CHAPTER - IX

UNION AND MANAGEMENT CO-OPERATION
(From Conflict to Co-operation)

A. DYNAMICS OF CONFLICT

A society which provides for raising standard of human satisfaction accompanied by a low level of coercion, but a high degree of harmony between different groups is sought to be established as an ideal one. However, among many trouble-some-problems of the modern industrial society, relations between labour and management are conducted not in a vacuum but in a specific economic and social context which exerts a powerful influence on the outcome. 1

On the one hand the management is largely concerned in maintaining the daily flow of work in the enterprise and in protecting operations from influences that will interrupt or disrupt the on going activities. And on the other hand it is a fact that many industrial workers in our society are not fully satisfied with the rewards and the conditions of their employment and with their lives as wage earners. Even among those who are not actively dissatisfied, larger number believe that they can improve their positions through organised pressures as well as by individual efforts. This discontent and its aspirations breed conflict.

The organised efforts of management and labour in protecting their interests, in course of time, made them specially interested groups with selfish character in our society. And inspite of "heavy accent in recent years on common goals and on the virtues of industrial peace and harmony, the pursuit of opposed aims continued to cause strife." ¹ With the growth of mass scale production, massive and integrated technology, stronger trade unions and employers' resistance, industrial strife has been further intensified.

Strike has become an important means of expressing discontentment and it is an indicator of existence of conflict between the two groups. Probably the basic explanation for this importance lies in the 'overtness of the strike'. Glaring and palpable, it thrusts itself rudely above the surface of society. Although not the most significant source of economic loss, it is certainly the most conspicuous.² But strikes are not the only expression of industrial discontent.³ In fact, in

¹. Ibid., p.3
². Ibid., p.8
³. Other means of expression of discontentment and conflict are labour turnover, absenteeism, tardiness, low morale and indiscipline etc.
most countries the strike activity today is well below level in earlier decades; and in some of the most strongly unionised countries resort to strikes is approaching the vanishing point. ¹

But conflict being normal and natural, it has been argued, a healthy society should, wherever feasible, recognised it frankly for what it is and it may be permitted to come to the surface where some kind of resolution can be achieved. This suggests that constant efforts will have to be made to locate and resolve the conflict so as to create and preserve smooth working relationship. This in turn necessitates the development of acceptable mechanism of compromises, accommodation and adjudication to settle all disagreements.

Sources of conflict and grievance spring from basic human wants and expectations. These wants and

¹ Lloyd G. Reynolds, op. cit., p.270. However, countries like Italy, France and India, where unions are relatively weak, have had high proportion of union members involved in strikes. Three seasons have been mentioned for this trend — first, employers have developed more sophisticated policies and more effective organisation. Second, the state has become more prominent as an employer of labour, economic planner and supervisor of industrial relations. Third, in many countries the labour movement has been forsaking the use of the strike in favour of broad political endeavours. (Arthur M. Ross and Paul J. Hartmenx, Changing Patterns of Industrial Conflict, New York, John Willey Sons Inc., 1966, p.42.)
expectations of industrial workers differ in particular plants or industries, depending upon the past practices and traditions and upon the social and economic environment. Today, the managements are concerned with the areas of conflict, and in order to get effective results in this area they have developed many techniques of personnel administration primarily with the basic objective of developing harmonious relations. These techniques may produce valuable results in terms of health, welfare, and advancement of employees and it may as well contribute to productivity. But this may not succeed completely in eliminating conflict, and at best it could be reduced to a certain extent.

It is important to see that cooperation is a genuine possibility in every union-management relationship. The role of collective bargaining is to be stressed in this context. Collective bargaining is a great social invention that has institutionalized industrial conflict and helped in minimizing the outbreak of strikes. Collective relations between management and union are grounded in the conscious and deliberate use of power and force. Power is marshalled and force is used to gain the immediate ends of the contending parties as they are formalized in
the bargaining agreement.¹

With the growth of a massive and integrated technology, stronger and more inclusive organisations and more effective means of communication, the destructive potentialities of industrial conflict no doubt have greatly increased; but the real impact has been kept well within bounds. Doubtless this is to be explained by the creative development of collective bargaining, modern social legislation and other means of handling the issues in controversy. A great deal of evidence testifies that orderly procedure for dealing with conflict has been on the increase and that resort to violence has sharply declined.² Further every organised group in course of time seeks society to orient itself significantly towards the larger society within which it operates. Each group fits its collective action to the range of acceptable behaviour of the society.

B. INDUSTRIAL STRIFE IN INDIA

In India industrial conflicts leading to strikes and lockouts as already mentioned in Chapter I have been a common phenomena. In fact, in recent years, strikes,

lockouts, feather teadding and such other restrictive practices have caused concern and aroused great controversy. Some of the prominent members of the public have favoured laws to outlaw such behaviour which affects the Indian economy to an unimaginable extent. On the other side, there are people who felt that strike is an unalienable right of workers and hence cannot be banned.

But what is more important in this context is that, it is desirable that employers and workers understand each indifference of employers. Further the labour policy of the Government was designed to steer clear of all ideological and class conflicts and keep the two arms of production — labour and capital — contended. Its main object is to foster mutual respect among employers and workers as well as the realisation that they are equal partners in a joint enterprise and that by serving the country they serve their own interests.

The most important legislative enactment after the independence was the Industrial Disputes Act of 1947.


2. The Act has been amended several times and the most important amendment was in 1956 providing for a three-tier machinery for adjudication of industrial disputes.
This Act is concerned primarily with dispute settlement and does little about other aspects of labour relations. It authorises the creation of 7 different bodies for the prevention and settlement of industrial disputes. These are: Works Committee, Conciliation Officer, Board of Conciliation, Court of Enquiry, Labour Court, Tribunal and National Tribunal. Works Committee which is a bipartite body is required to be set-up at the plant level in establishment employing 100 or more workmen. It comprises equal number of representatives of management and workers. The Act gives to this committee a broad assignment: 'To promote measures for securing and preserving amity and good relations between the employer and workmen, and to that end, to comment upon matters of their common interest or concern and endeavour to compose any material difference of opinion in respect of such matters.'

The first six authorities are appointed by the Central and State Governments within their respective jurisdictions. The last authority, namely, the National Tribunal is appointed by the Central Government for the adjudication of such industrial disputes which involves questions of national importance.

The Act puts great reliance on conciliation. It empowers the government to refer any dispute or difference to adjudication by industrial tribunal. Strikes are forbidden during the pendency of conciliation or arbitration proceedings and during the period when an award is in force.
The main problem has been that rarely is any thinking done on the question of labour relations that rises above current conflict and looks for less immediate and observed causes. In the prevailing atmosphere of receptivity and re-organisation, the policy makers need to look ahead to the delicate issue of Union-Management Co-operation.

