CHAPTER I

Introduction

The present investigation is a modest attempt to explore the 'Socio-Psychological Constraints their Impact on Productivity and Labour-Management Relations. The researcher, on account of certain delimitations has drawn sample for the study only from the skilled and semi-skilled workers, serving in the selected lock industries of Aligarh. The researcher besides collecting data from the skilled and semi-skilled workers has also collected some relevant informations verbally from the factory owners as well as from the managerial staff serving in these 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 human being in society acts or reacts positively or negatively on the basis of their own perceptions and aspirations. These are, thus, very powerful determinants of human conducts in all sphere of human life.

The present chapter has been presented into parts:

The first part deals with the definition and concept of productivity, its growth and development.

In part second the labour-management relations in general and relations in small-scale industries have been summarised. It
also focuses attention on the congenial working and environmental conditions, which play a dominant role as far as productivity aspects are concerned.

Part three discusses the problems of the workers, which often affect them physically as well as psychologically leading to decline in productivity.

Part fourth refers to various Labour Acts concerned with the employees and employers and the factory as a whole.

In the last part history and description of Algiarh Lock Industries has been presented.

I

The Concept of Productivity:

The term "productivity" has been defined in a variety of ways by different sections of the community including those occupying senior positions in government, firms and the industries as well as by social scientists, though its meaning, expression and usages are by no means uniform. According to Easterfield, (1959), “productivity, in which, a ratio of output (of industry, plant, machine etc.), to a measure of one or more of the inputs (labour, raw material, machine, time etc.) use to produce the output”. In economics, production is generally understood as the transformation of inputs into outputs. The inputs are what a firm buys (i.e. productive resources) and outputs (i.e. goods and
services produced) what it sells. Clangue Evan, (1969), holds that, "productivity is an overall efficiency with which our industries perform their work". While Russel W. Fensake (1968), explains the term "productivity" in terms of five characteristics or parts, which are:

i. Productivity is a form of efficiency.

ii. Productivity is the utilization of resources or effectiveness of utilization of resources.

iii. Productivity is a ratio of output and input (rather than a phenomenon).

iv. Productivity is a measure of some kind of measurement (rather than variable requiring).

v. It is a rate of return (primarily in monetary terms)."

Hence, productivity is defined in real qualities as the relationship of the output of goods and services to the input of workers and capital to the total process. According to the Encyclopaedia of Social Science (1985), "productivity is a relationship between input used in a productive process and output they generate" Risk, D.J.M. (1970) defines "productivity as a physical ratio, it relates to the quality of goods produced or services given in comparison to the quantity of resources consumed". Productivity refers to a comparison between the quantity of goods or services produced and the quantity of
resources employed in turning out these goods or services. When the same resources that were employed in the past now produced more than they did before, indicates that productivity has increased or in other words, productivity is optimising the yield from resources. It essentially means that worker and capital has been used for maximum output. Productivity in the broadest term is the lever of development. Higher productivity indicates the higher status and higher standard of living of the people. Dr. Khan A.Q. (1988) has presented the definition of productivity in the following manner:

i. Productivity is defined as the ratio between output and input.

ii. Productivity is also taken to mean efficiency in all activities.

iii. Productivity also involves elimination of wastage in all its forms.

iv. Productivity is the function of providing more and more of everything for more and more people with less consumption by way of resources."

The productivity has been defined earlier as relation between the input and output. There are two main concepts of productivity that are commonly used.

In the first of these concepts, output is compared with simple sum of all the hours of workers spent in production. We thus take into account not only number of persons engaged in, but also the
hours put in by each of them. (Fabricant, Solomon 1973). This concept is usually expressed as 'output per man hour' or as 'labour productivity'. The rate of productivity per man hour is very important.

In the second instance, main concept of productivity output is compared with total input i.e. with all the resources employed in production, each appropriately weighted. The term is used “output per unit of labour and capital” or more briefly, “total productivity”. Total resources include not only manpower, measured simply by number of man hours, but also the intangible capital invested in education to improve the quality of labour and the tangible capital invested in plant, equipment, tools and rolling stock, land and mines and inventories of all sorts and still other forms of intangible and tangible capital without which an hour of labour would yield far less than it does”. (Fabricant Solomon, 1973).

