ABSTRACT

Introduction

The present investigation is a modest attempt to explore and analyse the “Socio-Psychological Constraints; their Impact on Productivity and Labour-Management Relations,” among the skilled and semi-skilled workers in Aligarh Lock Industries.

The term socio-psychological constraints in the present study are confined alone to perceptions and aspirations of the respondents. It is an accepted fact that man in society acts or reacts positively or negatively on the basis of their own perceptions and aspirations. These, thus are very powerful determinants of human conduct in all the spheres of life.

The word productivity has been defined in a variety of ways, however its meaning, expression and use are by no means uniform. Productivity is being regarded as a ratio of output to a measure of one or more of the inputs used to produce the output. Production is also understood as a transformation of inputs into outputs. The inputs are what a firm buys and outputs are what it sells, productivity is an overall efficiency with which our industries perform their work. Productivity, thus, is a relationship between inputs used in a productive process and output they generate.

Productivity in India has assumed greater importance, because we are striving to attain economic self-reliance in all the spheres of life. In order to provide better standard of living for the working class in particular and to ensure a better and richer life for the people in general. Thus we have to achieve a faster rate of economic growth. Nothing can be achieved if industrial as well as governmental policies pertaining to industry are not conducive to the workers and the
management. Today, productivity among the third world countries is one of the serious problems and need for proper planning of industrial development and management.

The term labour-management relations refers to that relationship which emerges and develops out of employment between management and employees and their organisations. Labour-management relation is the sum total of relationship that exists at every level in the organizational structure of the setup.

The continuity and maintenance of industrial peace and harmony is essential for all round development and progress of industrial enterprise, harmonious working environment and labour-management relations would always give fillip to higher productivity, and profits peaceful running of the factory would also provide an opportunity of overall progress and development of the enterprise. On the other hand uncongenial working environment and labor-management relation is likely to generate industrial disharmony and even the frictions in the setups leading to layoff, lockout, strikes, gheraos, bandh and closure of the factory etc., amounting to negative impact on production and profits. In this way it becomes the socio-economic and moral commitment or responsibility of the factory owners to maintain healthy and harmonious relations between themselves and the working force.

The term perception is usually applied to the way that one observes things or events and come to know about them. On the basis of perceptions, the individuals start forming their attitudes or reactions which may either be positive or negative towards things or events which they have perceived or observed. Perceptions are also subject to suggestions, which ultimately influences the formation of attitudes or reactions of the individuals towards things and objects.
Aspirations are actually the goals ‘a person’ sets for the self in tasks, which have intense personal significance for the person. There may be a very high dream goal, and ideal goal and an action goal. An action goal is one, which the individual is determined to attain even if the luck or circumstances are not in favour of him.

In the present investigation the term perceptions and aspirations have been used to elicit responses of the subjects working in different set ups because responses largely depends on their perceptions and aspirations where they are working or interacting.

Sample of the study:

The sample of the present investigation has been drawn by adopting simple random method from the skilled and semi-skilled workers serving in lock industries situated in the vicinity of industrial estate of Aligarh. The factories selected on the basis of their seniority in the trade as well as their established reputations are Link, Bajaj, Parker, Modern and Rose Lock Industries. Out of the total population of skilled and semi-skilled workers in these factories, a sample of 351 workers have been randomly taking into account.

Tool Employed:

In order to collect the data or information from the respondents, the investigator developed a questionnaire related to the social, economic, political, educational and religious perceptions and aspirations of the subjects, which often are operative as constraints in their working set ups as well as in life as a whole. The respondents for each question were asked to express their viewpoints in the form of ‘Yes’, ‘Indifferent’ and ‘No’, furthermore, the investigator has also collected information from the schedule, which have been filled by researcher after asking the view points of factory owners.
Analysis of the Data:

The entire data of the respondents, representing the skilled and semi-skilled categories of the workers hailing from the above stated factories was analysed and compared percentage wise. Furthermore, t-test has also applied to find out whether, significant difference is operative or not, among the skilled and semi-skilled workers as far as their perceptions and aspirations are concerned.