A point has been reached in the evolution of industrial relations when we can take a long leap ahead on the basis of the pool of human experience from our own history of labour relations, industrial productivity and efficiency in production. In the words of Mr. Aggarwal a leap indicates: (a) there is a break in the continuity from past to present; (b) there is a right point of feet to leave firm ground and hurl into free air; (c) there is a right place where touch down takes place and the leap ends into movement ahead. This makes a leap the situational need. It is a mode of locomotion which helps to cover the maximum ground in minimum time with least risk.

A leap forward is indeed a historical need can well. As explained earlier in Chapter -I the stages of
growth of industrial relations could be roughly mapped in a simple arrangement like this:

**STAGES OF GROWTH OF INDUSTRIAL RELATIONS**

1. FORMATION STAGE  HESITATION  HOSTILITY  GUILDS AND CRAFT UNIONS
2. FIGHTING STAGE  SUSPICION  CONFLICT  CLASSICAL UNIONS
3. FRIENDLY STAGE  ACCEPTANCE  UNDERSTANDING  COLLECTIVE BARGAINING
4. FRATERNAL STAGE  FRIENDSHIP  MUTUALITY  CONSULTATION PARTICIPATION
5. FUSION STAGE  JOINT EFFORT  INTERDEPENDENCE  UNION-MANAGEMENT COOPERATION

We stand somewhere in the second stage and we are trying to cautiously move somewhere in and around the next two stages. It seems that we have arrived at the right point of time, and right place of touchdown is visible and clear. This is the moment to take the leap, direct into the fusion stage. Earnest efforts have gone into the experiments with consultation and participation. An attempt has been made to explain in detail the working
of Workers' participation in Management in the same Chapter elsewhere. But the outlook is not encouraging and the outcome is not promising. The most reasonable recourse appears to be union-management cooperation and nothing short of it can meet the situation.

a) UNION MANAGEMENT CO-OPERATION:

Cooperative impulse is as fundamental in human nature as the impulse to fight for common purpose. The dynamics of cooperation lies in the recognition of a sphere of common interest. Cooperation between two bodies of men, differing in economic power, wealth, and education, depends primarily on their ability and willingness to make contact at points of mutual concern. In the final analysis, cooperation is a learned characteristic and does not come easily to individuals and groups especially within the structure of business. The individuals' ambitions and personality differences often need adjusting -- sometimes drastically -- through persuasion and even pressure.

Union-Management cooperation may be understood as the union and the management joining hands to end economic lawlessness. It is an explicit expression of what has so far been an implicit expectation of entrepreneurs and

executives, and a wish of workers and unions. In practice, such cooperation will be a function of two forces: the behavioural pattern of union and management, and the balancing of union rights with management rights. This will require a tough exercise in the demarcation of joint and exclusive areas of the two parties. There is a rising awareness among the business policy-makers, legislators, and union leaders that voluntary approach to industrial peace and productivity is not only slow and costly but necessarily inadequate in a fast changing industrial world. The history of industrial relations is a sufficient pointer for policy makers that the time has come to search for an alternative, if not a substitute, for voluntary action. Union-management cooperation is by far the only possible curative treatment promising reasonable and constructive behavioural pattern in either party, and an acceptable rational balancing of the rights.

A major limitation on such cooperation is the nature, organization, purpose, and power of the unions and the managements. The situation will have to be separately worked out in cases of small and large companies, single and multiple unions, large and small unions, prosperous companies and losing companies and political unions, company unions, or worker unions. Formalised cooperation
will require that a formal organisation structure be established to develop direct and control its implementation, and to receive the feedback for improvements and innovations. There must be continuity and performances to these programmes to give them time for taking root and growing robust. But the difficulty in formalised cooperation arrangements shall arise from the long-standing union and management attitudes as to their respective functions. As a matter of policy management may avoid such collaboration because it is considered as an encroachment on managerial prerogatives. Many employers prefer to deal with the union at arm's length, limiting joint negotiations only to those issues on which they are legally required to bargain. Similarly, unions may not wish to become too closely identified with company policies. Rank-and-file workers often tend to view such cooperation with suspicion. They are afraid that it may result in diminishing the militancy of their unions in pressing demands and in handling disputes. Lastly, the biggest barrier in the way is a desire to avoid formal commitment rather than a desire to avoid cooperation. There are certain advantages to informal ad-hoc cooperation including the ability to dissolve the arrangement after the purpose is achieved. Or it may be quietly set aside without publicity if
failure is inevitable. Such a situation may have an additional benefit for union and for management that the doors for the next attempt will always be open.

The government has long played a vital role, increasingly active, in structuring union-management relations. The time is past when it was content with passive role. The moment of truth arrived in 1974 when it had not only to be active but increasingly so. So far the instrument of law sought to "protect". Now it must seek to "promote". The methodology needs to be changed to suit the altered national ethos. It should not directly lay down do's and don'ts and prescribe a scale of punishment. It should persuade the unions and the managements to end economic lawlessness in their relationships functioning themselves. This should be the object and the reason for an attempt at socialization of conduct in the industrial economy of the country.

We are fortunately living in a time of change. The rapid industrial growth has brought about fundamental changes in social order. This makes imperative a new formulation of the duties and the rights of individuals and social groups, and bring these in tune with the perceived interests of the community. Probably never has there been such widespread, visionary, and vigorous effort
undertaken to develop new guidelines for man's behaviour in his pursuit of social, economic, and legal goals. This socialization of conduct characterizes the new society in India. To psychologists socialization means the shaping of individual characteristics and behaviour through the training that the social environment provides.¹ It is also considered as the process of presenting alternate channels for individual behaviour together with positive and negative sanctions which will lead to acceptance of some and rejection of others. This way it becomes the influence of formal and informal social groups upon the personality of the individual.² Government is the most potent institution in society in the determination of the conduct lines of the individuals. Law is the most powerful instrument in developing new conceptions of right and wrong and in implementing the new rules to guide conduct.