Hence, productivity may be judged from the view point of annual profits, labour turnover, absenteeism, accidents, economy in the use of raw material etc. Productivity is the result of various factors, such as, capital investment, labour efficiency, stage of mechanization, size of the business unit, organisational structure and marginal efficiency. Between last two world wars, besides the influence of economics and physiology, much and more emphasis has also been laid on the psychology, sociology and anthropology
of industrial world. Productivity of an enterprise is never static and cannot be associated with any single factor of production. It is a joint product and is dealt as such, the monotony of work, physical condition affecting output and accidents caused due to long working hours are the subject of interest concerning productivity of labour force. If there are more accidents in an enterprise, work should be stopped for some time, as it would affect the production consequently reducing the productivity of the enterprise. Similarly, the efficiency of the employees their willingness to accept the assignment and cooperation with the management, are essential elements to enhance productivity. The employee's satisfaction to a considerable extent is subject to wage amount and other benefits. An increase in work load affects the willingness to work negatively, which can be counteracted by an increase in wage bill, various incentive methods to be used to increase productivity” (Hafizuddin, 1968).

Productivity in India assumes greater importance because we are striving to attain economic self-sufficiency in all spheres. 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 at large, we have to achieve a faster rate of economic growth. Nothing can be achieved if industrial, as well as governmental policies are not conducive to deal with labour; trade and commerce. There must be a policy for labour welfare, industrial
betterment to improve their efficiency. Today, productivity among the third world countries is one of the serious problems.

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 refers to a class of empirical output-input ratios that is widely used in economic history, economic analysis and economic policy. In other sense, productivity measures the fruitfulness of human labour under varying circumstances. Productivity also measures the efficiency with which resources as a whole, including capital as well as manpower, are employed in production. In broader spectrum of the concept, productivity measures are major factors in the determination of labour or capital requirement. 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 small or a large factory, whether he is a technician, a manager, a trade union leader or government official. It hence is a matter of vital interest for everybody as to how productivity leads to prosperity. Productivity rise leads to the creation of higher surplus in the output. Higher productivity is the most import condition for higher wages and better living. An industry, which has a high rate of productivity, gets more profit and this enables workers to secure higher wages. Hence, higher productivity is practically a synonym for progress. Industry
neither can rise productivity nor can enjoy peace and prosperity so long as the elementary needs of the coworkers as a human being remain unsatisfied. The foundation of industrial peace, progress and productivity, besides other thing, chiefly rests on adequate socio-economic environment of work place, congenial relations between management and workers, healthy relations between coworkers, job security, availability of essential goods, etc.

II

Labour-Management Relations:

The ancient Hindu Society was divided into four Vernas, Brahmana, Kshatriya, Vaishya and Shudra. Manual and unskilled occupations were considered to be low and thus left for Shudras. "The dignity of Shudra labour which was predominantly unskilled was neither given due social recognition nor any importance in the social structure of the society. He could be abused, kicked and killed and the penance for it was the lowest. It had been laid down in Gautama Smriti" as quoted by (Vora K.M., Saran, 1957), the relations between landowners (employers) and the tillers of the soil (agricultural workers) appear to have been harmonious enough in ancient India. But at the same time punishment was awarded to them on their refusing to work or for their mistakes. The wages and conditions of work of the herdsmen were more or less similar to that of agricultural labour. "The concept of welfare state and social security measures, which appears to be of very recent
origin, were well known to the people of India as far back as the 3rd century B.C. It would not be a mistake to assert the provision for pensions, disablement benefits, sickness and maternity benefits, provident funds, maintenance allowances etc. were made in those good old days". (Vora K.M. Saran, 1957).

The relationship between master and servant changed during the Medieval period when the artisans were treated as slaves, worked on very low wages under suppressive conditions. Slaves did much for the productive work in those societies and exploitation of the peasantry was the main feature of the social and economic system prevailing everywhere. In some societies such as in Western Europe it took the form of Serfdom, and in India the Zamindars. The new social and economic system that aroused in Europe in the Medieval times was known as the feudal system. It was essentially a rural system, in which the peasants had to give a part of their produce to their lords in the form of rent and taxes or had to work for the Lord without any payment. After an initial period of decline, there was a revival of crafts, trade and commerce in Medieval India. But the living conditions of the artisans and craftsmen however, were miserable "In feudal societies, the indicator of a man’s wealth was land but with the growth of trade and manufacturing, that also changed and marked the beginning of transition from feudal economy to capitalist economy in which wealth used to make a profit. That was achieved by investing money in business, trade and industry. The
profits made were reinvested to make further profits". (Dev Arjun, 1995). The new economic system of society which had been emerging in Europe from the fifteenth century is called capitalism. Eighteenth century started by giving way to a new system called the "factory system". In place of simple tools and the use of animals and manual power, machines and steam power system came into existence increasingly. Facilities for production were owned and managed by capitalist, the people with money invested further for production in order to earn more profits. The capitalists provided, to the workers everything required for production and the workers were brought together under one roof. Everything belongs to the owner of the factory, including the finished product and workers worked for their wages. During the nineteenth century industrial revolution produced a vast number of landless and toeless workers, who were wholly dependent on the employer. They had to accept whatever wage the employer offered, for there were usually more workers than jobs. Often they had to work from fifteen to eighteen hours a day with no rest periods. If perchance they fell asleep on duty, they might be beaten by the employers. Working surroundings were dirty and unsafe. "The houses provided for workers were no better as whole area of industrial cites where workers lived were overcrowded slums. Accidents, diseases and epidemics were fairly common. The workers had little choice but to accept the employer's terms or be jobless", (Dev Arjun, 1995).
Efforts to Improve Working Conditions in Industries

