Chapter I

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India in order to achieve self sufficiency and reliance is passing through the phase of industrialization. The establishment of heavy industrial complexes is also linked up with the adequate provisions and development of small scale or cottage industry sectors as they provide basic infra-structure to the heavy industry.

India is striving for socio-economic equality and development through planning and each five year plan has the indices of allocation, development and future planning to achieve objectives. As a result of planning, industrial development both small scale and heavy industries got philip especially after independence when India adopted the policy of development through planning. Thus a number of small scale and heavy industries fulfilling the needs of the time have come into existence throughout the country.

Cottage and small scale industries have grown up rapidly in recent years and are making its due contribution to the economic growth in terms of contribution to national income, industrial production and great source
of employment. During the preceding years the cottage and small scale industries have significantly contributed a good percentage in the Indian economy which ultimately has influenced and improved the living standards of the countrymen.

The glass industry in India occupies an important place among the industrial set-ups of the country. The glass industry is making use of Indian raw materials, Indian workers, and technicians, Indian equipments of many types and serves the needs of the Indian homes, industry, schools, hospitals, Defence Forces and Railways etc. Glass is not a luxury item but is an essential item of home use also. The quality of the products of the Indian glass industry compares favourably with those manufactured elsewhere in the world and the industry is also exporting its products even to the advanced countries like, U.S.A., U.K. and Japan etc.

The effective industrial functioning and better productivity besides other things chiefly depends on the cooperative participation of the workers, relations between workers and management, environmental conditions of the work place, worker's salary, essential amenities like, medical assistance, bonus etc. and worker's participation in policy formulation and worker's social adjustment to the work and social commitments etc.
It is also claimed that the employee's work performance which influences their productive capabilities is largely determined by the socio-economic and cultural environment in which the workers have to interact. The working environmental conditions also play a vital role as far as the worker's social adjustment and productivity are concerned. Since workers are social beings and organisations are social systems hence productive efficiency and effectiveness require congenial social environment which help in strengthening the social adjustment.

Ogburn and Nimkoff\(^1\) (1966) support that organisation is a social system and workers are social beings and organisational effectiveness can not be achieved in the lack of sufficient social adjustment.

K. Davis\(^2\) (1980) also hold that social adjustment of the worker is directly related to the organisational conditions in which he interacts and it increases worker's efficiency and productivity and decreases frustration, job dissatisfaction, absenteeism, insubordination, theft and labour turnover etc.

According to Vroom V.H.\(^3\) (1978) maladjustment and dissatisfaction of the workers depend upon some factors. They are supervision, work group, job contents, wages, promotional opportunities and hours of work.

According to Clyton Kirkpatric\(^4\) (1945) adequate job conditions established good relationship and congenial working environment during the working period enhances maximum social adjustment and efficiency of the workers. According to him job conditions which may help in better social adjustment are:

1. "To pay all employees adequately for services rendered,

2. To maintain reasonable hours of work and safe working conditions,

3. To provide continuous employment consistent with business conditions,

4. To place employees in the kind of work best suited to their abilities,

5. To help each individual to progress in company's service,

6. To aid employees in times of need,

7. To encourage thrift,

8. To cooperate in social, athletic and other recreational activities,

9. To accord to each employees the right to discuss freely with executives any matters concerning his or her welfare or company's interest,

10. To carry on the daily work in a spirit of friendliness."

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According to Mitchell Duncan G.⁵ (1968) "A term that is psychological rather than sociological, used by some social psychologists to refer the process whereby an individual enters into a harmonious or healthy relationship with his environment, physical or social but occasionally used by some sociologists to refer to a social unit, like a group or organisation, accomplishing the same end".

The term social adjustment refers to the change in society of total environment in which social processes, social patterns and social interactions takes place positive directions. It includes alterations in the structure and functions of the society or environment in which an individual or large number of persons are engaged in activities that differs from which their predecessors were engaged in sometime before, one finds a social change whenever human behaviour is in the process of modification. Human society is constituted of human beings. In industry there are labourers and they are also human beings therefore, adjustment of labours with each other or with management or with work is necessary.

According to M.C. Cornic and Tiffin⁶ (1969) "Money is dominant factor in increasing organisation's efficiency".

Working tools within the organisation are also important factors in determining the adjustment of the workers.

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In the absence of proper tools the workers are not likely to be motivated to work and thus they are likely to engage themselves in unproductive activities such as gossiping, paper reading, gambling etc.

Productivity in India assumes greater importance because we are striving to attain economic self-sufficiency in all spheres particularly in agriculture and industry. We have to achieve a faster rate of economic growth for providing better standard of living for the working classes and ensuring a better and richer life for the people at large. Looking to the economic challenges and opportunities before the nation an effort in this direction must be given top priority.

Several other studies indicate that social adjustment of the workers rest upon the job conditions of the organization in which they work and interact which ultimately influence their efficiency and the productivity of the organisation.

The present study is a modest attempt to investigate the problem of "Social adjustment and its impact on productivity. A study of glass industry, Ferozabad, District Agra".
Concept of Social Adjustment and Productivity:

Social adjustment and productivity though are relative and interdependent, yet the concepts have been discussed separately.

