to be deprived of weekly offs and have to enjoy their weekly off day as per the sweet will of their employers. The Non-himachali employees belonging to the lower cadre have been deprived of their right to a compensatory off with some of them being remunerated by means of payment at double rate. These personnel have been deprived of receiving anything from their employers in case of illness and have been made to work in such operational settings that are not appropriate for their health with majority of them made to bear the cost of their uniform. They have stayed away from being the members of the trade union and do not mind if their superiors do not show interest in consulting them while framing the policies and taking decisions. Majority of those working in the lower cadre has been facing criticism from their superiors and have been caused to undergo too much supervision and control while on work. They industrial units have not been given preferential motivation for performing their work in a well-organized way and have been differentiated when the matter has been related to provision of training.

The study has revealed that the Non-himachali recruits have been preferred by almost all the industries worth mentioning the Chemical and the Paper industry. Moreover, in the past few years, more number of the recruits from the ‘Other States’ have been recruited. They are being preferred for appointments made on contractual basis. The reason showing preference for the recruits belonging to the ‘Other States’ mainly for appointments for the lower cadre as have come to lime light from the present study has been that in spite of being differentiated against the Himachali employees, they remain a good and a cheap source who stay away from organizing themselves. Moreover, the provisions in respect of the labour laws need not be met in their case as majority of them are unaware of their rights.

10.2 SUGGESTIONS

In the light of the broad conclusion emerging out of the present study, a modest attempt has been made to present some solutions to meet the problem. The suggestions put forth offer a hope of putting the system of human resource on sound and scientific principles for efficient discharge of their functions. It
is strongly advocated that the private sector should waste no time in adopting these recommendations in total, if it really wants to prove a catalyst for the economic growth of the State. Moreover, it becomes all the more necessary that this sector should be free from all flaws, be that with machinery, men, machines or money. It is hoped that most of the present ills would be put under check if not eradicated completely once the above suggestions are implemented and executed in letter and spirit. These suggestions have been discussed below:

- Development target and techniques should be centered on the vision that someone becoming better off without anyone being made worse off. Balanced development of all the 12 districts of the State of Himachal Pradesh is necessary and is of great importance to avoid any clash such as of regional feelings. To facilitate smooth industrial development, government should make the districts specialize itself with different industrial products keeping in view the availability of raw material, transportation facilities, railway links, climatic conditions and required quality of manpower. Only such industries should be built up which are cordial to its pollution free environment and do not cause damage to its inherited invaluable gift of nature.

- In areas where unemployment is more and the people have been forced to lead a sub-standardized life, it would be more effective to set up industries in these areas so that the natives can reap the benefit of the Industrial Policy. Although the Govt. has taken a lot of initiatives for promoting growth of industries and developing the domestic market, the call of the hour is to provide even better infrastructure and environment in terms of favorable government regulations, taxation, duties and other policies on the lines of promoting the industries in the State.

- The industries should strive to employ at least 70 percent of its manpower from the unemployed masses of the State. The Government should make it mandatory for the industrial units to contact the different employment exchanges and make the recruitment from the candidates listed with these exchanges. The adoption of ‘Open Door Policy’ and the practice of hiring persons from the ‘Other States’ on the part of the industries should be discontinued.

- The ‘Young Sons of the Soil’ should be given a chance to lead the managerial positions as the young employees are generally more adaptable and energetic thus fulfilling the desirability of a rapidly
changing economy. But this benefit can be fully utilized only if there is more investment in terms of education, training, etc. failing which the young brigade can be a disadvantageous lot.

➢ As the female work participation rate continues to lag behind that of males, it is the need of the hour to empower the women folk. But only social empowerment of women will carry little weight if it is not accompanied with empowerment on the economic front. Enhancing women’s earning has more intense effect on the wellbeing of the family in view of the fact that every increase in the income of the women results in better health and nourishment for the children. Hence, it is suggested that the Government should provide for reservation in jobs for women in the private industries. It is also advocated that the industries must have a separate management sub-cell for the female employees so that grievances related to them can be handled on priority basis. This would provide them with a feeling of working in a secure environment.