“England passed its first Factory Act in 1802, limiting the hours of work for children up to twelve hours a day. The ‘Chartist Movement’ was launched to get the right to vote for the workers. The English workers also won the right not only to organise trade union but also the right to strike to force employers to concede their judicious demands. After the first appearance of Communist Manifesto (Feb. 1848), Marx and Frederick gave a new direction to socialist ideology and movement. The Socialist Movement produced international solidarity among the workers as a fundamental principle. After the abolition of the British rule from India in 1947, the Factory Act was passed in 1948. ‘The Factories Act of 1948 required the appointment of the Labour Welfare Officer in every firm employing 500 or more employees’ (Mathrubuttam and Srinivasan, 1952): They were expected to see that the provisions of the Act relating to labour welfare and working conditions were observed by the management. Thus, the harmonious relations between the worker and the management were established, hence the grievances of the workers were settled amicably and promptly. Management, now believes that it is better ‘to sit around the table and discuss the plants problems with worker union rather than to refuse to recognize them. This has now become the legal condition or requirement for the establishments like workers committees as per the Bombay Industrial Relation Act 1946, and the Industrial Dispute Act 1947, the committees are
consultative bodies. They are to promote the measures for securing and maintaining unity and good relations between the employers and the workman's to find out amicable solutions pertaining to their common problems and interests among the workers and their management, which is very important for increasing productivity. In few cases workers committees also deal with actual production problems and frequent use of it in negotiating the outstanding differences between the management and the workers in the absence of established union-management relations. (Mayars A. Charls, 1958). Some other contributing factors to increase productivity and overall efficiency are numerous such as by checking wastage, avoiding fatigue and monotony and the cooperation or adjustment between the workers and the management. The cordial labour-management relationship is one of the vital factor, which enhance productivity in any industrial organization.

The succeeding paragraph deals with the significance of labour-management relationships in organization for achieving better productivity. Mr. V.V. Giri, (1962), the former president of India has presented some of the significant factors for the success of cordial labour management relationship in the industrial organization:

a. Both sides must desire to cooperate.
b. Good faith must be constantly demonstrated and there should no mental reservation on either side.

c. Management should share with workers the gain from higher productivity.

d. Management must consult the workers in all matters with a view to securing the agreement of workers in its personal policies.

e. Management should give the workers necessary information for their intelligent participation in the affairs of their undertaking.

f. Management should afford facilities and opportunities to workers for their training and advancement”.

The labour-management relations can be understood by the explanation of industrial relations. “Industrial relation is that relationship which grows out of employment between management and employees and their organizations”. (Yoder Dole, 1929). Industrial relations fall under two headings, eq. Personal relations and Labour relations. The term ‘personal’ refers to individual worker while ‘labour’ refers to collectivity of workers. Labour-management relation is the sum total of relationship that exists at every level in the organizational structure.

The industrial peace and harmony is necessary for all round progress of an industrial enterprise. Harmonious labour relation leads to higher productivity, peaceful running of an enterprise and
also overall progress of the organization. The poor relations generate industrial disharmony, and friction, which ultimately results in industrial situations like, lay off, lock outs, strikes, gheraos, bandh and even closer of the units. It is therefore, moral and social responsibility of the industrial partners to maintain harmonious labour relations and settle their differences by mutual negotiations, conciliation or by any other means. Most of the conflicts can be resolved if the employer and worker arrive at some basis for mutual understanding.

**Productivity and Labour-Management Relations in Small Scale Industries:**

Indian industries, particularly the small-scale industries do not seem to be in the healthy conditions as far as employers and employees relations are concerned as both parties have certain complaints against each other. Employers complaints are related to productivity, growing indiscipline, uncheck absenteeism, constant industrial litigations and the existence of surplus labour. On the other hand workers always complain about the inadequacy of wages, lack of incentives, excessive appropriation of the profits of industry by management, poor maintenance of machinery, poor quality of raw material and inconsiderate treatment of the workers. Productivity can not grow until these problems are tackled. The attitude of the management towards labour must be cordial, sympathetic, and positive, humanistic and democratic in order to
eliminate frustration, animosity and growth of proper relations. Such attitude of the employers will give rise to the feelings of job security to the workers and would also provide an opportunity for labour participation. This ultimately will enable the workers to take part in the management, which is expected to create a congenial atmosphere free from animosity for consultation discussion and negotiation. It ultimately would lead to harmonious labour-management relations. Productivity can be secured through efficient organization and it can only be secured when workers as well as employers cooperate with each other.