Concept of Social Adjustment:

The concept of "adjustment" to environment was first stressed by Charles Darwin and the term "adaptation" has been widely used in the behavioural sciences. It is the process of behaviour by which men and other animal maintain an equilibrium among their various needs. According to him adjustment means survival and maladjustment means death". Later on the idea of adjustment has been adopted by the social scientists.

Burnham W.H.7 (1925) holds that "adjustment of individual requires an integration of conflicting tendencies to the demands of the activity in which he is engaged".

According to Fisher and Hanna8 (1931) "adjustment of an individual requires a congeniality, a compatibility, a harmonious relation between the individual and situation".

Murry M.C.9 (1940) express that "once the industry is established persons (who are workers) come from different

places (to work in this industry), they work under the same 
roof on the machines together with their co-workers, hence 
they establish relations with others by coming in contact 
with them and developing inter-relationships. Finally they 
become friendly and try to adjust themselves to the work 
situation. This develops a congenial atmosphere inside the 
industry, an atmosphere where there is togetherness.

According to Jurgensen\(^{10}\) (1948) "some factors which has 
great impact on employee's social adjustment and work are 
performance, job security, opportunity for advancement, type 
of work, company, pay, co-workers, supervisors, working 
hours, working conditions and benefits.

Schneider A.A.\(^{11}\) (1955) holds that "Social adjustment 
signifies the capacity to react effectively and wholesomely 
to social realities, situations and relations so that the 
requirements for social living are fulfilled in acceptable 
and satisfactory manner".

Fairchild H.P.\(^{12}\) (1967) express social adjustment in 
terms of the relationship i.e.:

(a) Those types of relationship between personal-
lities, groups, culture elements and culture 
complexes which are harmonious and mutually 
satisfactory to the personalities and groups 
involved.

\(^{10}\) Jurgensen, C.E.; "What Job Applicants Look for in a 
company", Personal Psychology, 1948.

\(^{11}\) Schneider, A.A.; "adjustment and Mental Health" 

\(^{12}\) Fair Child H.P.; Dictionary of Sociology Little field, 
(b) Those processes which tend to produce such relationship".

According to Fair Child the varieties of social adjustments are:

I - Interactive:

In which man adjusts to others as he functions in economic, religious and other ways. The existing interaction may be characterized as competitive, co-operative etc.

II - Striving:

In which there is deliberate effort toward a better or improved adaptation.

III - Accomodative:

Described as some relatively stable and mutually accepted relationship among the participants.

IV - Associative:

In which adjustment is treated as a step or stage in a general associative process. Less Social distance is present than in advance, but more than in accordance. The participants have reached a modus vivendi in some respects, as it were, and for the rest "agree to disagree".
V. Normative:

Where in "good" or "efficient" or "adequate" adjustments, adaptations, "fits" or "integrations" are worked out between persons or technologies or organisations or institutions.

V. Bon Haller Glimmer\textsuperscript{13} (1967) has claimed that some factors are related to the liking of the job. They include security, opportunity for advancement, company and management, wages, intrinsic aspects of the job, communication, working conditions and benefits.

According to Merton R.K.\textsuperscript{14} (1968) "Tensions, strains or contradictions, maladjustments are produced in the workers in the absence of social and cultural adjustment".

Lawler E.E.\textsuperscript{15} (1971) holds that "Pay is typically thought of as performing a number of functions that contribute to organisational effectiveness in particular it serves as a reward to make employees satisfied with their jobs motivate them, gain their commitment to the organisation and keep them in the organisation".

According to Gisbert, P.\textsuperscript{16} (1982) "Workers aspire also to satisfactory working conditions which do not only refer to such environmental factors e.g. light, temperature,

\textsuperscript{14} Merton, R.K.; Social Theory and Social Structure Amerind Publishing Company, 1968.
\textsuperscript{15} Lawler, E.E.; Pay and Organizational Effectiveness A psychological view, McGraw Hill Book Company, Ind., New York, 1971
noise but also to social relations which bind them to their fellow workers and supervisors".

Gisbert, P. (1982) also holds that "sophisticated instruments increase working capacity and adjustment with the supervisors and authorities. Evidently it can be stated that atmospheric variables, working hours, rest pauses, shift system and working tools etc. also to a great degree determine the social adjustment of the workers".

The present study refer to the normative type of adjustment because it is associated with the organisations, persons and technologies. It is also claimed that better social adjustment of the workers depend upon the job conditions and other social conditions in which the worker has to interact. The job conditions and social environments in which the workers perform their work activities, play a vital role in the process of adjustment which ultimately influences the efficiency and productivity.

**Concept of Productivity:**

In order to achieve socio-economic upliftment and to remove imbalances our country has adopted planning for industrial development. Greater attention is now being given to increase production by making the best use of available resources. Productivity thus will play a key role in increasing production and thus making our planning more effective.
and fruitful. Today our country is waging a great battle against poverty and unemployment. Unless and until more and more of goods and services are produced we cannot succeed in this great task.

