CHAPTER V
LABOUR-MANAGEMENT RELATIONS — AREAS AND FACETS

OUTLINE

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(iii) Grievance and Its Redressal.

(iv) Communication.

(A) ORGANIZATIONAL AND PERSONNEL MANAGEMENT MATTERS

(i) Organizational Structures and Charts

Introductory

An organization is the structural relationship between
the various factors in an enterprise.\textsuperscript{1} Organization structure is therefore a framework or mechanism created through a formal organization, whereby individual and organizational objectives can be achieved in a better way than through uncoordinated efforts. Such a structured framework performs many functions for both the enterprise and the people working in it. Several advantages occur if the organization structure is designed, as follows:

* Operational goals and procedures are clearly decided and the energies applied with more vigour.

* People are related in a meaningful and orderly sequence. Responsibilities are laid down very clearly and the authority chain is made more definite.

* Communication networks are formed and maintained scientifically.

* The activities of groups and individuals are made more rational and practicable.

* Employees benefit from planned superior-subordinate relationship in which each subordinate receives necessary direction and guidance.

* Tasks assigned to the individuals are in reasonable workloads. Simplification and specialisation are more convenient and effective.

A right type of structure of factors like business goals, departmentalization, specialisation, authority-responsibility relations, line-staff relations, supervision, control, etc., emerge under the formal organizational structure. Moreover,

almost in every industrial enterprise, cohesiveness, social relations, conformity, etc., among the employees manifest through informal behavioural patterns. All such factors can be illustrated in a model as under:

<table>
<thead>
<tr>
<th>Formal Organization</th>
<th>Informal Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Organizational goals</td>
<td>• Some Social relations</td>
</tr>
<tr>
<td>• Definite job</td>
<td>• Source of Protection</td>
</tr>
<tr>
<td>• Departmentalization</td>
<td>• Cohesiveness</td>
</tr>
<tr>
<td>• Degree of specialization</td>
<td>• Conformity</td>
</tr>
<tr>
<td>• Authority-Responsibility relationship</td>
<td>• Help in problems</td>
</tr>
<tr>
<td></td>
<td>• Rational &amp; stable work environment</td>
</tr>
<tr>
<td></td>
<td>• Control</td>
</tr>
</tbody>
</table>


It seems for certain that informal organizations do exist within the limits of formal structures. An informal organization consists of a group in which people are related to one another spontaneously for mutual benefit. Such informal interactions are not prescribed by the formal structure; nor can they be completely controlled by formal authority. However, they do exist. The informal groups in the organization may or may not act in support of the formal objectives.  

attempts to identify the attributes and activities of the informal organization and tries to integrate it with the functions of the formal structure as seen in the above model. Such organizational structure can be visualised instantly and understood logically with the help of an organization chart.

An attractive instrument for portraying the organizational structure of any industrial or business unit is an organization chart. A good organization chart indicates the lines of authority and responsibility. It is a picture showing the arrangement or assignments of jobs in an organization. It may also reveal an illogical grouping of activities, if any. A chart, therefore, provides an opportunity for making revisions and modifications. It also serves as an aid in getting new employees or other interested persons/agencies acquainted with the organization.

However, an organization chart omits some significant informal relationships. It does not depict how much actual authority exists at any point in the structure. Many charts show structures as they are supposed to be, rather than as they actually are. Often managements are found reluctant to redesign their charts, forgetting that an enterprise is a dynamic organization changing over time and space.

Organizational Structures of the Units Under Study

UNIT R

Being one of the five refinery units of Indian Oil Corporation this is a unit in the public sector. Established in 1965 in Gujarat, it is headed by the Managing Director. As
demonstrated in Chart V.1, its various departments have been divided into two parts; (i) Non-Technical Departments, and (ii) Technical Departments. The former are under the direct control of the General Manager, while the latter are under the control of Deputy General Manager.

There are six departments under the first head, i.e., Non-Technical Departments; (i) Personnel and Administration, (ii) Finance, (iii) Internal Audit, (iv) Materials, (v) Medical, (vi) Public Relations. All these departments are separately looked after by different executives who are directly reporting to the General Manager.