For the improvement of worker’s efficiency, management must provide greater opportunities to the workers for expressing their views on the task facing the enterprise. Workers would be unable to make effective suggestions if they are not informed about the factors affecting the running of the undertaking. Regular supply of relevant information to the workers thus becomes a vital element of joint consultations. Joint consultation provides workers an opportunity to influence management’s decision in positive direction which itself amounts to indirect participation in decision making process. Sharing information or giving the necessary details to the workers is one of the important aspects of joint consultation. Industrial consultation should be supported by supply of information about the firm and suggestion schemes. Well-informed employees develop interest in their undertaking and such interest leads to efficiency and increase in productivity. In
fact, collective bargaining is the most successful democratic process in establishing labour partnership in the industry. This is one of the means of protecting and strengthening the worker's collective interest like worker's wages determination, working conditions of factory etc. In practice, collective bargaining and joint consultation have often been merged and handled by the same body. In the new order of things, collective bargaining should include not merely wages and working conditions etc. but also intelligent cooperation between the bargaining parties. Merely stating that the workers must be given a sense of belongingness of participation can not secure such cooperation among the bargaining parties. "Employee-Management relations should be improved by providing employee an opportunity for greater participation in the formulation of policies and procedures affecting the conditions of their employment", (Robert Harold s., 1970)^19.

The management, employer, trade unions and the states can take keen interest in maintaining good labour relations by playing their assumed respective roles and it can go a long way in promoting industrial peace and labour-management relations.

III

Labour Problems

"Labour is a supreme agent of productivity", (Karl Marx, 1929). Workers at all times have been recognized as a separate
factor or agent of production. Worker is different from other factors of production and has certain characteristics, which had given rise to various labour problems in all centuries. Workers are facing various kinds of problems like, economic, social, psychological, moral and most of the other problems. In other words, these problems or constraints, which labour faces, may have certain aspects i.e. economic, political, psychological, social, legal, historical and administrative etc.

The exploitation of labour and their multifarious problems are still prevalent in our society. In spite of drastic changes in the structure of our society for the past some years, the nature of their problems has not changed. There are some factors that affect the physical as well as mental beings of the workers. These include such conditions as health, inadequate salary, inadequate implementation of bonus and incentive provisions, cleanliness of workplace or rest rooms, facilities for canteen, ventilation, light, noise pollution so on and so forth. In general such situations are not likely to be conducive to produce more or to healthier labour-management relations. Labour as indispensable factor of production lends significant contribution to the growth and development of industries. Hence, the problems pertaining to labour can not be overlooked. Under any kind of problem either physical or mental no one can concentrate towards once assigned work. Poor industrial relations, ill health or any kind of tension affect the whole work and result in lower production. Goyal
Pratibha (1995), quotes Tiwari’s interpretation regarding the major determinants of productivity which relate to quality and quantity of workers. “Quality of work depends primarily upon labour’s health, nutrition, literacy and social values and customs. Because of their poor diet and unsanitary conditions, inadequate disease prevention methods and lack of medicines and medical care have an adverse bearing on their efficiency” (Goyal Pratibha 1995).

Health has to be understood in its broadest sense covering the physical, cultural and social aspect of the workers and total socio-psychological personality. Industry should not only concentrate on technological aspect but due emphasis should also be given towards the integration of all the aspects which are necessary for the prosperity of the industry. Such integration depends on taking care of man’s diverse interests and needs. To make this kind of integration labour’s diverse interest and needs should also be taken into account. The mental tension as well as physical exertion can spoil the health of labours and give a wrong turn to their energy. The conditions under which a person works exerts a deep influence upon his health, efficiency, psychology and quality of work. “Good working conditions affect state of industrial atmosphere. With good working conditions labours remain happy, this happiness leads to increase in the productivity”, (Singh, R.K. 1976). Mental illness more than physical are the cause of industrial ill health and lesser production. “Mental trouble can lead to physical trouble (and very
often to accidents) and hence are regarded as the chief factors of unsatisfactory relation between employer and employee”, (Dastur, H.P., 1960).