Productivity connotes a mass attack on waste of every type and in every sphere. It implies the development of an attitude of mind and a constant urge to find better, cheaper, quicker and safe ways of doing a job, manufacturing a product and providing a service. It aims at the maximum utilization of resources for yielding as many goods and services as possible, of the kinds most wanted by consumers, at the lowest possible cost.

Productivity processes and techniques are designed to facilitate more efficient work involving less fatigue to workers due to improvements in the layout of the plant and work, better working environment and simplification of work.

Social scientists are of the opinion that appropriate working conditions e.g. social relational conditions, economic, physical environmental conditions are some of the important aspects which determine adjustment of the workers and affect efficiency as far as productivity is concerned.

Productivity, refers to a class of empirical output-input, ratios that is widely used in economic history, economic analysis and economic policy. In one sense productivity measures the fruitfulness of human labor under varying circumstances. In another sense, productivity measures
the efficiency with which resources as a whole, including capital as well as manpower, are employed in production. In still another sense, productivity measures a major factor in the determination of labor or capital requirements.

All working people are interested in higher or better productivity. Whether one is a farmer, a blacksmith or a carpenter, or whether he works in a small or a large factory or a farm house, whether he is a technician, manager, a trade union leader or a Government official, it is a matter of vital interest to everybody as to how productivity leads to prosperity. Productivity rise leads to the creation of a higher level of surplus in the output. Prosperity both for an individual and for the nation as a whole, is the result of distribution of this surplus, the greater the prosperity, productivity, therefore, means prosperity.

Productivity as a means of increasing total quantity of goods produced has a bearing on the standard of living of the people.

It is claimed that the working of industrial set-ups in India suffer from many shortcomings - working methods are wasteful of time and effort, machines are kept idle for the lack of raw material supply, lack of orders to manufacture. Maintenance of machinery, inadequate training of the workers or operators which leads to high damage of
machines. The layout of machines and work places in relations to one another often means excessive handling of work between them, wasteful of efforts and sometimes dangerous. Working conditions in majority of factories are not congenial as they reveal lack of understanding and unhealthy physical environment are some of the serious brakes on productive efficiency.

The experience of developed countries shows that high productivity is the most important condition for high wages and better living. An industry which has a high rate of productivity gets more profit and this enables workers to secure higher wages. On the other hand, an industry which has a low rate of production is not capable of paying higher wages, however strong the trade union may be. "Higher productivity thus lead to higher wages, higher bonus and other benefits."

Shri Nanda, G.L.17 (1949) has remarked: "Productivity is practically a synonym for progress. For us it means not merely progress but survival". In the present competitive world economy we have to improve the quality of our goods and reduce cost of production and lower the prices if we want a place for our goods in the world market or expand the market within the country. With reduction in the cost

of production, consumers will gain on account of lower prices, and better quality of goods. With higher productivity workers will get higher wages and there will be a rise in their standard of living and adjustments.

By rising productivity, a large output per unit of resources will be secured, that is, there will be more output, more national wealth, more investment, more employment and higher standard of living. The objective of increasing productivity is to maximise production with available resources, without causing any social or economic distress. For promoting that right type of atmosphere which leads to better industrial relations and for raising the efficiency and standard of living of the workers, the importance of productivity movement is very great indeed.

According to National Commission on Labour18 (1969) "Productivity can be affected by a variety of factors viz., internal factors and external factors. Internal factors have their initiation within the unit, and these comprise better organisation, better processes, better methods, better machines, and more effective use of labour, materials, the capital, equipment in the individual work places". The external factors are more complex and have a wider scope. They may be local, national or international. The fiscal and economic policy of the government can have a serious impact on the normal functioning of an enterprises. Political, ethical and cultural considerations and traditions of

social discipline, custom and religion also came into picture. Both sets of factors affecting the productivity interact.

Ghosh, P.K.¹⁹ (1980) hold that "Productivity does not depend on the human factor alone but also on technical factors like equipment, machinery and materials".

Industry neither can raise productivity nor can enjoy peace and prosperity so long as the elementary needs of the coworker as a human being and not merely an instrument of production remain un-satisfied.

The foundation of industrial peace, progress and productivity besides other things chiefly rests on adequate socio-economic environment, workplace, congenial relations between management and workers, healthy relations between co-workers, job security, availability of essential goods etc.

Aims and Objectives of the Study:

The present study has the following objectives:

1. To assess social adjustment of the glass industry workers with the work situation,

2. To study the income-productivity correlates.

3. To find out the relation, if any between education and job satisfaction.

4. To study number of dependents and social adjustment.

5. To study the social adjustment and productivity of each section and total workers.

6. To assess social adjustment in relation to management.

Hypotheses:

It is proposed to test the following hypotheses:

1. The lack of social adjustment will affect productivity negatively,

2. Better working conditions will increase productive efficiency,

3. Inadequate salary of the workers will lead to greater dissatisfaction,

4. Unhealthy labour management relation will lead to lesser productivity,

5. Greater number of dependents will lead to inadequate social adjustment.

6. Social adjustment and productivity differ from place to place