Voluntary efforts at improving labour relations have failed firstly because it shows a history of erratic

behaviour. Voluntarism exhibits a tendency to alter its intensity and its reach with economic cycle and therefore, the climate of industrial relations in general has been vitiated or vitalized with the variations in economic activity. This is what must not be. There should be a continuity in efforts to make and maintain a healthy and stimulating environment for happy labour relations. The need-based ups and downs must be smoothened into a regulated and regular pressure for unceasing endeavour. Charles Myers and Kannappan saw many good things in retaining the element of compulsion in industrial relations back in 1957. Situational changes have strengthened their analysis in the present conditions and call for efforts other than voluntary action. There might have been a tradition of self-governance and strong adherence to voluntarism in India in some remote past. But in the reality of the present even cooperation needs compulsive participation to grow and develop. Moreover, the practice in modern India has been to shape labour relations on the concept of social justice through legislation. This

1. Myers & Kannappan, Industrial Relations in India, Asia, 1970, Ch. VIII.
made labour laws champion the cause of exploited workers through intervention in the conduct of business and through imposition of statutory obligations (for the most part) on the employers. Thus, we find that the prevailing personnel management practices and industrial relations evolved under formalized socioeconomic pressures. This makes it in general uniform, structured, and statutory covering all types of industrial enterprises and allowing little or no scope for variations according to industrial or individual entrepreneurial philosophy and managerial objectives. Here we see that private and public sectors have practically the same pattern of normative guidance and behaviour. What Gyan Chand noticed in 1966 has not materially changed in 1976. Under such a situation of relations by rules, socialization of conduct does not appear a far cry. To say the least, it brings realism, specificity, and speed into the total pattern of industrial relations. We should stand reminded that socialization of conduct of individuals and institutions has always been a feature of organized society. Accepted customs did this in earlier stages of evolution. Since customs get codified in time, the task has come natural to law. Moreover, the changing

nature of economic institutions and activities necessitates new rules of conduct and new social controls.

If socialization of conduct of union and management is accepted as the need of the moment, legislative action is strongly indicated. Thomas Harrell has felt unhappy that legal aspect of human relations in business has received too much emphasis, and this is true not only of the country he was talking about but also of most of the countries in the world.¹ Law has acquired "oppression connotation" in the minds of the workers. It was through laws that management has sought to force labour to abide by the harsh rules and regulations which were mostly restrictive in nature since the early stages of industrial revolution. With the emergence of egalitarian state the nature of labour laws changed from oppressive to protective for the labour. It became restrictive on the management and at times carried the touches of aggression and hostility. In India this changeover has been so radical that various legislations show that there is very little left uncovered for which management needs to formulate a specific personnel policy.² Moreover, what Harrell found was the

nature of industrial laws in its earlier stages of evolution. Much has changed since then and there is a need for changing much more in the present context of socio-economic climate in the country.

Now is the time to make legal approach lose some of its anathema. Law making, law administration, law enforcement, and law interpretation reforms are on the way. With some visionary efforts it is possible to turn law from an instrument of repression into an instrument of resurgence in the society. It would do so by guiding the reasonable elements in management and unions into cooperation and/or by goading the unreasonable elements to shed off their unreasonableness. The nation must put to use the potency of law—well-intentioned and fairly implemented—in the task of economic reconstruction.

What originally started as a deterrent and a good thing for the bad employers tends to be accepted as the norm for all employers—bad and good. Legislation instead of showing the way, confined industrial relations to a narrow attitude that "We do what the law requires; nothing more is either expected or given." In this manner law backfired. The very spirit which it tried to develop is defeated. This can now be rectified. The old mode
has been that law followed society codifying the social conventions and customs after these had gained approval and acceptance by the people. The new mode of development will be that law leads society, especially a society like ours that accepts law as the ultimate in forward and futuristic thinking. If our business and workers alike have such sanctity of law in their behaviour, let law be the leader. The leadership we visualize is not the leadership of classical type—prevention and protection but a leadership of a new type, namely, socialization of conduct of business covering all "procedure": management, workers, and unions.

The need for expanding the role of law is not a sudden realization. It was 70 years back that the great visionaries Sydney and Beatrice Webb thought that the growing impatience with industrial dislocation would lead to some form of compulsion by legal enactment. This was an admission of the failure of voluntary action in their time. Since then world has tried collective bargaining and a variety of voluntary, formal and informal structures such as joint consultation, work councils, and participation with varying degrees of success with inevitable collapse

into failure. The failure is inevitable because of two major faults in their structuring: voluntary approach, and the assumption that conflict and not cooperation is germinal in industrial relations. Along with socialization of conduct, an awareness of the essential unity of interest between management and union is needed.

**One-side Approach**

Over the last fifty years legislation on industrial relations has undergone both a conceptual change and a methodological change. It may be concisely set out in a diagram.

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<th>WELFARE CONCEPT -- NEGATIVE</th>
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<td>INDUSTRIAL COOPERATION CONCEPT -- ONE-SIDE APPROACH CURATIVE UNION-MANAGEMENT COOPERATION</td>
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The welfare concept as it developed in personnel management was negative in the final analysis. It sought to secure for the workers what they did not have. The industrial relations concept was essentially a social attempt to buy industrial peace through haggling and bargaining over parcels of privileges and pieces of perquisites. It also sought to apply palliatives such as arbitration and reconciliation which touched the periphery brought temporary relief and left unattended the problem-centres. Attention was directed to remedial action whenever there was a major outbreak of industrial disturbance. On such occasions some form of the popular medicine (joint consultation/participation) was administered, a medicine which had long since proved to be ineffective or inadequate or both. Therefore, there has arisen an urgency to search for a way out in some different direction and we find Cooperation Concept waiting to be developed. This conception of the situation shows that there is only one side to the canvas and the writing on this side shall have curative effect. It will not only remove the bad effects of conflict but end the conflict itself. It touches on the cause and replaces conflict with cooperation.

The two-side approach to industrial relations stands on the premise that management and union are two
parties on the two sides of the fence. They are engaged in battling for interest and involvement which are essentially contrary to each other. It seems that the entire framework of industrial democracy, as it is commonly understood, is built on the faulty edifice of conflict of classes. The Marxian explanation of decadent capitalism, inevitable class conflict, and ultimate victory of the workers (workers shall prevail) has got transferred to the world of business. The distortion effect has been tremendous and widespread. It has come to be genuinely and generally believed that there are two sides in industrial endeavour and they must necessarily function under a degree of differences, discord, discontent, and dispute. This is an unfortunate and a closed-road approach, at best self-defeating.

We should now strengthen our thinking in terms of an industrial world where there is essentially one side only: one class of "producers", "mutuality" which has been idealized as a basis of industrial relations. We find mutuality is a term indicating duality of existence where each component has separate but interdependent existence. We see that many of our problems today are because of a general acceptance of this duality, this
separateness between union and management. We are mistaking superficial as the seminal. The duality — accepted as germane — exists only at the superficial level of industrial relations. Unity is the main feature at the essential level. It is this oneness which should form the basis of our planning and policy formulation. And it is this oneness we must endeavour to emphasize and strengthen.