Conclusions and suggestions:

The investigator on the basis of the comparative analysis, tentatively proposed the following suggestions:

It is tentatively proposed that regular medical checkup keeping in view the productivity aspect be made compulsory by law. If any owner not abiding law be subjected to legal course of action.

It is tentatively suggested that the Factory Acts be made compulsorily operative in all the factories. Regular check-up of the factory workers be made compulsory by the concerned governmental authorities to check the application of the provisions pertaining to prescribed medical facilities, which are supposed to be followed by the owners of the factory. In case of any short coming proper legal action, as prescribed in the law, be taken against the concerned owners of the factories.

It is tentatively suggested that factory owners themselves keeping in view of their own economic interest should provide at least basic medical facilities to their workers within the factory campus so that workers may feel attracted towards their establishments and work judiciously. Such facilities, it is expected are bound to have positive impact on productivity and profits.
It is tentatively proposed that the factory owners in order to avail judicious services of the workers and get better productivity results, they should revise the salary of the workers after every three or five years or so. Furthermore, they should formulate proper pay scales for the workers' and system of incentives should also be adopted by the factory owners in order to gain the confidence and working sympathies of the workers which ultimately are is expected to give to fillip higher productivity.

It is tentatively proposed that keeping in view the higher productivity aspect and to enrich workers attitude in positive direction, the factory owners must revise the pay structure of the workers annually or on the basis of their profits, which, it is expected would not affect production adversely.

It is tentatively proposed that in order to control frustration and production aspects, the factory owners should be careful in the assignment of workload to the workers and wages should be paid judiciously on the basis of extra workload.

It is tentatively suggested that in order to save workers from psychological strains and to retain their working concentration, the factory owners should start some loan provisions within the system. The factory owners can realise the given loans from worker's salary in every month on very nominal rate of interest.

It is tentatively suggested that the factory owners in order to gain the confidence of the workers must provide adequate incentives to the workers, it is expected, would help in the maintenance of workers sincerity as well as in attaining higher productivity and in arresting any conflicting situation leading to profits.
It is tentatively suggested that in order to keep in view the productivity aspect as well as in the maintenance of good relationships among the workers and the management, the provisions of pension be incorporated by the factory owners. It is expected would ultimately lead to higher productivity and healthier relationship among the workers and the management.

It is tentatively proposed that in the event of the closure of the factory the owners must pay the salary to the workers first and then they must make every effort for some compromise with the workers in the matters of their other claims. Furthermore, it is also suggested that Factories Act be modified to take suitable initiative to rescue such workers.

It is tentatively suggested that in order to avoid any kind of conflict with the workers, the management should sincerely and honestly apply labour laws in their factories. Furthermore, it is also suggested that the concerned officials of industrial department should keep regular surprise checks of the factories and see whether the industrial laws are operative in the factories or not. Suitable action should be taken against such factory owners, where the industrial laws are not being rigorously or properly implemented.

It is tentatively proposed that leave provisions to the workers should remain, as they are presently operative. It is further suggested that in the event of any eventuality, if any worker seek extra leave he should not be awarded any kind of punishment rather he be asked to work for extra time for which he need not be paid extra.

It is tentatively proposed that factory owners on the basis of their annual profits should raise or establish funds which may be marked "Loan Funds". Loans be given to the workers for the marriage
of their wards or for the construction of houses etc. on nominal rate of
interest, which can be reclaimed from the workers salary on monthly
basis. Such step, it is expected, would have great positive impact on
the workers satisfaction, productivity as well as on labour-management
relations.

It is tentatively proposed that keeping in view the productivity as
well as labour-management relationships aspects every factory owner
must make provisions for loan facilities to the workers on nominal rate
of interest. The loan may be deducted from their salaries on monthly
basis on the nominal rate of interest. Factory owners can seek
Government help for raising funds for loans for the workers and in this
way, they would be serving as middle men without raising funds from
their own sides, such step it is expected would lead to integrate the
feelings of belongingness among the workers and might result in
greater productivity and healthy relationships with the management.