The Personnel and Administration department is headed by the Senior Personnel and Administration Manager, who is further assisted by two managers, viz., (i) Senior Personnel and Administration Manager (Sr. P. & A. Manager), and (ii) Deputy Manager (Admn.). The former is concerned with manpower planning, recruitment, promotion, welfare, industrial relations, etc., while the latter is looking after wage administration, fringe benefits, township facilities, bus service, school, etc.

The Sr. P. & A. Manager is further assisted by three officers, viz., Sr. Personnel Officer, Personnel Officer and Welfare Officer. The Deputy Administration Manager is assisted by his Sr. Administrative Officer, who is also assisted by the Administrative Officer.

The other departments, viz., Finance, Materials, Medical, Internal Audit and Public Relations Departments are managed by
the Chief Finance Manager, Senior Materials Manager, Chief Medical Officer, Senior Internal Audit Officer and Senior Public Relations Officer respectively.

Similarly the Technical Departments, viz., Production, Maintenance, Power Utilities, Technical Services, Training and Efficiency Research are individually and directly headed by Senior Production Manager, Chief Maintenance Manager, Senior Power Utilities Manager, Chief Technical Services Manager, Training Manager and Deputy Manager (Efficiency Research) respectively.

UNIT F.1

This is the biggest fertilizer unit in Gujarat in operation since 1967 in the Joint Sector. Its Chairman is a very popular and successful industrialist taking keen interest in almost all the affairs of the unit. As depicted in Chart V.2, he is assisted by the Managing Director (M.D.). The M.D. is a very senior and experienced employee of the unit and is, therefore, well-versed with all the activities of the unit.

The M.D. is assisted by Financial Adviser (F.A.), Personnel Adviser (P.A.), General Manager (G.M.), Commercial Manager (C.M.) and the Secretary.

The Financial Advisor is assisted by the Deputy Financial Adviser and the Deputy Accounts Officer. Similarly, the Personnel Adviser is also assisted by the Personnel Officer and the Establishment Officer; and both these officers are, in turn,
assisted by the Assistant Personnel Officer and the Assistant Establishment Officer respectively.

The General Manager is in charge of different activities, the main of which are three, viz., Technical, Production and Maintenance. The other activities are: labour welfare, medical administration, stores and purchase. For technical activities, the General Secretary (Technical) is responsible. He reports directly to the General Manager. He is assisted by three superintendents; (i) Superintendent (Training), (ii) Industrial Engineer, (iii) Superintendent (Research and Chemical Control). The Superintendent (Training) looks after the Training Section and is assisted by five Trade Instructors. The Industrial Engineer has to supervise the activities relating to Job Evaluation and Work Study, while the Superintendent (Research & Chemical Control) looks after research work of various chemicals and their control.

Concerned with the main products of the unit, the General Secretary (Production) is assisted by four superintendents; (i) Superintendent (NH₃), (ii) Superintendent (Urea), (iii) Superintendent (Acids and Utilities), (iv) Superintendent (ASP).

The General Secretary (Maintenance) looks after mechanical, electrical, instrumental and civil work in the plant. He is assisted by three Senior Mechanical Engineers, one Senior Instruments Engineer, one Senior Electrical Engineer and one Civil Engineer.
The Superintendent (Stores & Purchase) handles stores and purchases and is assisted by two officers, viz., Stores Officer and Purchase Officer.

The Senior Labour & Welfare Officer and the Senior Medical Officer also directly report to the General Manager. The former is in charge of safety, industrial relations and welfare work and is assisted by Assistant (Safety), Industrial Relations Officers, and Welfare Officers (2). The latter is assisted by one Medical Officer.

Insofar as general administration is concerned, one Administration Officer (A.O.) is responsible for it. He is assisted by Senior Assistants (2), Assistant Incharge (2). A.O. also directly reports to the General Manager.

The Commercial Manager is in charge of commercial agronomy, publicity and marketing. Three officers are reporting to him: (i) Commercial Agronomist (C.A.). (ii) Chief Coordination & Publicity Officer (C.C.P.O.). (iii) Chief Marketing Officer (C.M.O.). The Commercial Agronomist is assisted by one Fertilizer Research Officer (F.R.O.), one Agro Chemist (A.C.) and one Fertilizer Extension Officer (F.E.O.). Among them, the Fertilizer Research Officer is assisted by one Farm Superintendent and one Statistician, while the Fertilizer Extension Officer is assisted by two Field Demonstrators. The Chief Coordination & Publicity Officer looks after publicity of various products and public relations (P.R.). For the public relations function, one Public Relations Officer is there to assist him.
The Chief Marketing Officer is in the charge of internal and external sales and is assisted by two Sales Managers.