Richard Lester once commented that the interests of union and management might not be generally identical but were mostly interdependent.¹ There is an urgent need to awaken the realization that continued inter-dependence develops overlapping objectives and operations between two organisations within the same system. This in turn brings about an identity of interests at two levels: first as a latent image, as an unappreciated feeling or an uncomprehended missing link; then as a realized, specific need which becomes a part of the operational method. This is a task where the leadership has to come from the government both in awakening the awareness of the latent need and in instituting a framework for its practical implementation.

Cooperative relationship between union and management rests on good faith and not on distrust and fear of victimization. And good faith is something that does not just happen by itself. It has to be slowly and persistently

¹ Lister, R., Economics of Labour, Macmillian, 1946, p.675.
created by societal pressure through the government and via the formalized framework of self-administration.

b) **FRAMEWORK OF RELATIONSHIPS**

It is now possible to develop a framework of relationships in a new industrial relations design. Doubtless, there could be several alignments of the frame but the essentials would need little change in practical situation.
The framework presented here aims to seek reducing the extent of work-stoppages and to encourage local settlement of disputes. It does not stop here. The aims continue to expand and reach out to provide at all the levels of plant community life occasions for self-administration, and for coordinated (as opposed to separate) approach by labour and management to government; and for greater effectiveness in promoting common goals through coordinated approach which is vastly more efficacious than the isolated and separate approach or either the unions or the management.

The diagram presents a set of situations which rests on the basic premise of essential unity in all partners in production (the producers). At its apex stands job satisfaction -- the ultimate goal. At the base is laid the oneness or unity of the objectives and operation of all efforts of union and management and forms the foundation on which the entire structure stands. Left to itself this foundation takes long to be constructed. Therefore conscious and planned effort is required to expedite the process of slow natural compaction of the earthwork and construction of a solid edifice of cooperation. The framework indicates two-sided approach, namely, conceptual steps and operational steps.
On the conceptual side, the first step is the psychological preparation needed to build up suitable mental infrastructure for application, understanding, and acceptance of ways and means to achieve the goals. For long there has been a general feeling—vague and fleeting—that unity is necessary and that union and management are ultimately involved in the same task. From hazy platitudes the matter has to be brought out into conscious awareness and concrete shape through the power of law, and not the easy voluntarism, it is suggested that law has a major role to play in creating this awareness of the need for change. The nature of legislative exercise must be an active attempt to promote this awareness and for this law will have to shift away from its traditional parameters of prevention and protection. The net effect of legislative action will be what we have called socialization of conduct wherein people finally acquiesce and accept that (a) there is really only one party in business, (b) there is basically only one interest to serve, and (c) there is no alternative to unity of approach. The diagram shows that the nature of emerging cooperation shall be compulsive. It is visualized that the early cooperation will be characteristically a sort of compulsive consensus when the compulsion will
come from the inner awareness created with the help of law. It is inevitable that till such time that cooperation becomes an inner urge-overpowering and all-pervading legislative guidance will be required at both the levels of awareness and socialization.

On the operational side, the first step is the urgent need for balancing the rights with duties. It is an exercise in indicating the rights and duties of union and management, and isolating the exclusive areas of functioning, if any. This will lead to identifying the common interests and result in demarcation of areas of joint decision. Such demarcation is only the beginning of a process leading to the ultimate end when the entire operation of the enterprise may become the area of joint decision. Further, once the elevated stage of cooperation is reached it will become operationally possible to work out all differences between themselves; develop unanimously agreed approaches to problems and practices; and put up a common frontage at all situations and interactions with parties and institutions outside the plant community life.

Cooperation between union and management is the culminating point of a very large number of activities shown in this diagram. At the same time it is the starting
point too of the most of what we would wish and work for in personnel management. Seen like this, cooperation is the resultant of situations and behaviour patterns consciously created by legislative action for socialization of conduct of the parties and by formal area demarcation between union and management. Once cooperation is created, it starts to act as the stimulant to productivity and profitability, and finally leads to the goal of job satisfaction for the workers and the management. The industrial relations which we had started nourished and fostered so far has to receive same big thinking and may be union-management cooperation and relationship holds the key to the future.
One of the important ways of bringing considerable improvement in industrial relations is to allow the workers to participate in management of the concern. Several thinkers, specially Sidney and Beatrice Webb, have been urging from time to time to extend democracy from the political to industrial plane. Such an effort would be an important step in the establishment of industrial democracy. The idea of a Socialist society, in the real sense, cannot be fulfilled unless labour is associated with the management and the class struggle is either eliminated or reduced considerably.

Participation of the workers in the management should be 'real' and 'effective' and not merely formal. There should be mental and emotional involvement of the workers in the affairs of the management. It makes worker's feel that they have a better understandings of the industrial processes in which they take part and gives them a sense of direct participation in industrial decisions and inculcates the spirit of responsibility among the workers. It also gives the workers a sense of satisfaction and removes the tensions between labour and management. Thus association of labour with management may be beneficial to the workers, the employees and the society as a whole and will usher in an era of industrial peace and democracy.
With a view to give participation to the workers in the management of the mills, various methods have been evolved and the Scheme of Workers' Participation in management is implemented as per the rules and regulations framed by Maharashtra State Textile Corporation (MSTC). Shri Shahu Chhatrapati Mills has been trying the Suggestions Scheme for the last few years successfully. Suggestions are invited from the employees for bringing about an improvement in the various areas of management and the existing setup. The management usually offers certain awards to those employees who bring forth valuable and useful suggestions.

There are mainly four types of Workers' Participation in Management in the Mills, viz.

a) Shop Floor Councils
b) Joint Committees (Working upto 1976 under Joint Consultation)
c) Joint Management Council (Started working from June 1976)
d) Worker Director

In addition, there are Local Committees, Canteen Committee and House Keeping Committee etc.

The rules given by the Maharashtra State Textile Corporation (MSTC) for the formation and working of these forms of Workers' Participation in Management are as follows:
Shop Councils:

1. In every industrial unit employing 500 or more workmen, the employer shall constitute a shop council, for each department or shop or one council for more than one department or shop, considering the number of workmen employed in different departments.

2. Each Council shall consist of an equal number of representatives of employers and workers.

The employers' representatives shall be nominated by the management and must consist of workers from the unit concerned.

All the representatives of workmen shall be from the workers actually engaged in the department or the shop concerned.

3. The employer shall decide in consultation with the recognised union or the various registered trade unions, or workers, as the case may be in the manner best suited to local conditions, the number of shop councils and departments to be attached to each council of the undertaking.

4. The number of members of each council may be determined by the employer in consultation with the recognised union, or registered union or workers in the manner best suited to local conditions pertaining in the unit.

The total number of members may not generally exceed 12.
5. All decisions of a shop council shall be on the basis of consensus, and not by a process of voting, provided that either party may refer the unsettled matters to the Joint Council for consideration.