It is tentatively proposed that the government should make
specific provisions in the Factory Act and Labour laws that in the event
of worker’s death his/her dependents on the basis of qualifications has
to be provided job in the same factory because such provisions are not
operative in these days. This accomplishment, it is expected, would
succeed in controlling the emerging feelings of insecurity and
uncertainty among the workers and would improve the feeling of
sincerity towards the management and the setup as a whole.

It is tentatively proposed that under Companies Act provisions
be made compulsorily applicable that in the event of the worker’s death
his/her dependent shall be provided with substantial financial
assistance for future settlement of the dependent or job be provided by
the factory owners, where the worker was serving. It is expected that
such approach would enhance and enrich production as well as healthy labour-management relations.

It is tentatively proposed that in the event of over time work if and when required by the management or the factory owners, should continue the presently operative system of extra payment to the workers and if possible occasionally some small gifts should also be offered to the workers. Such step, it is expected, would further strengthen the labour-management relations and working environment of the establishments.

It is tentatively suggested that the less educated workers of their establishments be advised by the management to attend Adult Education Programmes, which are operative in every district. In doing so, workers would gain more confidence among themselves in order to improve their financial positions should take up some extra economic activity during their spare time but not at the cost of their own working responsibility, so that they may be able to educate their children. Furthermore it is also suggested that factory owners as a tool to encourage workers should start some kind of scholarship provisions for the children of their workers, which will bring good name to their organization also.

It is tentatively suggested that keeping in view the latest modern approaches operative in the western world, which have brought very good productive results, the Indian factory owners are also advised to modify their present working system in gradual installments. It is expected that if the physical and socio-cultural requirements of the working setups are modified on modern lines, would amount to greater productivity, profits and healthier interactions among the workers and the management.
It is tentatively proposed that keeping in view the productivity and profit aspects, factory owners must incorporate the provisions for promotional opportunities to the workers on the basis of some specific criteria, which would, it is expected lead to a great extent in arresting the feelings of psychological strains and frustrations among the workers and strengthen the labour-management relations with a positive impact on productivity.

It is tentatively suggested that in order to keep the productivity as well as social relationship aspects, the employers should encourage their workers to interact among themselves freely and regularly. The same approach be adopted by the management for interaction with workers. Such setups would further strengthen the social relations in the organization and would keep the production going on in positive direction.

It is tentatively suggested that management should take sincere care in checking that the tendency of favoritism does not emerges in their establishments, in order to maintain healthy relationships and level of production.

It is tentatively suggested that keeping in view the production and better administrative aspects, that management should always take workers in confidence and seek their opinions or views through their representatives pertaining any problem related to production and administration. This, to a great extent, is expected, would help the management in solving factory problems because they are largely connected with labour and management of the establishments. Furthermore, the workers would feel elated and honoured if their opinions are sought which will strengthen the relationships with the management having positive impact on productivity.
It is tentatively proposed that management should freely seek consultations or opinions of the workers representatives on crucial matters pertaining to the administration and production aspects. It is expected that this would have concrete positive impact on production as well as on the relationships among the workers and the management. This approach is globally visible in the present era of change, labour-management relations.

It is tentatively suggested that management should not deviate from the operative patterns of extending financial and social securities to the workers as they have their own impact on the worker's mind, which are ultimately manifested in the production and relationships with the management.

It is tentatively suggested that industrial units of our society should make provisions for some recreational facilities in their setups, in order to diversify the interest and activities of the workers. It is expected that such exhibition of interest and investment from the side of the owners of the factory would generate healthy labour-management relations and higher productivity.

It is tentatively suggested that management should adopt democratic modes of interaction in their establishments so that the workers may take greater positive interest towards the organisations where they are working. Such modes of interaction in the establishments, it is expected would generate "we feelings", among the workers which ultimately would have positive impact on production and labour-management relations.

It is tentatively suggested that keeping in view the modern or latest changes in the production system as adopted by the industrial units of the west, the factory owners of our society are advised to
introduce and adopt latest technological innovations in the system of production. This is expected would have great positive impact on production and their profits, there by, they would be able to pay salaries adequately to their workers.