The Secretary also directly reports to the Managing Director and is assisted by his Assistant Secretary.

UNIT F.2

This is the biggest fertilizer unit in the co-operative sector in the country. There are two other fertilizer units of the parent cooperative body — one each in Gujarat and Uttar Pradesh. The establishment of one more unit is under process again in Gujarat. The Head Office of all these units is at New Delhi.

The organization of the unit under study, as exhibited in Chart V.3, is locally headed by the General Manager (G.M.), while the Chairman and the Managing Director (M.D.) visit the plant and guide the local management quite frequently. The G.M. reports directly to the M.D. at New Delhi. He is assisted by four Managers and one Superintendent (Supdt.).


The Production Department is under the control of Manager (Production), who reports directly to General Manager and is assisted by four Superintendents, viz., Supdt. (Production), Supdt. (Bagging), Supdt. (Transport) and Supdt. (Offsite).
The Maintenance and Engineering Department is headed by Manager (Maintenance & Engineering), who, in turn, is assisted by three Superintendents, viz., Supdt. (Maintenance), Supdt. (Electrical) and Supdt. (Mechanical). He, too, reports directly to the General Manager.

The Finance & Accounts Department is looked after by the Manager (Finance & Accounts), who is assisted by one Supdt. (Accounts).

The Personnel Administration department is headed by the Manager (Personnel Administration), who is assisted by two Assistant Managers, viz., Assistant Manager (Personnel) and Assistant Manager (Administration). The latter are, in turn, assisted by officers like Welfare Officer, Security Officer and Chief Medical Officer.

The Technical services are entrusted to an executive, viz., Superintendent (Technical Services). He reports directly to the General Manager and is assisted by five Supervisors.

Each Superintendent in the Production, Maintenance, Finance and Personnel Administration departments is assisted by his respective Supervisor.

UNIT F.3

This is a public limited company in the Private Sector. The Managing Director has the overall control on the activities of this unit. Being not a big unit, its activities are divided into three sections: Production, Sales and Accounts. (See: Chart V.4). It has three other sister concerns which are also situated
in its proximity. The personnel work is entrusted to an officer designated Industrial Relations Officer, who is common for all the four units.

The plant of this unit — popularly known as Agro-chemical Plant — produces Insecticides, Superphosphate, Sodium Sulphate and Sulphuric Acid. The whole production plant is headed by Production Officer, who is assisted by a few officers, supervisors, engineers and chemists. Insecticides Division is in charge of one Junior Officer, who is assisted by five Supervisors, while Super Phosphate, Sulphuric acid and Sodium Sulphate Divisions are looked after by four Supervisors. Two Engineers are responsible for the mechanical maintenance and electrical activities of the plant. Three Chemists are handling the chemical process in the laboratory. They are, in turn, assisted by two Laboratory Technicians.

The Sales Section is in charge of a Manager — Marketing, who reports directly to the Managing Director. The former is assisted by the Head — Sales Division, who has two Junior Assistants.

The Accounts Section is in charge of a Head, who also reports to the Managing Director directly. This Head has three Junior Assistants.

There is no General Manager in the unit.
UNIT D.1

This dairy unit is the largest one in the country and is in the Cooperative Sector. As portrayed in Chart V.5, it has its Chairman at the top, who is directly being reported to by the General Manager. He is assisted by two top executives, viz., Deputy General Manager and Asst. General Manager. The former is in charge of production and is assisted by one Manager (Production), while the latter looks after Accounts.

There are seven Divisions under the supervision of Manager (Production). These are: (i) Animal Nutrition. (ii) Cattle Food Factory. (iii) Fodder Development. (iv) Marketing. (v) Purchase. (vi) Societies. (vii) Production (Dairy).