As a matter of fact, the poor health of the workers affect the productivity and less production of any factory can also be a cause of mental stress of the employees as well as the employers. Employers and employee both are the important factors of production. The workers and the management of the factories are not two separate entities but complementary to each other. Optimum production in factory can not be obtained from the workers if the management has strained relation with them. Modern management in world today cannot hope to achieve good production from the hands of their workers, if they are treated as mere workman and not as participants in the management. “Nothing creates more self respect among the employees than being in the process of decision making”, (Judith M. Berdwick, 1987, 1987). Peter R. Richardson, (1985), explains that “participation means mental and emotional involvement rather than mere muscular activity. Involvement of labour is needed to improve the efficiency of their work”. Masood Ali Mirza’s (1984) study reveal that “workers participation produce a smooth functioning among the co-workers, loyalty and responsibility towards the organization and reduces dissatisfaction against company and management and thus motivate the workers for higher production” Production can be increased many times if
the management look after their workers properly and sympathetically in the factory. The supervisor or union leader can communicate and motivate each and every employee according to the particular need of the workers. Open communication between management and workers should be encouraged especially with regard to quality, effectiveness and procedures. But strangely, fairly a sufficient number of organizations do not spend time and energy required in the communication process. Supervisors undoubtedly can motivate the workers to do high quality of work, to overcome challenges, so thus workers can cope up with all the situations and feel themselves equal on the social scale. Communication is a key to ensure involvement of employees. The culmination of higher productivity is the result of uniformly good and better performance by all. If in any organization, employees feel that their managements are not taken care of, they can never be motivated to perform better. Every industry wants to maximize its profit with the help of improved state of productivity. It can only be achieved when workers would be in a position to convert their capacity of work into willingness to work and this can only be achieved through the dynamics of tool of motivation. "Responsibility, achievement of work itself, ability utilization, promotion, independence, recognition, administration, technical supervision, job security, personal life, salary and job status etc. are the substantial job features that are attached to both feeling of satisfaction and dissatisfaction", (Kote N.V. and Supe S.V., 1973).
Management should always try for the betterment and development of their employees through various welfare programmes like, human resource development, providing new productive technologies and by improving their working conditions and socio-cultural environments.

The human resource development has a significant role to play in the establishment and maintenance of a healthy productive work culture. In organizational context, human resource development is the means for improving effectiveness in terms of better productivity, reduction of cost, better generation of internal resources, better profits and better customer service. Similarly, technology plays an important role to improve the efficiency of workers. Turner Jannet J. (1990), relates worker's efficiency with technology, "technological innovations will not be adopted and thus will not improve productivity unless a balance is achieved between technological development and human resource management needs". Technological innovations constitute an important source for higher productivity. Increased volumes of goods and services, quality improvement, new marketing etc. can be achieved through increased automation and information technology. Veale David John (1982), states that organization status has a positive relation with attitude towards upward communication autonomy, work satisfaction, pay and treatment etc. Abiona O.O., (1984), findings reveal that "the poor work performances are due to the breakdown of machines, inadequate
training, poor and irregular wages and environmental factors. While Tiwari, R.S. (1985) hold contrary opinion that skill time and energy of workers are not fully utilized due to technological and operational problems. This statement to some extent is acceptable that technology destroys the human skill but on the other hand it improve the efficiency of the workers”. Besides it, to improve the efficiency and utilize the skill, workers need a healthy and clean working environment. Lavin Alksander and Efoimovich, (1985), state that “efficiency and productivity are positively related to satisfaction with work environment and interpersonal relations”. Any kind of disturbing environment, which creates mental disbalance is bound to further create tension, frustration, lesser interest in their assigned job. According to Bhatia P.; Muhar I.S. and Malhotra S. (1993), “noise is an impairing agent which has direct psychological affects especially on one’s audible intensity and this adversely affects the output”. Similarly, Birgitta Berglund and others (1983), in their study have reported that inadequate indoor physical environment produce headache and eye irritation’s etc. and ultimately it affects individual’s adjustment and working performance”. Working conditions within the plant of many places are not conducive to the welfare and efficiency of the workers. Bad working conditions are reflected on their health and consequently causes absenteeism.. Herbniaak Lawrence (1973) his findings present that, “there is a positive relationship between need satisfaction and absenteeism”. Moch Michael K. and
Frtzgibbons, (1985) also supported the view that employee absenteeism leads to decreased production efficiency”. Noweir Madbuli H.(1984), study pertains to noise exposure as related to productivity. His study reveals that the department with high noise level (above 90 decibel) leads more absenteeism and lesser productivity than those in the department with low noise exposure”.