It is tentatively suggested that the management should encourage changes in the traditional system of their working conditions according to the needs of the time. In case, if the factory owners observe that any of their workers on account of illiteracy and inexpertness are unable to pickup changes properly, then such worker be sent for some training in those factories where such changes have already been incorporated. The adoption of such approach on the part of the management, is expected, would encourage workers in the acceptance of changes as well as would yield greater productivity and profits for their establishments.

It is tentatively suggested that management should keep a careful watch over such workers who seems to be less committed to their assigned jobs and pursue them affectionately not by punishment to fulfill their responsibilities towards their assigned jobs. Such workers to a great extent can be attracted towards their expected commitment of work provided, they are offered suitable incentives. Incentives do have positive impact on the workers as a whole as far as their defined roles and duties in the industrial units are concerned.

It is tentatively suggested that educated and enlightened members of the society and factories should play a judicious and positive role in harmonizing the situations generated by riots and strikes. It is further suggested in the event of riots, factory owners with the help of local administration, should arrange and send eatable items and some money to the workers and their families residing in riot.
affected areas. In situations of strike, the management should adopt democratic approach for amicable settlement or compromise with the workers by accepting some of their genuine demands. If any matter is complex some committees including workers representatives be formed to provide solution to the complex problems which need solution.

It is tentatively proposed that factory owners should maximally restrict their financial support to political leaders and parties because such assistances have given rise to manifold forms of corruption in trade and political atmosphere of our society. The factory owners at any cost should not extend such financial support at the cost of the workers welfare, because they are the backbone of their factory's survival. Furthermore, it is also suggested that the government should enforce such laws, which should delimit the range of such donations, which should be subject of accountability.

It is tentatively suggested that union leaders of the factories as well as factory owners should sincerely discourage political activists and leaders to visit their factories and address them on any issue. The adoption of such practice, it is expected, would help in the retention of good working environment of their establishments. Management to a great extent can achieve such objective provided they hold full confidence of their workers by adopting liberal administrative, working and social policies of their establishments.

Keeping in view the plights of casual or temporary working hands as well as productivity aspects of our industrial set ups, it is tentatively suggested that workers should not be employed as casual or temporary hands rather they should be appointed on the basis of some working contract. The contract should not be less then of five years because five years working experience would add to better
qualifications of the worker for future progress and change. The government should modify the legal provision, which is three years because five years working experience would be more useful for the worker if the worker wants to change from one factory to another. Furthermore, working contract policy should be formulated on certain specific criteria such as work performance, punctuality and honesty etc. or whatever factory owners deem fit. Such practice if adopted, is expected would encourage workers for better performance and thus would give rise to production.

It is tentatively suggested that the Government should send a panel of experts to such countries, which are industrially well advanced so that they may study and analyse the problems of the workers as well as the system of appointments in those countries or industries. It is expected that their report would be of immense value for the Government and for the Indian working force. Furthermore, the Government as a matter of policy should formulate an ordinance to ban the appointment of casual or temporary working hands. The Government should also direct their labour as well as industries departments to keep honest and judicious list of the working hands in the industry district wise. In case if any violation is reported by them against any factory, legal action should be taken against the owner of the factory. In case if the Government find it difficult to ban the operative system of casual or temporary appointments of the workers, then should encourage working experience hands to start their own setups by providing technical guidance as well as loan on very nominal rate of interest to them. It is expected that if rigid check on casual or temporary appointments is made operative or facilities of technical guidance and loan are made available to the workers, it would attain positive impact on factories as well as on workers.
It is tentatively suggested that Government should not introduce changes in industrial policies frequently. The changes be incorporated keeping in view the worker's conditions, adequate condition of the work place, workers welfare as well as labour-management relation aspects etc. The units, which are well established but are in need of financial or technical help, the Government should assist them judiciously according to their requirements. Such steps, it is expected, would have positive impact on productivity as well as on labour-management relations.