➢ The managerial and the non-managerial cadre personnel who do not possess a graduation degree should be encouraged to complete their education. The industrial units especially in the Food, Paper and the Cement industry should follow the practice of giving advance increments to employees with higher educational qualifications.

➢ The recruits should be encouraged to possess professional qualifications as this would make them expert in their field of work. The government should open and/or recognize only such institutions that have succeeded in providing the masses with the quality and standard education instead of recognizing the mushroom growth of institutions that have been devoted towards money making at the cost of the poor masses.

➢ In order to stop the frequent change of employment on the part of the employees, it is necessary that the industries introduce schemes that would reward the loyal workforce who stay with them for a period of more than 10 years. Such employees should be given preference at the time of promotion.

➢ As there is no dearth of technically qualified people with the State, these natives should be absorbed by the engineering and the production department too. The State Government must strive to make the prevalent educational system in tune with the requirements of the economic development. All the appointees on contractual basis after having
completed 8 years of service should be absorbed by the company and be given the status of full-fledged employee.

- The Government should make it mandatory for the industrial units to set up a recruitment and training cell which would instead of recruiting candidates from the ‘Other States’ would prefer to recruit the unskilled masses of the State and provide them with training as per their specifications so that the 70 percent manpower ratio as fixed by the Government for the residents of the State can be achieved.

- A person works not only for himself but for his family too. His family unit to a large extent affects his educational level, the type of work that he is ready to do, his feeling of satisfaction, etc. The industrial units should strive to meet the expectations not only of their employees but of their family members too keeping in mind that ‘Family Considerations’ has been the main reason behind their employees for taking up employment with them. They should strive to make continuous effort to maintain their reputation among the masses too.

- The employees especially those belonging to the executive cadre should be provided with more security in their job as absence of security makes them move more frequently from one organization to another thereby depriving them of the advantages of continuing employment with one employer. They should be given proper appointment letter and such other facilities as enjoyed by the government employees thus reducing their completed feeling (if any) related to their job in private sector.

- An irrational policy of wages creates more tension than any other problem connected with the labour. Hence, there is an urgent need to fix wages scientifically to the best possible satisfaction of the workers without any bias on the basis of the domicile status. An excellent and competent leadership in the industries is required to ‘make and sell’ a wage and salary programme that will lend a hand to the industrial units to accomplish its objectives, fulfill the requirements of its employees and elevate the standard of their living.

- With the intention of attracting better talent and retaining it, guidelines should be issued to the private sector which would incorporate modification in the package of emoluments in the light of the revision in government scales from time to time. Further, the Government should take steps to increase the minimum wages. There should not be an
abnormal delay in the payment of wages to employees and the provisions regarding the last date of payment of wages and salary to the employees as laid down by the law should be strictly adhered to which would help the workforce to meet their expectations well in time.

➢ Hardworking and efficient employees should be provided with advance increments. This would help create a competitive environment as the inefficient and the lethargic recruits would too try to reach the efficiency level of the hardworking personnel thereby leading to increase in productivity and timely completion of work.

➢ Bonus as per statutory provisions should be paid by the industrial units without any interruption, bias and undue importance to domicile status. The employees working in the private sector have been mostly denied of bonus. Hence, it is recommended that the enforcing authority be asked to see that the Act is rigorously implemented in spirit wherever it is applicable.

➢ Apart from passing the law, the Government must see that it is honoured in its true spirit. It is also suggested that the profit-linked bonus must be given at equal rates to all the employees. While releasing the amount of bonus, no differentiation ought to be made on the basis of domicile status of the workforce. The time lag in declaration and payment of bonus should be minimized.

➢ The principal duty to put the Provident Fund Scheme into operation as laid upon the employers ought to be shouldered by them that too within the time lag as specified by the Act without any prejudice to the domicile status and/or designation of the recruits. Moreover, the entire workforce irrespective of their domicile status and designation has to be provided with a detailed statement showing the provident fund account number, balance in the account, the contribution made by the employer, etc.