6. Such decisions of a shop council which have a bearing on another shop, or the undertaking, or the establishment as a whole will be referred to the joint Councils for consideration, and decision.

7. A shop council once formed, shall function for a period of two years. Any member nominated or elected to the council in the mid-term to fill a casual vacancy shall continue to be member of the council for the unexpired portion of the term of the council.

8. The council shall meet as frequently as is necessary and at least once in a month.

9. The chairman of the shop council shall be a nominee of the management, the workers' members of the Council shall elect a vice-chairman from amongst themselves.

Functions of the Shop Floor Councils:

The councils should, in the interest of increasing production, productivity and overall efficiency of the shop department attend to the following matters.
i. Assist management in achieving monthly/yearly production.

ii. Improvement of production, productivity and efficiency, including minimisation of wastage and optimum utilisation of machine capacity and manpower.

iii. Specifically identify areas of low productivity and take necessary corrective steps at shop levels to eliminate irrelevant contributing factors.

iv. To study absenteeism in departments and recommend steps to reduce them.

v. Safety Measures.

vi. Assist in maintaining general discipline in shop/department.

vii. Physical conditions of working such as lighting, ventilation, noise, dust etc. and reduction of fatigue.

viii. Welfare measures to be adopted for efficient running of the shop/department.

ix. Ensure proper flow of adequate two-way communication between the management and the workers particularly on matters relating to production figures, production schedules and progress in achieving the targets.
According to these rules there are three Shop Floor Councils functioning in Shri Shahu Chhatrapati Mills.

1) Shop Floor Council - Spinning Department.
2) Shop Floor Council - Weaving Department.
3) Shop Floor Council - Engine Department.

The Shop Floor Councils started in the Mills from June, 1976. Some of the subjects discussed in the Shop Floor Councils of Weaving, Spinning and Engine departments are stated as follows:

1) **Shop Floor Council** (Spinning Department)
   1. Greeting to workers for maximum production on a particular day.
   2. Problems in production process.
   3. Substitute workers readiness to work in any sub-department.
   4. Cleanliness in the carding department.
   5. Demand for electrification.
   7. Damage of spare parts and machinery.
   8. Ventilation in the department.
   9. Complaints about less operated bobbins coming from winding department.
10. Flooring and roofing of the department.
11. Reduction in wastage and necessary actions to this end and
12. Demand for one more worker in Ring-Frame section etc.
ii) Shop Floor Council (Weaving Department)

1. Wastage due to wrong and delayed working.
2. Efficiency of workers in weaving department.
3. Construction of machinery and place for construction.
4. To take action against the workers who are habitually absent.
5. Spare parts, issue of material from stores and its administration.
6. Demand for more machinery, spare parts etc.
7. Over-time of workers in department.
8. Mon working of machinery and repairs of the same.
9. Improvement in quality of production and cleanliness of the department.

iii) Shop Floor Council (Engine Department)

1. Difficulties in working of machinery and production process.
2. Repairs, breakdown etc. of machinery.
3. Ventilation, Air-conditioning of the department.
4. Purchase of new machinery, spare parts etc.
5. Storing of spare parts.
7. Absenteeism of workers, overtime etc.
8. Record and accounting of finished product.
10. Sale of empty containers.
11. Uniform of watchman and,
12. Canteen.

b) Joint Committee:

As per the BIR Act, 1946, Joint Committees were working in Shri Shahu Chhatrapati Mills right from 1949 to 1976 and in June, 1976 with the introduction of new scheme of Joint Management Councils and shop councils, by the Government of India, JMCs and SFCs started working in the Mills.

The provisions in BIR Act, 1946 about constitution, composition, proceedings etc. about the Joint Committee are as follows:

**Constitution:**

1. A Joint Committee may be constituted for an undertaking or occupation with the consent of the employer and the registered union for the industry/ for the local area and shall be constituted irrespective of such consent, if the State Government on an application made to it in this behalf by the registered union so directs.
Provided that no joint committee shall be so constituted in respect of an undertaking or occupation where there is no representative union, unless not less than fifteen percent of the employees are members of a registered union.

2. On application made in this behalf by the employer or the union to the Registrar, a Joint Committee shall be entered in a list of Joint Committees maintained by him, and thereupon all the provisions of this Act shall apply to the Joint Committee.

3. Every Joint Committee shall stand dissolved wherever the conditions specified in the provision to subsection (1) ceases to be complied with; and a Joint Committee constituted with the consent of the employer and the registered union shall also stand dissolved on the expiry of the period of a three months notice in that behalf being given by the employer to the union, or by the union to the employer.

Composition:

1. A Joint Committee shall consist of such number of members as may be prescribed; half the number shall in the prescribed manner be nominated by the union from among employees in the undertaking or occupation concerned, and the other half appointed by the employer concerned.
Where the Joint Committee is to be constituted in pursuance of a direction of the (State) Government on an application made by the registered union, the union and the employer shall nominate and appoint the members within such period as the (State) Government may by order specify. A copy of such order shall as soon as may be, given to the union and the employer in the manner prescribed.

2. A chairman shall be appointed in accordance with the rules made in this behalf. He shall perform his duties in the prescribed manner.

**Proceedings of Joint Committee**

1. A representative of the registered union may attend any meeting of the Joint Committee, to advise the members representing the employees.

2. The Proceedings of the Joint Committee shall be conducted in the manner prescribed.

3. The proceedings shall be recorded in a minute books in a language understood by a majority of the employees.

**Proposal for Change**

1. Any member of a Joint Committee may move a proposal regarding any change other than a change in any standing order, or regarding any other matter affecting the relations between the employer and the employees in the
undertaking or occupation, as the case may be, for which
the committee is constituted.

Provided that no such proposal shall be moved for
a change in respect of any industrial matter if such change
could not for the time being be made under this Act.

2. The decision of the Joint Committee regarding
every change proposed under the provisions of sub-section
(I) together with all necessary particulars regarding such
change shall within forty-eight hours be communicated to the
registered union and the employer, as well as the Labour
Officer and the Commissioner of Labour.

Decision of Respective Representatives
Binding on Union and Employer.

1. The Union may authorise such proportion
(hereinafter called the authorised proportion), not being
less than three-fourths of the members representing the
employees on the Joint Committee, to accept or reject on
its behalf any proposal or class of proposals moved in the
Committee.