It is tentatively proposed that factory owners may oblige the concerned Government officials within certain limits if there is any need but it should not be at the cost of workers welfare. In case if it is practiced the workers, it is expected, would hold a feeling that the owners of the factory are not obliging at their cost. It is expected, that such feelings would to a great extent arrest the feelings of resentment if any among the workers towards their management which would enhance productivity as well as healthier relationships between the workers and the management.

It is tentatively suggested that keeping in view the probable emerging conflicting situation in the set ups and adverse impact on productivity the management should take extra and every care that industrial working ethical norms are never violated. It is expected that if professional ethics are rigidly maintained the opportunity of conflicting situations among the workers and the management would be controlled maximally and productivity will not be affected negatively.

It is tentatively proposed that some kind of prohibitory methods be incorporated in the industrial units to check the workers indulging towards any kind of intoxication while on job. Industrial units as a
working policy or condition should openly declare that if any worker after medical examination is found under intoxication would be subject to some kind of punishment like no pay for the day, one day deduction in leave provision, no over time work for one week and even termination of services etc; such policy declaration, it is expected would work as strong deterrent in the unit.

It is tentatively suggested that factory owners in order to retain their good working hands should take some extra care, interest and adopt judiciously the liberal welfare schemes meant for the workers. The factory owners in order to magnify the reputation of their establishments are also advised to seek media help for the propagation and the implementation of the workers welfare schemes and other benefits offered to their workers. Such steps, it is expected, would to great extent put a check on the feelings of superiority and inferiority complexes towards industrial units among the workers.

It is tentatively suggested that presently operative practice of accommodation and adjustment of workers judicious demands be retained at all costs so that displeasure among the workers and the management never emerges. Furthermore, it is also proposed that management with the help of workers leaders should keep a watch on wayward workers also which often give fillip to such demands or situations leading to displeasure and discomforts in the set ups.

It is tentatively suggested that workers of the factories as a united force should keep strict and constant watch on their leaders. In case if such leaders gain something under the table from the management they should be fully exposed and condemned by the entire work force of the setups. They should also press the management not to
extend patronage to such self-centered workers or leaders so that unwanted corruption may not get its entrance in the establishments.

It tentatively suggested that the management as well as the enlightened workers of the establishments should take responsibility and play judicious role in diffusing any conflicting situations arising among the workers of the organisation. It is further proposed that workers with political background or connections should not be encouraged in such proceedings. It is expected that such approach would succeed in achieving amicable compromise among the workers and would have positive impact on productivity as well as in the maintenance of healthy relationship among themselves and the management.

It is tentatively suggested that factory owners should pay special attention towards workplace and its environment, it should be congenial as prescribed by Factories Act.

It is tentatively proposed that management keeping in view the rural based workers, minimizing conflicting situations as well as productivity should keep constant watch and assist such working hands in the set ups. In doing so, they would neither be loosing good working hands nor conflicting situations would emerge and production would not be affected adversely. Management should encourage maximum socio-cultural interactions among the workers themselves as well as with the management. The problem of their proper adjustment to a great extent can be solved, if the management on religious occasions and on important historical dates arrange some small-socio-cultural programmes in their organisation, that would provide an opportunity to the rural based workers for closer interaction and opportunity for rural urban adjustment among the workers and the management. In case if
such adjustment is achieved, problem of adjustment would be minimized maximally and production would never suffer adversely.

Keeping in view the large family size of the labour class, financial strains and frustrations among the workers, it is tentatively suggested that the workers be enlightened and educated about the importance and usefulness of small family size norms. The factory owners should seek help from Social Welfare Department in screening educative films on family planning to the workers in the campus itself. Furthermore, factory owners should also introduce some kind of incentives for the workers for the maintenance of small size family by adopting methods and techniques of family planning. It is expected that if the workers succeed in maintaining small size family norms they would remain free from strains and frustrations amounting to better adjustment and productivity.

