Chapter 5

Conclusion

In the introduction we had raised doubts about the linear theory of industrialization. This naturally meant that the usual question of workers being committed to a given industry and more so to the industrial way of life in the sense of accepting and conforming to the discipline of industrial jobs and not being hindered by tiers of loyalties such as family, kinship, caste, locality, etc. Lambert and Morris whose works have been referred to have categorically stated that industrial labour in India is committed to industry and industrial way of life. These two scholars have not enquired into the social structure both within industry and outside which plays a role in affecting commitment of workers. N.R. Sheth on the other hand, has made an important study of the social organization of an industry and has also emphasized the importance of the external social structure. In doing so he has highlighted the linkage between the two without actually investigating into the same. Therefore, we thought it worthwhile to explore this aspect so as to put the whole problem of incentives, commitment in a proper context. This has been done with a view to identify the linkage between the external support structure and getting recruited in an industry and the supportive role played by
the external social system in influencing the worker to perform conscientiously and to accept all that is entailed by industrial way of life such as discipline of time and space, willingness to contribute to production and productivity and not to interrupt these two by staying away from work or for that matter even making sustained efforts for any kind of confrontation with the management.

Job Satisfaction:

Job satisfaction has to be analyzed in the context of the lack of formal and technical education of the worker studied in the sample. In addition, the rampant poverty in the villages and the incapacity of the rural structure to provide the wherewithal required for living to every one has also been taken into account which has motivated workers to get drafted in an industry even though at the lowest rung of the ladder such as unskilled worker. Moreover, the lack of formal and technical education forecloses opportunities for occupational mobility. Even then the very fact of getting a secured job in an industry is adequate to motivate the workers for putting in the efforts demanded by industry. In the very process of recruitment in an industry the workers have been helped by the known staff who have been working in this particular concern. Family, kinship, caste and locality have in no small way played a role in facilitating the entry of workers in the industry.
As noted, the entry point for the workers has been the lowest rung and opportunities for vertical mobility limited. Even then more than ninety-eight percent of the sample have been confirmed in their job which significantly reflects security of a job. Well of course, this job means sustained flow of cash income as contrasted with rural unemployment, poverty, etc.. Moreover, almost half of the workers from the sample have also been promoted, though in a small way, which has promoted satisfaction amongst them. Similarly, a little more than forty percent of the workers were also given some special increments in consideration of their enhanced skill, resulting in their better contribution to production. Those who changed their previous jobs in another industry and joined this industry have expressed their satisfaction in respect of overcoming certain difficulties and problems experienced by them in their earlier jobs.

The usual presupposition about the monotony of work is not borne out by this investigation since almost seventy percent of the workers gave an indication to this effect. Even though the workers be unskilled or semi-skilled they have displayed pride in holding such jobs for the simple reason that it offers them a secured cash income which is very helpful for them in discharging various responsibilities. This is further reflected in their lack of
any inhibition in wearing uniform not only at the place of work but even outside. Similarly, they did not suffer from any feeling of being looked down upon as industrial workers, particularly as being unskilled or semi-skilled. In fact, as already pointed out quite a few of them enjoyed promotion or special increments. More than sixty per cent workers from our sample said that they would not like to change the job. Similarly, they also felt that they could even contribute more to production and productivity, if given the proper orientation. Quite in keeping with their responses in respect of satisfaction of the job, they were not very much bothered about financial incentives which generally seems to affect industrial peace and amity. At least fifty percent of the workers said that they had achieved the desired job.

The educative role played by the labour union in this industry needs to be specially mentioned because of which tensions between the workers and the management have been avoided. This is clearly reflected in the amicable manner in deciding Memorandum of Settlement. The social organization of the industry in which they are working has, thus, been congenial. Naturally, there has been no problem of absenteeism and staying away from work. All this is clearly reflected in their commitment to and involvement in the job. Simulation of the familiar environment contributes in a very big way to sustain commitment and involvement of workers in
industry. Such simulation helps in promoting concentration of workers in their job. The feeling of solidarity among the workers in a given group 'gulogised' in the famous study of Bank. Wiring Group is significantly operative here also which helps simulate informal structure in the seemingly formal structure that is the industry.

As already mentioned, the very fact of earning secured income in cash motivates workers for commitment. This has to be further appreciated in the light of their capacity to discharge the various responsibilities which they owe to their family of origin. Thus, they are able to support the family members back home in their villages as well as in the place of work by providing for their education or getting them recruited in the same industry, etc. Of course, the family of orientation naturally stands to gain considerably by the sustained flow of cash income and the opening up of opportunities in the field of education, health, recreation, etc. The earning of cash income enables the workers to enjoy a higher status within their family as compared to non-earners. This status further sets them apart from others even amongst others such as kinship, caste, members of the village community, etc. In fact, anyone earning sustained cash income is looked upto and provide a 'role model' for others to emulate. Acquisition and enjoyment of such status
is a great booster to the individual worker concerned and as such plays a crucial role in both motivation and incentives and, therefore, commitment.

Almost the entire sample mentioned that they had accepted the industrial way of life which, as already mentioned, is reflected in the lack of absenteeism as well as their sustained concentration on their industrial jobs. Moreover, the expressed unconcern for financial incentives also indicates firm commitment. There is no doubt that such a development in no small way has been brought about by the continuous interplay between the external social system as exemplified by family, kinship, caste, village community and the formal system of industry.

Therefore, the linear theory of industrialization and social transformation particularly the breakdown of traditional social structure like family, caste, kinship, etc. has been negated. Neither in respect of the lack of commitment on the part of industrial workers in India, nor in respect of the dwindling, if not destruction, of traditional groups has the linear theory been borne out.