➢ Provision of medical, casual, earned and maternity leave should be made as prescribed by the Act and the rules without any partiality on the grounds of the domicile status and designation of the workforce. Efforts taken to improve the well-being of the employees would remain futile so long as they lack literacy in labour laws relating to their working life and remain ignorant about their rights and duties. Employees can be made aware about the different provisions of the Act if programmes are organized by the Govt. around the industrial areas at least once in a year.
The disparity and lack of uniformity prevailing in the work timings of the personnel mainly on the grounds of their domicile status and designation has to be done away with immediately. The shift system finds no favour among the employees as they face difficulty due to absence of transport early in the mornings and late in the evenings. It is therefore, recommended that the industrial units should arrange for an efficient transport facility to make the shift system a success. This facility should be arranged for the non-managerial workforce either free of cost or at reasonable rates.

The employers should pay for the overtime work done by the employees at double the rates and should not make them work for more than 7 days at a stretch and for unduly long hours. They should be provided with weekly off days so that they are able to give time to their family matters. The employers should not hesitate to make payment at double the rates for making the workforce work on their weekly off day in case they are not interested in providing them with compensatory leave. The industrial units in the Food, Paper and the Cement industry should not hesitate from giving compensatory leave to its employees failing which can affect their well-being and efficiency.

The management should provide the medical and the permanent disablements benefit as per the spirit of the law so as to provide a high level of satisfaction to its employees. Provisions as regards the retirement benefits comprising of pension, gratuity and provident fund has to be implemented as mentioned in their relevant Acts. The enforcing authority should see to it that the labour laws related to provision of pension, gratuity and provident fund are implemented as laid down by the Act.

The workforce should not be deprived and be made available the facility of encashing their earned leave and availing the maternity leave. The management has to be impartial in granting the interest free loans. The loans should be provided to all the employees based on the emergency of their needs without any undue importance to their designation and/or influence. The different acts related to the labour class should be implemented in letter and spirit.

The Factories Act, 1948 provides for much more than what actually is provided to the workers by the industrial units. Implementation of the different
provisions of the Act entails expenses for the employers and many of them consider the provisions to be some sort of burden on them. Hardly do such employers realize that the amount to be spent for providing these provisions is far less than the amount required for bribing the inspectors. Further, the faulty inspections fail to point out the unimplemented provisions, the employees are not aware of what is provided to them by the law and the standard of their living also does not make them feel about the difference between the environment at the workplace and at home. Inadequacies in respect of working conditions produce unhealthy effects on the psychology and efficiency of the workforce.

Researches carried out in India and abroad show that money is important because it is crucial for survival. But beyond a point, money does not always motivate. Therefore, it is necessary that:

- In order to improve the conditions and to create a congenial atmosphere, the deficiencies should be removed forthwith. For developing the employees along with providing them a good pay package, congenial atmosphere to work, proper ventilation, sanitation, good lighting, etc. are the facilities to be provided. The study reveals positive relationship between the level of satisfaction and the implementation of various health measures. Implementation of these health measures should be proper so that the satisfaction derived by the employees from their job can be increased which would in its turn help increase the efficiency and productivity.

- The working conditions at the factories should be improved to keep it at par with the provisions of the Factories Act. All infringements in this regard should be removed forthwith. It is necessary to practice not only to provide an environment within the organization but also to examine from time to time to improve it by removing disincentives, which might have developed over a period of time.

- Technologies involving less expenditure, capable of improving the supply of water, sanitation facilities and aimed at increasing the health measures of the people should be continuously developed. Proper and well thought-out schemes combining water supply, excreta disposal and hygiene education can significantly reduce other communicable infections and parasitic invasions.
Fresh air should be introduced in a regular and continuous way and the likelihood of air conditioning may also be expected from the employers. Scientific techniques like gas suckers and dust control units should be used to control fumes by the Steel and the Cement industry respectively. Apart from this, use of masking agents and special health measures ought to be provided to those accidentally suffering due to harmful fumes.

