CHAPTER - VII

CONCLUSION

The present thesis have enquired into the personnel problems in the cotton textile industry with special reference to Kanpur cotton textile mills. Various aspects afflicting the human relations in this industry have been examined and the main findings and conclusions revealed by this study have been stated in the relevant chapters. However, in order that a well-connected review is available, the significant findings and conclusions arrived at in various chapters of this study are consolidated here.

The study reveals that the Kanpur cotton textile industry is still not working on sound lines and its performance and development are disappointing. The industry is pioneer in the organisation of textile trade in Uttar Pradesh and occupies fifth place with 10 cotton textile mills, while on the basis of spindles-ago it stands fourth in the country. The average of

-(257)-
workers employed by the Kanpur mills is about 67 per cent of the total labour force engaged in the cotton textile industry of the State. Despite changes in consumption pattern of cloth, cotton is still the most preferred fibre in Uttar Pradesh. Besides this, the State has the benefit of vast local markets and plenty of manpower. These favourable factors offer the industry great scope for development. Yet the industry is not self-sufficient and its progress has remained tardy. The State produces only 7 per cent of the cotton cloth produced in the country although it accounts for 17 per cent of the population. The study finds that the dismal performance of the industry is due to the heavy odds under which the mills in Kanpur have been working. The factors responsible for this disappointing state of industry have been identified by the enquiry as the increasing cost of production, under-utilisation of installed capacity, out-moded machines, change in consumption patterns, sectoral rivalries, etc. Besides, low-yield and inadequate supply of raw materials, defective plant layout, worn-out and out-moded equipment, and inefficiency and uncooperative attitude of workers are identified as other significant factors retarding the progress of industry.

Of all these factors, the enquiry concludes that
the progress and development of this industry, however, depends to a very large extent on proper management and utilisation of human resources. Replacing conventional and out-dated methods of personnel administration with modern scientific techniques and practices of manpower management is of paramount importance for the industry.

The study reveals that in the sphere of personnel administration, the industry has not so far developed facilities for systematic training for the new entrants to the industry. Existing in-plant training facilities are thoroughly inadequate and ill-organised. The system, pattern and method of training the workers are obsolete and conventional. All mills follow the rudimentary system of training, i.e. apprenticeship training which totally lacks in developing trainees's mental horizon so as to enable him to understand the meaning of what he does, how it affects subsequent process, and so on. Shortage of trained workers is felt in a number of skilled and semi-skilled occupation of the industry. Even considering the process of modernisation of machinery, systematic training in handling the new equipment is essential. The problem can be solved satisfactorily if the mills themselves organise proper in-plant
training in various occupations under the supervision of their Personnel Departments. It is also desirable that in order to give more intensive basic training to the rank and file of the industry, textile training institutes should be started in the State of Uttar Pradesh preferably in the vicinity of the industry.

The significant finding of the study is that in the matter of recruitment and selection procedure, the industry has not been successful in eliminating the influence of jobber despite the endeavour in this direction. Though Decasualisation scheme and Bodli Control system have formalised the recruitment procedures, the ultimate selection of candidates still remains haphazard in the absence of proper standards of selection. No doubt the Decasualisation Scheme has helped in reducing malpractices in the recruitment and selection of workers, neither workers nor employers are satisfied with its working. At the same time neither the government nor the employer appear keen on putting this scheme on a sound and systematic footing. As a result the working of the scheme belies the expectations of results which were to emerge from it to the benefit of workers and employers.

The study, moreover, finds that the Decasualisat-
tion Scheme has stepped in as an intermediary between a new recruit and the management. This has resulted in limiting the role of management in labour recruitment. Since the scheme is Government sponsored and State managed, the official standing orders relating to the mechanism of operation and supply of labour force to the mills have circumscribed the powers of management as regards recruitment and selection of workers.

The study makes the commendation that the selection and recruitment procedure should be revamped and entrusted to the independent charge of the Personnel Department now functioning in every unit of the industry at Kanpur. Application blanks be got filled in from the applicants, and a Selection Board be constituted in every mill to interview, select and appoint the required personnel. This procedure will not only ensure selection of right person but its smooth and fair conduct is certain to create confidence and acceptance of fair deal by the workers in the matter of recruitment and selection.

A significant factor which most frequently impinges upon the harmony of relationship between the management and workers is, as revealed by the study, the salary and wage administration in the cotton textile industry of Kanpur. The wage structure is fraught with anomalies
which give rise to heart-burning between workers, and lead to the development of an attitude of indifference towards work. The wages paid for the same type of job and same category of worker is generally higher in private sector mills and lower in mills functioning as a Government company in Kanpur. Intra-mill, the wage rate differs, in a number of cases, from unit to unit for the identical form of job. The adverse effects of this anomaly are reflected in the slackness in efficiency and lower productivity on the part of workers. Outside, these wage rate differentials have become an important factor accounting for the labour turnover towards higher wages.