2. The employer may authorise a proportion of
the members representing him on the Committee to accept
or reject on his behalf any proposal or class of proposals
moved in the Committee.
3. For a period of two months after a decision of the committee, no notice of change under section 42, or special intimation or application under section 52 shall be given or made —-

1) Where the union acts under sub-section (1), by the employees concerned or the union, contrary to the decision of the authorised proportion accepting a proposal in respect of which it is authorised; and

2) Where the employer acts under sub-section (2), by the employer, contrary to the decision of the authorised proportion of his representatives:

The Union whenever it acts under sub-section (1), and the employer whenever he acts under sub-section (2), shall communicate the fact to the Chief Conciliator, the Conciliator for the industry or the local area concerned and the Registrar.

c) Joint Management Council:

Joint Management Council started working in Shri Shahu Chhatrapati Mills from June, 1976. The rules for the scheme are as follows:

In every industrial unit employing 500 or more workers there shall be a Joint Management Council for the whole unit.
1. Only such persons who are actually engaged in the unit shall be members of Joint Council.

2. The Council shall function for a period of two years.

3. The Chief Executive of the unit shall be the Chairman of the Joint Management Council. There shall be Vice-Chairman who will be nominated by worker members of the council.

4. The Joint Management Council shall appoint one of the members of the Council as its Secretary. Necessary facilities for the efficient discharge of functions by the Secretary shall be provided within the premises of the undertaking.

5. The term of the Council, once formed, shall be for a period of two years, if, however a member is nominated in the mid-term of the Council to fill a casual vacancy; the member nominated in such vacancy shall continue in office for the remaining period of the term of the council.

6. The Joint Management Council shall meet at least once in a quarter.
7. Every decision of the Joint Management Council shall be on the basis of consensus and not by a process of voting, and shall be binding on employer and workmen and shall be implemented within one month unless otherwise stated in the decision itself.

Functions of the Joint Management Council:

The Joint Management Council should deal with the matters relating to:

1. Optimum production, efficiency and fixation of productivity norms of man and machine for the unit as a whole.

2. Functions of a shop council which have a bearing in another shop or the unit as a whole.

3. Matters emanating from shop council which remain unresolved.

4. Matters concerning the unit or the plant as a whole in respect of matters relating to work planning and achieving production targets, more specifically, tasks assigned to a shop council at the shop level but relevant to the unit as a whole will be taken up by the Joint Management Council.

5. The development of skills of workers and adequate facilities for training.
vi. Awarding of rewards for valuable and creative suggestions received from workers.

vii. Optimum use of raw materials and quality of finished products and

viii. General health, welfare and safety measures for the unit or the plant.

d) **Worker Director:**

The scheme of Worker-director started in Shri Shahu Chhatrapati Mills in January, 1976.

The appointment of Worker-Director is as per the rules and regulations given by Government as a scheme of Worker-Director in public undertakings.

The representative and recognised union of Shri Shahu Chhatrapati Mills i.e. Shahu Mill Kamgar Sangh sponsors three names — to be appointed as a Worker-Director to the Maharashtra State Textile Corporation. From these names Government selects one name as a director on the Board of Directors of the Maharashtra State Textile Corporation. The term of office for the Worker-Director is for two years.

In Maharashtra State Textile Corporation, there are two Worker-directors at present. One is from Narsinggiriji Mills, Sholapur and another from Shri Shahu Chhatrapati Mills, Kolhapur as these two are the whole undertakings of the Maharashtra State Textile Corporation.
e) Local Committee:

In Shri Shahu Chhatrapati Mills there is one local committee which is constituted and working according to the following rules:

1. Constitution:
   There shall be one local committee for each of the Mills managed by the Maharashtra State Textile Corporation Ltd.
   The local committees shall consist of three persons as follows:
   
   Chairman:
   The Director of Maharashtra State Textile Corporation Ltd., in-charge of the Mills.

   Members:
   Two
   (i) The Chief Executive Officer/General Manager/Manager of the Mills in the order of seniority
   (ii) An employee of the Mills, as the representative of the employees of the Mills.

   ii. Manner of Nomination of Representative of the Employees:
   The representative shall be nominated by the Representative Union recognised under the Bombay Industrial Relations Act, 1946 for the local area in which the mills
concerned is situated. If an employee of the Mills is functioning as a Director of the Maharashtra State Textile Corporation Ltd., such employee shall be one ipso-facto additional representative of the employees on the local committee. In case a local committee on which there will be two representatives of workers, the Corporation shall appoint one additional representative of the management on such local committees.

iii) The Director of Maharashtra State Textile Corporation in-charge of the Mills shall be the chairman of the local committee. In the absence of Director in-charge, the Chief Executive Officer/General Manager/Manager of the Mills, who is member of the local committee and the Director in-charge shall nominate the person other than the Chief Executive Officer/General Manager/Manager presiding over the Meeting, to attend and act at the meetings on his behalf.

Functions of the Local Committee:

The functions, rights and responsibilities of the Local Committee shall be as follows:

1. The Local Committee shall review the progress of the working of the Mills, its financial position and other matters connected with the management of the mills.
ii. It would be the endeavours of the local committee:
- to improve the working and living conditions of employees.
- to improve productivity.
- to encourage suggestions from the employees.
- to assist in the administration of laws and agreements.
- to serve generally as an authentic channel of communication between the management and the employees.
- to create in the employees a live sense of participation.

iii. The local committee shall have right to receive information, discuss and take decisions in the matter like:
- general administration of standing orders and their amendment where needed except in so far as the provisions, there in relating to disciplinary action are concerned.
- methods of manufacture and work and introduction of new methods of production and manufacture involving redevelopment of men and machinery.
- closure, reduction in/of cess.
- policy in the matters of purchase, production or sales.
- generally economic conditions of the Mills and circumstances affecting the economic position of the Mills.
- the annual Balance Sheet and Profit and Loss Account statement and connected documents and explanations.
- long term plan for expansion, re-development etc.

iv. The local committee would be entrusted with responsibility in respect of:
- Administration of Welfare Measures.
- Supervision of Safety Measures.
- Operation of Vocational training and apprenticeship schemes.
- Preparation of schedules of working hours and breaks and holidays.
- Payment of rewards for valuable suggestions received from the employees.

The decisions of the Local Committee on all matters will be executed by Local Management only up to the extent to which it is empowered by the Maharashtra State Textile Corporation Ltd., to take and execute the decisions. All
other decisions of the local committees shall be forwarded by the Local Management to the Maharashtra State Textile Corporation Limited for consideration.

All matters e.g. wages, bonus etc. which are subjects of collective bargaining and individual grievances shall be exempted from the scope and purview of the local committee.

In short, creation of new rights as between employees and the employers shall be outside the jurisdiction of the local committee.

Canteen Committee:

In Shri Shahu Chhatrapati Mills, Canteen Committee is formed to look after the working and management of canteen of the Mills. The committee consists of four members, two members are representatives of the workers who are to be suggested by the union and two members are from the employer i.e. Shri Shahu Chhatrapati Mills.