Proper system for disposal of waste and effluents and replacement of old equipments from time to time so as to control high temperature should be adhered to by the management of the industrial units in the Steel and the Paper industry. Clean, hygienic and adequate number of separate toilets for male and female employees along with provision for exhaust fans, sufficient water, etc. should be provided by the industrial units in the Cement industry.

Adequate drinking water by making use of water cooler and aqua guard; effective dirt removal procedure like manual sweeping and use of vacuum cleaners; availability of enough lighting by incorporating sufficient windows and transparent roof sheets where ever possible; ceiling light system, etc. should be made available by the industrial units in the Paper industry. Existing facilities should be made more comprehensive to increase the level of satisfaction of the employees which ultimately results into toning up the efficiency of these industrial units.

The Labour Welfare Officer, appointed by the capitalist employer to look after the welfare of the employees is not provided with a free hand in organizing employee welfare programme. Possibilities can be searched out to depute government appointees as welfare officers in the private sector. The Personnel Department should be equipped with well qualified personnel possessing good knowledge about the various HRD mechanisms.

Steps should be taken to provide more welfare measures to the employees as absence of welfare programmes makes an employee simply a cog in the administrative machine. Besides, all the provisions contained in the Factories Act should be followed in true spirit. The Department of Labour should be properly equipped to check the infringements of the Factories Act, if any.

The function of safety will be able to function effectively only when it has the backing of executive interest and drive. A definite programme based
on the assumption that the management is fully aware about its responsibilities should be developed to inculcate interest, to educate all employees in safety and to secure their active co-operation in elimination of accidents.

- By paying proper attention to training of employees, plant maintenance and safety engineering, accidents can be reduced. The employees nicknamed as 'accident prone' has more chances of being involved in accidents than the others. Such accident prone employees should be detected at the earliest and should be given training and education about safety.

- The employers should not hesitate in meeting out emergency expenses to save the life of an employee on humanitarian grounds in case he faces mishap during the course of his duty. The system of workers' compensation serving as an economic incentive for employers should be put into practice since liability for medical costs and the income lost by placing workers in hazardous environments in many cases easily exceeds the costs of establishing safe working conditions. Staff quarters can be made available to the employees so that they do not fall prey to infections and ailments and attend to their duties.

- Health check up ought to be conducted regularly in such a manner that it not only helps in diagnosing the damages suffered by the recruits on account of exposure to hazardous work but also in repairing the damage and restoring them to normal health after being released from work. There has been a lack of appreciation from the employees in terms of the uniform worn by them while on duty because of its inferior quality and not being supplied to them on time. Provision of budget for the uniform has been problematic in some industrial units due to which some recruits have to face problems and wait for quite a long time for their turn. Hence provision in respect of uniform should be made time in advance.

All through the recent years, the well being of the employees working in the industrial units has assumed a great importance. The truth has been taken in that cordial industrial relations between the capital and labour are the supreme assets of a company. Hence:

- Attention has to be continuously paid towards providing better non-physical environment failing which renders the entire environment
sterile. The management should take proper care to foresee the genuine demands and aspirations of the employees and meet them as best and as expeditiously as they can build harmonious relations and create healthy work culture. The creation of groups among the workers by the employers using spies and making use of spy cameras on the working place must be banned. The employers who adhere to one or the other unfair labour practice should give up such practices.

- The industrial units in the Electronics and the Paper industry should avoid giving unmerited promotions to its employees, should not avail the services of the spies to keep an eye on the actions of those in employment with them, should not commit such acts which create division among the workers and prevent their unity.

- The low real income of the worker has to be raised as it has been the main factor responsible for his apathetic position that does not permit him to openly join and work for the trade unions. The sword of dismissal from the job hanging over his head on joining a trade union has to be removed by the employers who should give their whole-hearted cooperation in the formation of trade unions. There should be existence of trade unions in all the industrial units so that they can fight for the right of the workers but should be restricted to the limit so that efficiency of the units is not affected.