Very often work load or work pressure makes work boredom and monotonous. This is one of the prime problems, which can be observed in most of the Indian small-scale industries. Generally it is believed that the way for higher production is to increase the number of working hours. Long monotonous working hours may not increase working efficiency. According to Milton L. Blums (1956), “the efficiency level of workers start to decline with the peak point of working hour and it is occurring on Monday and Tuesday from the beginning of the week”. Long working hours create not only monotony and fatigue but boredom too. Therefore the effect of boredom, fatigue and monotony are of crucial importance to industry, all affects productivity negatively. Fatigue and diminished efficiency may be due to the result of heavy workload, abnormal hours, and unbroken repetitive work (whether, physical, mental or physiological) situation in the factory, especially connected with the methods adopted for supervision and discipline. Overtime should be avoided whenever possible, the introduction of shifts, and spreading out of overtime among the
workers would lead to fatigue and boredom ultimately resulting lesser productivity. Thus, work decrement is closely related or associated with fatigue and boredom.

At last but not the least, the problem of wages has a direct bearing on productivity as well as on labour-management relations. It has been observed that most of the workers look dissatisfied with their salary. In the absence of plentiful salary, sometimes workers are unable to fulfil their basic needs. The housing problems, education of their children, non-fulfillment of a large number of essential requirements of their family responsibilities etc. Under such stress conditions, unhappy worker can only formalize his job without any devotion and positive productive result. Wages to a great extent provide some satisfaction to the workers. Industrial wages and the wages determination process are central aspects of industrial relation in any organization. Now workers legitimately want to fulfil their day to day need and improve their standard of living and status in the society. Thus they feel that they must get proper return of their labour wages and extra earning i.e. bonus, overtime facilities incentives etc.
IV

Labour Laws, Welfare programmes and Schemes

Labour laws and welfare programmes includes schemes and measures adopted by the States to furnish safety, relief and protection against sickness, maternity, disablement and other medical facilities and employment securities, risks and various safeguards pertaining to health, safety, welfare and working hours in industrial establishment.

Lots of labour laws have been enacted by the central and state governments with the modifications from time to time. Some of the important facts are as under:

(i) Factory Act 1948:

The main provision of the Act deals with the regulation of working condition in factories. This act ensures adequate safety measures and to safeguard health and welfare of the workers, employed under Factories Act 1948. This Act also refers to specific preconditions regarding cleanliness, lighting, ventilation etc. It also provide for the disposal of waste and effluents the elimination of dust and fumes, the provision of drinking water facilities, latrines, urinals and spittoons and also for the control of temperature at the place of work.

Section II of the Factories Act 1948, provides general cleanliness of the factory. This section made it obligatory that
dust, fume and refuse should be removed daily by the factory owners by employing persons to do the job. Floor, staircases and passages should be clean regularly by sweeping and other effective means, washing at least once in a month.

The environment of the factory wherein the workers engaged in any manufacturing process must be cleaned, decorated and charming with proper arrangement of lighting, ventilation and temperature free from infection, insanitation, dust and artificial humidification, overcrowding and other conditions which are injurious to health of the workers. "Effective arrangements are to be made in every factory for the disposal of waste and effluents due to the manufacturing process carried on therein. The state governments may make rules prescribing the arrangements to be made", (Asian Labour Laws, 1951). The factory premises should adequately be covered, circulation of fresh air and comfortable temperatures be maintained in every workroom. "The factories act, under section 14, requires effective measures to be adopted to prevent inhalation and accumulation of any dust or fumes or other impurity of such a nature, in any work room given off by reason of the manufacturing process carried on in factory as it is likely to be injurious to the workers employed therein", (Goswami V.G., 1986). Overcrowding in any workroom is injurious to the health of the worker engaged therein. The workplace should not be overcrowded by workers and minimum space of 14.2 cubic mtrs. per worker in an existent should be provided. No room in any
factory shall be over crowded to an extent injurious to the health of the workers employed therein.

**Measures with Regard to Welfare (Under Factory Act, 1948)**

Every factory shall provide adequate and suitable facilities for comfortable sitting arrangements, which are always necessary in the factories for the workers, so that they may sit and take rest and regain energy for further work. “The section 42 to 48 deal with washing facilities, facilities for storing and dying clothing, facilities for sitting, first aid appliances, canteens, shelter, rest rooms and lunch rooms and creches”, (Goswami V.G. 1986). First aid box or cupboards equipped with the prescribed contents (at least one box for every 150 workers), shall be provided and maintained under the charge of a person certified for the same and readily accessible.

No adult worker shall be required or allowed to work in a factory for more than forty-eight hours in a week. Every workers is to be allowed at least half an hour rest, intervals after a maximum working of 5 hours at a stretch. Every worker is to be allowed one holiday in a week on any day.