The committee holds meeting generally once in a month and discuss the general points of working e.g.

1. Rates of Raw Material required.
2. Decisions regarding tenders received from the suppliers of raw material.
3. Rates of the different products e.g. tea, 'puri', 'vada' etc.
4. Decisions regarding coupons provided to the workers.

5. General behaviour of workers in the canteen, disciplinary actions, penalties etc.

Cleanliness (House-keeping) Committee:

Object:

The main object of the House-keeping committee is to provide cleanliness and decency of the departments and premises of Mills in the first place and orderly arrangement of tools, equipments and accessories at their right places. It relates to entire mills and can only be achieved by continuous and sustained efforts of everybody. The other objects are:

- to facilitate free movements of men and material within the Mills,
- to achieve healthier and better working environment which may result in higher productivity,
- to minimize the accidents,
- to reduce wastage of material and equipment which in turn means maximum utilization of material.
Constitution:
The committee shall consist of the following officers:

1. The General Manager
2. The Weaving Master
3. The Spinning Master
4. The Engineer
5. The Labour Officer and

This Committee is assisted by a sub-committee consisting of:

1. Supervisor from Spinning Department
2. Supervisor from Weaving Department
3. Supervisor from Engine Department
4. Representative of Clerical Staff
5. Representative from the Stores.

Functions of Sub-Committee:

1. Spinning Supervisor will visit every week all the sections in the Weaving Department from Winding to Folding and will observe cleanliness and placement of material as per the attached items.
ii. He will submit his report to Weaving Master with a copy to the Convenor of cleanliness committee.

iii. Similarly weaving supervisor will visit Spinning Department every week right from Mixing to Reeling and Willow Waste room and submit his report to Spinning Master and Convenor of this committee.

iv. Engine Supervisor and Clerical Representatives will visit all offices, Mill premises, Engine Department, Godowns, Gardens, Canteen and submit their reports to Engineers and Convenor.

v. The Cleanliness Committee will meet at least once in a month. The Convenor will study the weekly reports submitted for various departments and will prepare and circulate agenda of the meeting.

vi. The observations to be made by sub-committee members will be in respect of the subjects covered.

vii. Cleanliness committee will take round at least once in a month keeping in view report of supervisor and minutes of the meeting.

Subjects Discussed in the Meetings:

1. Cleanliness of ceiling, floor, walls and pillars upto man-height, machinery of all departments.
2. Proper arrangements of process goods and finished goods and their orderly arrangement.

3. Arrangement of tools, equipment and accessories etc.

4. Uniforms of Sepoys, Creche, Canteen, Cleanliness of canteen.

5. Cleanliness of Roads, Garden, Sanitary blocks, Gutters, Walls, Compound, Glasses, Roofing, Proper arrangements of scrap and worn out parts.

As stated earlier, records from 1968 were considered for the Joint Committees which were replaced by Joint Management Council in 1976. Joint Committees and Joint Management Council are considered as same for the purpose of analysis of subjects discussed in the meetings.

From 1968 to 1976, 43 meetings of Joint Committees/Joint Management Councils were conducted. The main subjects discussed in these meetings and the number of meetings that treated related subjects are given in Table IX.1.

The decisions arrived at the Joint Committee/Joint Management Council meetings were only advisory and were not binding upon either of the parties.

Table IX.2 shows that more than 60% of common workers and 30% of workers' representatives on Joint
Management Council and Shop Floor Council wanted Workers' Participation in Management for demanding more welfare and safety facilities and about 20% of both of them wanted Workers' Participation in Management for having better cooperation with management in increasing production quantitatively and qualitatively by bringing more recognition to the workers.

Table IX.3 reveals that 50% of common workers and 30% of workers' representatives on Joint Management Council and Shop Floor Council responded of more benefits for increasing welfare activities and about 20% of common workers and 30% of workers' representatives on Joint Management Council and Shop Floor Council responded of more benefits for increasing industrial safety by reducing wastes and accidents.

Table IX.4 indicates the intention of Joint Management Council and Shop Floor Council members to become members of JMC and SFC. 40% of JMC and SFC members intended to become members to lead and serve the workers and 30% to solve the problems of workers and to get more facilities for workers, whereas 20% have become members for the sake of Union's interest.

Table IX.5 shows the frequency of contacts between workers and members of JMC and SFC. 37% of the common
workers replied that they meet once in a week or a month and 40% of workers' representatives answered that they meet when they are called by the workers. 28% of workers replied that they meet once in three months or so and 30% of workers' representatives answered that they meet before and after the meetings. 16% of workers said that they meet rarely and 20% of workers' representatives replied that they meet very frequently. 19% of workers said that they never meet whereas 10% of workers' representatives answered that they do not meet at all.

Table IX.6 reveals the frequency of contacts of workers-director with workers. 33% of the workers view that the worker director meets them only once in three months and less than one fourth of them replied that he never meets them. Whereas 40% of workers' representatives on JMC and SPC view that he meets them at least once in a month and 30% of them replied that he meets them very rarely.
Table IX.1: Nature of Disposalwise number of items discussed in Meetings of Joint Committees/ Joint Management Councils 1968-1976.

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Subject Category</th>
<th>No. of Meetings that discussed related items</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Issue of material from Stores and its administration</td>
<td>8</td>
</tr>
<tr>
<td>2.</td>
<td>Raw materials</td>
<td>3</td>
</tr>
<tr>
<td>3.</td>
<td>Repairs of Machinery</td>
<td>12</td>
</tr>
<tr>
<td>4.</td>
<td>Roofing</td>
<td>1</td>
</tr>
<tr>
<td>5.</td>
<td>Production and Manufacturing Process</td>
<td>11</td>
</tr>
<tr>
<td>6.</td>
<td>Breakdown of Machinery</td>
<td>5</td>
</tr>
<tr>
<td>7.</td>
<td>Uniform for Watchman</td>
<td>3</td>
</tr>
<tr>
<td>8.</td>
<td>Lighting and Electrification</td>
<td>6</td>
</tr>
<tr>
<td>9.</td>
<td>Employment of Casual Workers</td>
<td>2</td>
</tr>
<tr>
<td>10.</td>
<td>Interdepartmental Complaints</td>
<td>4</td>
</tr>
<tr>
<td>11.</td>
<td>Demand for Purchase of Spares Parts etc.</td>
<td>6</td>
</tr>
<tr>
<td>12.</td>
<td>Safety and Accidents Prevention</td>
<td>3</td>
</tr>
<tr>
<td>13.</td>
<td>Payment (Rewards, Wages etc.)</td>
<td>2</td>
</tr>
<tr>
<td>14.</td>
<td>Business of Undertaking</td>
<td>4</td>
</tr>
<tr>
<td>15.</td>
<td>Future Expansion Plan</td>
<td>4</td>
</tr>
</tbody>
</table>