It is tentatively proposed besides educative processes for the control of population as are operative presently, the Government should introduce some kind of tax on population. The Government keeping in view the amount of the tax to be levied, resources of the country as well as pressure on the land should first decide the size of ideal family. This to a great extent can be achieved if the Government seek help from the geographers, economists, psychologists and sociologists of the country. The tax be imposed uniformly through of the country the fear of the tax, it is expected, would have a decisive impact on the masses. It is expected that if the policy of small family size norms are adopted by the workers, it would have positive impact to check the problem of over population among the working class as well as on productivity and prosperity of the workers.
It is tentatively proposed that workers leaders should keep constant watch on such establishments where children are being employed by the owners and they should raise their voice against such factory owners. They should also bring such cases to the notice of the concerned authorities as such employment’s are prohibited by law. Furthermore, concerned officials of labour and industry departments should also make surprise and judicious checks on the factories. In case, if any factory found violating the law they should proceed for legal action against such factory owners.

It is tentatively proposed that keeping in view the higher productivity and profit aspects, the employers should offer attractive salaries according to the qualifications of the technical hands. In the absence of qualified technical hands, the objective of higher productivity can never be achieved. It is also suggested that factory owners can offer the salary as demanded by the qualified persons on contractual basis. The contract may be renewable on the basis of the performance of such persons and satisfaction of the management. In doing so, it is expected that owners would not lose financially rather gain in higher production and profits.

It is tentatively suggested that government should take extra care in allowing other nations to enter in setting up their trade and industrial units in India. It is expected that without considering the demands and requirements of the presently operative industrial units in our society and permitting the foreigners to set up their establishments, would amount to the total collapse of our industrial setups. Furthermore, Government before permitting outsiders should hold free and frank discussions with the owners of the already established organisations as well as economist of the country about the positive and negative feasibility of such ventures to decide at the cost of Indian
industries. It is also expected that the cottage industries of our country under such liberalism would be uprooted maximally amounting to maximum unemployment and great economic crises.

The researcher in order to elicit responses of the factory owners as well as managerial staff pertaining to salary problems, incentives, bonus measures to improve productivity, ways to maintain healthy relations between them and working forces, worker's participation and environmental conditions of work place etc. held verbal discussions with them.

The respondents were almost unanimous in their views pertaining to the above stated as facts which were presented before them. They have submitted that on account of paucity of funds some times they are often forced to distribute worker's salaries not as a whole but according to the different categories of the workers. The salaries of the workers are never stopped and are paid within one month's time. Incentives and bonuses are also distributed in the same way but on festivals they do provide something as gift to the workers.

In order to achieve or maintain higher productivity level and to re-enforce healthier relationship with workers, they often, not regularly invite senior experienced working hands to discuss the factory working and problems with them, in such meetings their leaders are also invited to participate.

Factory owners undoubtedly, as expressed by them are keenly interested to introduce latest tools and techniques in their production system from time to time but on account of financial constraints they are unable to incorporate them at the earliest hands, they take long time in the accomplishment of such targets. They are not satisfied with the loan provisions or facilities provided by the government because of the procedure involved their in as well as monetary corruption.
operative in the system hence they avoid loan seeking as far as possible.

Factory owners as well as management of the units are fairly aware and conscious to maintain healthy socio-psychological environments of their establishments. They also claim that pollution and congestion aspects of the working places.

The researcher during the visit to the factories and interaction with the workers observed that factory owners as well as management of these units are not judiciously and sincerely committed their propagations and expected commitments as per factory laws pertaining to their setups, particularly as far as small scale units of Aligarh Lock Industries are concerned.

Aligarh lock industry undoubtedly can play a leading role to improve state of economy if remedial measures from time to time are provided by the Government with provisions like easy credit facilities, worker's training, adequate supply of water and power and re-organisation of marketing on modern patterns etc.

These industries are likely to contribute to great economic growth and can earn foreign exchange maximally as Aligarh Locks have already established their place in International market. Furthermore, it is also suggested that concrete and co-ordinated efforts be made by the state as well as by the concerned agencies for the promotion of export of Locks so that Aligarh Lock Industry may come up as one of the top foreign revenue earners of the country.