**Minimum Wages Act 1948**

An act to provide for fixing minimum rates of wages in certain employments. Assented to 15 March 1948 (as modified up to 23 Feb. 1951). The act is called Minimum Wages Act 1948. The
Minimum Wages Act requires the appropriate steps to be adopted by the government:

(a) To fix the minimum rates of wages payable to employees employed in an employment specified in any part of the schedule and

(b) To review the minimum wages rate, (the intervals, as it may think fit), such intervals for reviewing the wages rate should not be exceeding five years, the minimum rates of wages to fixed and revised the minimum rates if necessary.

The Act provide that the appropriate government might fix:

(a) A maximum rate of wages for time work

(b) A minimum rate of wages for piece work

(c) A minimum rate of remuneration for time work

(d) A minimum rate to apply in substitution for the minimum rate which would otherwise be applicable in respect of overtime work done by employees.

The minimum wages payable under this Act shall be paid in cash. The Minimum Wages Act also fixes hours of work for normal working days and provides for a day of rest in any period of seven days. It also provides for payment for overtime work. If an employee works on any day in case of normal working hours (normal working day has been fixed by the rules as that
constituting nine working hours), the employer shall pay the overtime wages to the worker for every hour or part of an hour so worked in excess at the overtime rate fixed under this act or under any law of appropriate government for the time being in force, which is higher. As per factory act, overtime wages are to be paid twice at the normal rates of wages. In addition to these important provisions this Act contains provisions regarding maintenance of registers and records, appointment of inspectors, commissioners and penalties for offence under this act. The Act makes it imperative that minimum wages shall be paid to the workers in the schedule employments at the prescribed rates, which after every five years will be revised by the appropriate government. Any employer who pays to any employee less than the minimum rates of wages fixed for that employees class, the employer shall be punishable with imprisonment for six month or less and to pay fine up to Rs. 800.

Hence if an employee is employed on piecework basis, the employer shall pay to him, wages not less than the minimum wages.

V

Aligarh Lock Industries—Perspective Analysis

Aligarh is world wide famous for its lock and is also known as, 'the city of locks' or 'Tala Nagari'. “The lock industry of
Aligarh is especially devoted to the production of locks in brass and iron. There are numerous lock works in the city, as many as 27 being in existence in 1907, and others are founded at Iglas, Hathras and elsewhere in the district. The output of Aligarh is estimated at about 500,000 locks per annum, valued at Rs. 2,76,000,” (Gazetter of Aligarh 1926). “Aligarh lock industry provides employment to about 90,000 persons including 4,000 supervisors”, (Maqsood Sahar 1997-98). Locks are manufactured in almost every corner of the city. People are engaged in lock manufacturing process in various ways such as casting, cutting of metal sheets, plating, finishing, key making and so on.

Earlier these locks were made up of wood, with the development of new techniques people started making locks out of metal sheets. The lock industry itself is said to have begun in 1880s, “the oldest factory dating back to 1887,” (Mann, E.A. 1992). In 1934 dyeing locks were manufactured for the first time with the help of power press which made it easier to cut the metal plates used for manufacturing locks. Later on, a training school was established to train workers in lock making. The liberal policy of the British Government to import locks led to the retrenchment of surplus workers in the workshop at Aligarh. Those retrenched workers took to lock making at cottage units for the local market. “In the beginning around 2000 people were earning their livelihood through this trade while presently more than 90
thousand people are working in this industry," (Maqsood Sahar 1997-98).

Superb workmanship, good quality and attractive designs of locks made Aligarh popular in the market. The lock industry later on became economically viable and competitive even in foreign markets. Around 60 crores worth of locks are manufactured every year. Out of this, locks worth more than Rs. 50 lakhs are exported per annum to different countries of the world. There are around 4,000 small and big units in this industry out of these around 800 units are registered with District Industries Office.” The growth of the industry has been retarded (slow), due to several factors particularly inefficient organization, management, inefficiency of labour, lack of education and training facilities, inadequate financial resources so on and so forth. A large number of persons engaged in lock industries are illiterate and untrained. The workers of lock industries have developed this art of lock making through their familial training, practices and experience. They still follow the old method and tradition of lock production and use outdated machinery. The disintegrated system of production and distribution is still its inherent weakness, which cost the industry in terms of lack of modernization and expansion. The labours of these lock industries are not getting sufficient facilities from their employers. Lock industry of Aligarh lost its popularity of its products because of the emergence of new lock units in Punjab, Haryana, Delhi, Gujrat, Maharashtra and other regions. There are
few labour organizations such as Dhatu Udyog Mazdoor Sangh, Aligarh Metal Industries Workers Unions, Chakoo Tala Mazdoor Sangh, Bahartiya Laghu Udyog Sangh etc. but all of them are ineffective and unorganized. The main cause of disunity and conservation is illiteracy and absence of proper facilities and guidance.