Contd...
<table>
<thead>
<tr>
<th>Sr. No</th>
<th>Subject Category</th>
<th>No. of Meetings that discussed related items</th>
</tr>
</thead>
<tbody>
<tr>
<td>16</td>
<td>Employment</td>
<td>3</td>
</tr>
<tr>
<td>17</td>
<td>Canteen</td>
<td>2</td>
</tr>
<tr>
<td>18</td>
<td>Suggestion for improvement in method of work</td>
<td>4</td>
</tr>
<tr>
<td>19</td>
<td>Investigation of Circumstances/trends to reduce efficiency or in any way to interfere with the satisfactory working of the plant.</td>
<td>3</td>
</tr>
<tr>
<td>20</td>
<td>Absenteeism</td>
<td>3</td>
</tr>
<tr>
<td>21</td>
<td>Cleanliness</td>
<td>3</td>
</tr>
<tr>
<td>22</td>
<td>Question of Physical Welfare recreation facilities</td>
<td>4</td>
</tr>
<tr>
<td>23</td>
<td>Working conditions, water facilities etc.</td>
<td>8</td>
</tr>
<tr>
<td>24</td>
<td>Execution of Decision taken in the meetings and complaints about slow action.</td>
<td>3</td>
</tr>
<tr>
<td>25</td>
<td>Training, Permanency, transfer, promotion etc.</td>
<td>3</td>
</tr>
<tr>
<td>26</td>
<td>Disciplinary Action</td>
<td>2</td>
</tr>
</tbody>
</table>
Table IX.2: Need for Workers' Participation in Management:

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Need/Reason</th>
<th>Common Workers</th>
<th>Workers Representative JMC and SRC</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>No.</td>
<td>%</td>
</tr>
<tr>
<td>1</td>
<td>For Moral Satisfaction</td>
<td>2</td>
<td>2.20</td>
</tr>
<tr>
<td>2</td>
<td>For Better Understanding of their roles</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>3</td>
<td>For Maintaining Industrial Peace</td>
<td>6</td>
<td>6.70</td>
</tr>
<tr>
<td>4</td>
<td>For Demanding more welfare and safety facilities</td>
<td>54</td>
<td>60.00</td>
</tr>
<tr>
<td>5</td>
<td>For minimising impersonal nature of jobs</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>6</td>
<td>For having better cooperation with management:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>a) in increasing productivity</td>
<td>5</td>
<td>5.60</td>
<td>2</td>
</tr>
<tr>
<td>b) in bringing more recognition to the workers</td>
<td>3</td>
<td>3.30</td>
<td>2</td>
</tr>
<tr>
<td>7</td>
<td>For solving the difficulties of Workers, etc.</td>
<td>20</td>
<td>22.20</td>
</tr>
<tr>
<td>8</td>
<td>Any other</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Total No. of Respondents</td>
<td>90</td>
<td>100.00</td>
</tr>
</tbody>
</table>

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Table IX.3: Benefits from Workers’ Participation in Management.

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Benefits</th>
<th>Common Workers</th>
<th>Workers’ Representative JMO and SPC</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>No.</td>
<td>%</td>
</tr>
<tr>
<td>1.</td>
<td>Inculcating the spirit of responsibility</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>Boosting workers’ morale and Discipline</td>
<td>3</td>
<td>3.30</td>
</tr>
<tr>
<td>3.</td>
<td>Increasing Welfare Activities</td>
<td>45</td>
<td>50.00</td>
</tr>
<tr>
<td>4.</td>
<td>Increasing Industrial Safety</td>
<td>21</td>
<td>23.30</td>
</tr>
<tr>
<td>5.</td>
<td>Increasing Productivity and Production</td>
<td>5</td>
<td>5.60</td>
</tr>
<tr>
<td>6.</td>
<td>Better Industrial Relations, and</td>
<td>8</td>
<td>8.90</td>
</tr>
<tr>
<td>7.</td>
<td>Any other</td>
<td>8</td>
<td>8.90</td>
</tr>
</tbody>
</table>

Total No. of Respondents 90 100.00 10 100.00
Table IX.4: Intention of JMC and SFC members to become members of JMC & SFC.

<table>
<thead>
<tr>
<th>Sr. No</th>
<th>Intention</th>
<th>No. of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>To lead/serve the workers</td>
<td>4</td>
</tr>
<tr>
<td>2</td>
<td>To solve the problems of workers and to get facilities for workers</td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>To know the working of JMC and SFC and management</td>
<td>1</td>
</tr>
<tr>
<td>4</td>
<td>For the sake of Union’s interest (Union Representatives)</td>
<td>2</td>
</tr>
</tbody>
</table>

Total No. of Respondents 10 100.00
<table>
<thead>
<tr>
<th>Frequency</th>
<th>Common Workers</th>
<th>No.</th>
<th>%</th>
<th>Frequency</th>
<th>No. of Respondents</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. We never meet</td>
<td>17</td>
<td>19</td>
<td></td>
<td>1. We do not meet</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>2. Once in a week or month</td>
<td>33</td>
<td>37</td>
<td></td>
<td>2. We meet when we are called by workers</td>
<td>4</td>
<td>40</td>
</tr>
<tr>
<td>3. Once in three months or so</td>
<td>25</td>
<td>28</td>
<td></td>
<td>3. We meet before and after the meetings.</td>
<td>3</td>
<td>30</td>
</tr>
<tr>
<td>4. Rarely</td>
<td>15</td>
<td>16</td>
<td></td>
<td>4. Very frequently.</td>
<td>2</td>
<td>20</td>
</tr>
<tr>
<td>No. of Respondents</td>
<td>90</td>
<td>100</td>
<td></td>
<td>No. of Respondents</td>
<td>10</td>
<td>100</td>
</tr>
</tbody>
</table>
Table IX.6: Frequency of Contacts of Worker-Director with Workers.

<table>
<thead>
<tr>
<th>Frequency of Contacts</th>
<th>Common Workers</th>
<th>Workers' Representatives on JMC and SPC</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No.</td>
<td>%</td>
</tr>
<tr>
<td>1. Never meets</td>
<td>23</td>
<td>25</td>
</tr>
<tr>
<td>2. Daily or once in a week or once in a month</td>
<td>27</td>
<td>30</td>
</tr>
<tr>
<td>3. Once in three months</td>
<td>33</td>
<td>37</td>
</tr>
<tr>
<td>4. Rarely</td>
<td>7</td>
<td>8</td>
</tr>
<tr>
<td>No.of Respondents</td>
<td>90</td>
<td>100</td>
</tr>
</tbody>
</table>