The Animal Nutrition Officer, Factory Superintendent, Project Officer. Factory Superintendent, Project Officer, Asst. Manager (Extension), Asst. Manager (Estate), Asst. Manager (Marketing), Asst. Manager (Purchase, Asst. Manager (Personnel), Asst. Manager (Societies), Plant Personnel-cum-Labour Welfare Officer, Asst. Manager (Production), Dairy Accountant, Stores Superintendent, Public Relations Officer and two Dairy Engineers are directly responsible to the Manager (Production).

The Asst. Manager (Personnel) is assisted by Senior Personnel Officer (S.P.O.) and Security Officer. Further, S.P.O. is assisted by two Labour Officer and one Asst. Personnel Officer.

* There was no Managing Director, when this study was undertaken. Later the General Manager was designated as Managing Director.
The Asst. General Manager looking after Accounts is assisted by four executives, viz., (i) Manager (Accounts), (ii) Asst. Manager (Data Processing), (iii) Asst. Manager (Costing), and (iv) Internal Auditor. Among them, Manager (Accounts) is assisted by one Asst. Manager.

UNIT D.2

This unit, too, is one of the biggest dairy establishments in the Cooperative Sector in Gujarat. The Chairman heads its management. (See Chart V.6). The General Manager directly reports to the Chairman.* He is assisted by seven managers as follows:

(i) Asst. General Manager (Production, Planning and Engineering). (PPE).
(ii) Asst. General Manager (Commercial).
(iii) Manager (Quality Control). (Q.C.).
(iv) Manager (Administration).
(vi) Asst. Manager (Farm & Fodder Development). (PPD).
(vii) Asst. Manager (Societies). (Soc.).

The Asst. General Manager (PP & E) is assisted by four managers, viz., Manager (Production), Manager (Engineering), Manager (Civil), and Asst. Manager (Stores).

The Asst. General Manager (Commercial) is assisted by three executives, viz., Asst. Manager (Accounts), Asst. Manager (Internal Auditor), and Manager (Sales).

* There was no Managing Director, when this study was conducted.
The Manager (Administration) is assisted by Asst. Manager (Personnel & Administration), Purchase Officer, and Asst. Manager (Purchase-Cattle-Feed).

UNIT D.3

This dairy was managed by the Municipal Corporation in a big city, when this study was undertaken. It was, thus, in the Public Sector. The topmost authority of the unit was the Municipal Commissioner, who was assisted by the General Manager (See Chart V.7). The latter was assisted by five Asst. Managers, one Plant Manager, and one Deputy Manager.

The five Asst. Managers were in charge each of (i) Administration, (ii) Accounts, (iii) Purchase & Stores, (iv) Sales & Distribution, and (v) Garage and Despatch Sections, while the Plant Manager looked after Dairy Production, and the Deputy Manager was in charge of engineering and technical activities of the Unit.

The Asst. Manager (Administration) was assisted by two officers, viz., (i) Labour Welfare Officer, and (ii) Establishment & Legal Officer. The Asst. Manager (Accounts) had four subordinate executives — Milk Accountant, Cost Accountant, Asst. Accountant and the Head Cashier. The Asst. Manager (Purchase & Stores) was assisted by one Store-keeper and one Asst. Accountant. The Asst. Manager (Sales & Distribution) was assisted by Milk Distribution Officer, Sr. Supervisors, and Salesman (at depots). The Asst. Manager (Garage & Despatch)

* It was taken over by Gujarat Dairy Development Corporation, Gandhinagar, in Dec. 1979.
was assisted by Garage Supervisor, Vehicle Examiner and Head Driver.

The Deputy Manager was assisted by two engineers, viz., Plant Engineer and Assistant Engineer, and the Asst. Engineer had two subordinate officers, viz., Section Officer (Civil), and Technical Officer. The Technical Officer was assisted by two Foremen, viz., Foreman (Electrical) and Foreman (Bottling).

Lastly, the Plant Manager (Dairy) was assisted by an Asst. Manager, who, in turn, was assisted by one Technical Officer and one Shift Manager.

(ii) Employment and Service Conditions

Sources: The workers are recruited in organized industrial units through various sources and by following different methods. The main sources are labour flocking at the factory gate, labour contractors (or, contract-labour), Employment Exchange Office, private employment agencies, former employees, recommendations by some known persons, advertisements, employees' relatives and dependents, educational/technical institutions and apprenticeships.