The study further highlights that the current salary and wage structure is devoid of any content of incentives to workers for higher productivity. The two Wage Boards left unresolved the fixation of minimum need-based wage for the textile worker. Today, the amount of daily wage is awfully disproportionate to the amount of dearness allowance paid to the workers. The current ratio between the basic wage and dearness allowance is 1:23. The dearness allowance is payable against mere attendance of the workers and the flea-bite part of basic wage is subject to adjustment proportionately to the output of the worker compared with the standard set
by the mill. The quantum of basic wage being paltry, the worker, therefore, stands to get or lose a negligible amount against his higher or lower production. The wage structure, therefore, fails to provide any motivational force to the human resource of the textile industry.

The study shows that there is discontentment in the workers following from the non-existence of any procedure of promotion of staff both in the public sector and private sector mills. No merit-worthy procedures are in vogue in the mills and promotions take place in the pleasure of the management. Good workers thus suffer while the sycophants get rewarded. favouritism and nepotism, in the absence of any scientific promotional policy, are sure to creep in and the workers sting the management with this stigma. The resultant attitude of workers obviously lacks devotion and loyalty to the organisation with its ramifications on their productivity.

In the absence of any clear-cut policy of annual increments, the workers do not exude dynamism in performing their job. The senior worker and a new entrant stand to get uniform amount of total wage. This situation is not certainly plausible to workers. To some categories of operatives, however, annual increments
have been given adhoc by the Wage Boards. This generated ill-will amongst the deprived ones and there have been litigations between management and workers on this score. In Madras, the textile mills have adopted incremental scales of pay for their workers and this study comments that a policy of annual increments be introduced in the cotton textile industry of Kanpur too. Such a step would be conducive to good human relations in industry besides contributing to the increased efficiency and productivity of the workers.

The study shows that working conditions and labour welfare is another factor responsible for disenchanted of labour with the management and impinging upon industrial relations, efficiency of workers and their productivity. It has been found that both the intra-mural and extra-mural welfare activities lack in quantity as well as quality to instil a sense in workers of their care-taking by the industry. The atmosphere inside the mill shops is laden with dust and cotton fibre which has its deleterious impact on the occupational health of the workers. Some of the common dust diseases the workers most frequently suffer from, are found in mill fever, byssinosis, weavers' cough, and acute respiratory illness from contaminated
cotton. Absence of any mechanism for control of noise is another hazard to the mental health of the workers. Chemicals used in dyeing, bleaching, finishing and printing sections have been afflicting the health of the textile workers who commonly suffer from athlete's foot and dermatitis.

Poor rendering of general welfare activities have been the cause of frequent squabbles between the workers and management. Sanitary conditions, illumination, maintenance of relative humidity and temperature in sheds and frequency of air changes do not conform to the standard prescribed by the Kanpur Cotton Textile Mills Rationalisation Enquiry Committee.

The ill-occupational health of the workers has in fact been a major cause of absenteeism in the mills besides affecting the efficiency and productivity of workers. The study finds that the problems relating to the occupational health of the workers are the making of an unenlightened attitude on the part of the management with regard to the welfare of human force. It is commended that a judicious management action can provide the necessary remedy to the occupational health of the workers. Needless to suggest that a healthy team of workers yield a healthy output for the organisation.
In regard to extra-mural welfare activities, the present study finds that most of them are conventional and a few constitutional. Medical facilities are availed by the workers and Employees State Insurance scheme, provision of fringe benefits like family planning incentives, provident fund benefits, family pension scheme are all governed by their respective legislation. Conventional facilities like housing, subsidized canteen, free education to employees’ children up to junior levels and discounts on mill-made clothes are common in every mill. They are, however, not properly managed nor adequately provided. Of the total work force, only 10 per cent get housing accommodation, the rest even do not receive house allowance. Subsidized canteen sell edibles of so poor a quality that render their subsidized price more than their actual market value and there often take place squabbles on this count between management and workers.

The main findings of the study in the sphere of workers’ welfare is that the Welfare Officer, appointed by each mill under the force of Factory Act, is helpless to conduct welfare activities in a genuine manner or to plan anything for the well-being of workers, for his office is dependent upon the mill management.
He is to toe the line directed by the management and, hence, his sphere of welfare actions is circumscribed by managerial policies of the mill concerned. The study suggests that the Welfare Officer should serve as an independent representative of the Government posted in each mill. He should report and receive directions with regard to welfare activities of workers from the government. Free from the clutches of management, he can only be a true friend and well-wisher of the workers.

The study concludes that the picture of relations between management and the labour is not quite a happy one. Improvement in human relations is called for. Organisation of industries is an organisation of men, material and machinery. Proper coordination between these three is essential for the most efficient working of industries. Unless there are cordial human relations exuding a spirit of cooperation between persons working in different capacities in the Kanpur cotton textile industry, it is difficult to keep the industry working at its optimum efficiency.