- The management’s encouragement towards workers participation has been very low which is not a healthy situation as it is mental and emotional involvement of a person in a group situation which encourages him to contribute to group goals and share responsibilities. To improve the industrial atmosphere and ensure better co-ordination between the employer and the employee, it is suggested that Joint Management Council should be promoted in order to maximize the efficiency of people, to equip them through effective participation at all levels, to create energetic and environment friendly work place, to focus on aligning and integrating people with corporate vision and performance objective, etc. The council will help in sorting out all the employer-employee differences. Besides it will help in developing a sense of involvement in the affairs of the unit on the part of the employee. In order to make the grievance redressal system more effective, care should be taken to redress the grievances immediately.
Chapter 10

Findings and Suggestions

➢ There is need to encourage the recruits to confidence and faith so that they are able to put forth their problems and other facts frankly. As far as inter-personal relations are concerned, praise of efficient work performed by an employee should form an integral part of the superiors’ attitude. It is always effective for the superiors to make use of regional languages and vernacular expressions while dealing with the problems especially of the lower cadre employees.

➢ The superiors of the industrial units in the Electronics industry should give whole hearted importance to its employees, receive the suggestions offered by their subordinates, help the recruits to express the problems faced by them while on job and should motivate their juniors with praise.

➢ There should be adequate recognition for work done because most of the employees like to receive this as it motivates them to become more efficient. Efficient employees should be rewarded for their efficiency by way of granting additional increment in the salary, promotion, etc. Efforts are required on the part of those who appraise the performance of others to give more recognition to the merit of the employees.

➢ The management should follow the practice of either informing all the employees about their performance or should not divert any information even to a single individual. It is more advisable not to maintain secrecy in the performance appraisal. The employees may be given leave to think, reflect and come up with a way out to their ‘below average’ performance. Sympathetic understanding and back-up by the superiors help the employee to be on the right track in terms of his performance.

➢ The industrial units should have a well-defined system of promotion based on employee performance followed by seniority and far away from personal favour of the management and should follow the practice of giving promotion to all eligible employees at regular interval. Highly qualified and efficient personnel must be promoted to higher posts having more responsibility which would encourage them to work with full efficiency and drive. Sufficient training must be given to the promoted employee related to the nature of work that he is supposed to perform.

➢ The ill-conceived training programmes produce unhealthy results on the working efficiency of its recipients. Hence, the industrial units must organize training programmes of short duration for employees once a year in order to bridge the future skill and knowledge gaps of the
employees. They should undertake competency mapping and assessment of the work of the employees so as to identify the gaps and to initiate suitable training programmes that would make the recruits capable of competing with the technological advancements.

- The need of the hour is that a good number of short-term training courses be organized jointly by different industries to enhance the wisdom and sense of realization among the workers. Possibilities of launching the programmes in collaboration with the professional colleges or universities should be explored to promote the cause of development.

- The success of industrial units depends upon the quality and feasibility of their development programmes. Every aspect of HRD mechanism should be given due importance in order to develop the employees and create congenial atmosphere in the organization. There should be periodic review of HRD policies so that necessary modifications can be made according to the changing scenario of the organization.

- Himalya International Ltd., Penguin Electronics Ltd. and Ambuja Cements Ltd. should strive to provide a better and a competitive compensation package to its employees so as to provide them with a high degree of satisfaction. The employers of Himalya International Ltd., Super Cassettes Industries Ltd. and Mansa Print and Publishers Ltd. should be considerate enough to understand the importance and the need of good working environment for the human resources employed by them.

- Himalya International Ltd., Penguin Electronics Ltd. and Mansa Print and Publishers Ltd. ought to strive to make the industrial relations in their company to reach up to the mark of congeniality whilst the Electronics and the Cement industry should take such steps that lead towards the development of its human resources.

In view of the cited scenario and problems, it can be unhesitatingly said that there is a huge need for spreading awareness in the area of labour laws so that they may be got implemented by the industrial units. Only awareness can save the recruits from the unscrupulous attitude of the employers and help them to achieve self-development. In view of the changing socio-economic scenario in the country, the management of the industrial units must adopt more positive approach towards personal functioning, salaries, incentives, redressal of grievances, etc. to maintain harmonious relations for higher productivity.