Existing resources of finance are also unsatisfactory, the main source of finance is the indigenous banker. Commercial bankers do not give advance loans due to absence of security, hence they have to depend on the private money lenders who charge high rate of interests. Marketing management is also not very good, as large number of middle men are involved in marketing of locks, this has increased the price of locks substantially. Besides this, other reasons are poor distribution, training of sales man, promotional activities, poor transportation etc. Most of the firms are highly affected by the tax burden imposed by the government. Only a few units are registered with sales tax department, they have to bear the burden of taxes. The raw material used for the locks are brass, scarp, copper, zinc, iron steels, iron plates, round bars, nut bolts, PVC plastic tubes and aluminum sheets etc. There is always scarcity of raw material. These are some of the problems related to management while some of the problems which can be seen in these small factories are related to labours. The rates of the wages are inadequate, the amount of bonus is very less and incentive scheme is almost
negligible in these factories. Working environment seems to be very unhygienic i.e. dark and lack of cleanliness etc. Techniques of manufacturing is based on very old pattern. No improvement or modification has been done in the process of production system. Workers are not provided enough rest hours by the factories. Inadequate salary creates problems to fulfil the day to day needs of the workers.

Labour-Management Relationship in Lock Industries:

The labour-management relations in the small-scale lock industries are largely transitory in nature. Most of the laoburs are quite unaware about their rights and liabilities. On the other hand workers union do exist but no trade union sought to enforce obligations on the employers. Very less number of the employers claimed knowledge about their workers belonging to trade union. None of the employer had referred to any labour dispute as having taken place in the preceeding several years.

The workers have freedom to move from job to job. Researcher, who often visited the establishments, generally found amicable relations between labour and management. Most of the time labours did not seem to be satisfied with their workload. Still they did the work with all discipline and with full cooperation.

It is clear from the above submission that Aligarh lock industries are having managerial as well as labour problems.
Though, it can not be denied that a dissatisfied labour would not be able to produce more and can hardly maintain good relations with the management. Adequate medical facilities, sufficient wages, healthy working environment, high morale, motivation and social security etc. are some of the vital factors to contribute higher production or productivity. For the improvement of the working efficiency, workers need social and psychological satisfaction. The productive capacity of the workers are adversely affected if they are having economic, social and psychological constraints.

The present investigation “Socio-Psychological Constraints, their Impact on Productivity and Labour-Management Relations” has dealt with these problems of labourer which affect the totality of their social life, ultimately affecting their work performance. Furthermore, lack of motivations, incentive schemes and reward provisions compel the workers to adopt an attitude of indifference towards work and establishments. In the absence of adequate salary they are not able to fulfil their basic needs. Lack of motivation leads towards there lesser interest in their work. For many years, in the earlier stage manufacturing, of lock had been continuing simply in the buildings, which were too cramped and did not have proper provisions of lighting, ventilation etc., in their working conditions. In small factories, with corrugated iron roof and cramped of the machines, discomforts of the workers some times exceeds the limits of
human endurance in the hot weather. All these condition leads to psychological or mental strain during the working period and after work too. Hence all these socio-psychological and physical problems of the workers effect the working efficiency negatively, which ultimately hold a bearing on productivity as well on the labour-management relations.
Objectives of the study:

1. To review a conceptual framework of labour problems.

2. To make use of available literature on the subject as a whole.

3. To perceive and analyse the basic problems of the labour which generally amount to lesser productivity and poor labour management relations.

4. To examine and evaluate the problems of labour engaged in Aligarh lock industries, and to suggest measures for improvement.

5. To find out and examine the wage structure, labour welfare aspect of working condition in lock industries, which hold direct bearings on the labour and productivity.

6. To suggest measures for improving labour productivity and maintaining harmonious or peaceful relations between labour and management in Aligarh lock industries.
Hypothesis:

The study has an attempt to test the following hypotheses:

1. Inadequate medical facilities will affect the productivity.

2. Healthy-labour management relation will lead to higher productivity.

3. Labour participation and better working environment will increase productive efficiency, resulting, higher production and healthier relationship between the labour and management.

4. Inadequate salary, bonus and incentives etc. to the working force will lead to greater dissatisfaction among the workers amounting to lesser productivity.

5. Industrial conflicts, strikes and lesser dedication towards work lead to lesser production.

6. Inadequate labour policies by the government affect the productivity adversely.