The interviews with 205 workers in the units under study revealed that 'advertisement' was the major source of employment. The actual relative position is exhibited in Table V.1.
The Table shows that though employment through Employment Exchanges is obligatory, it had not become popular in these units. Similarly, recruitment through educational/technical institutes was also exceptional. Employment through recommendations gave a weightage of 8.2%. Unlike elsewhere, recruitment through supervisors or jobbers was not reported in any of the units. Two units $F_1$ and $D_1$ — did use contractors as one of the sources as reported by the union leaders. In Units $R$, $F_1$, and $F_2$, apprentices were appointed under the Apprentice Act, 1961.

While corruption and bribery were certainly not prevalent, one of the interviewees in a dairy unit had stated that he had to pay a sum of Rs. 1,000 to one of the high level Managers for
getting the job in the year 1969. A worker in the Refinery Unit had complained that he had to use influence on the management even after he was successful in the interview, because he had learnt that some one else was likely to be appointed and that the interview was merely a 'natak' (show)! These could be said to be stray cases, even if no manipulation of facts.

**Manpower Planning:** Manpower planning is most desirable. According to Vetter[^3^], manpower planning is "the process by which management determines how the organization should move from its current manpower position to its desired manpower position." In other words, it is a process of forecasting the future manpower needs. The interviews with the managements brought out the following facts in this regard:

**Unit R:** For this purpose, there was one Efficiency and Research Cell (ERC), reporting to Deputy General Manager. ERC prepares estimates for the future manpower needs.

**Unit F₁:** They did manpower planning on the basis of anticipated future expansion, expected organizational changes, turnover and absenteeism trends, etc.

**Unit F₂:** They forecast their manpower needs on the basis of expected future growth.

Unit D₁ : They felt no need of such planning as the turnover of workmen was very low in this unit.

Unit D₂ : For manpower planning various departments were consulted for their future requirements about 3 to 6 months in advance.

Selection Procedure: Except one fertilizer unit, all the ones under study have their own prescribed Selection Procedures. The common method is that the Personnel Department, first of all, scrutinizes the applications received from the candidates. These are then sent to the respective departmental heads for their consultation. After obtaining their remarks, the concerned candidates are issued Interview Letters by the Personnel Department. For conducting interviews, Selection Sheets are used in which individual weightages in terms of marks or rating are prescribed for different characteristics and factors like qualification, personal knowledge, experience, training, performance at interview, scheduled caste or scheduled tribes, etc., of the candidates. Merit is determined on the total of marks allotted on performance. The successful candidates are informed of their selection. Two such Selection Sheets used in the selection procedure in two of the units are exhibited in Appendix V.1 and V.2 for an illustrative feel of the patterns adopted.

Service Conditions: Most of the units prescribe specific service conditions in the Appointment Letters issued to new entrants. The commonly stated main conditions are:

* Starting salary and scale.
* Rate or mode of different allowances — D.A., H.R.A., etc. — payable to the workmen.

* Other benefits such as Provident Fund, Gratuity, Medical Allowance/Medical Reimbursement, etc.

* Transfer to other post, to other branch or section at the discretion of management. (In case of transfer to other section or branch, the terms and conditions prevailing there are applicable).

* Probation period, generally six months.

* Appointment subject to satisfactory medical report.

Two dairy units laid down, in addition,

(i) that the employee could not accept any part-time or full-time job elsewhere,

(ii) that the employee could not continue his further studies without written permission of the General Manager,

(iii) that, if a permanent employee wanted to leave, he would have to give one month's notice or full amount of one month's wages, and

(iv) that the retirement age was 50 years.

Unlike others, \( P \) was reportedly following an undesirable practice of employing workers only for three months on a temporary basis and the management could terminate them at any time during the period. Again, daily wage rates were mentioned at this letter of appointment. (See: Appendix V.3). My inquiries with the workers and their union leaders showed that even when most of the workers were taken up after three months by issuing them fresh appointment orders, they were not made permanent even after 3-4 years of service.
(iii) Working Conditions and Welfare Amenities

**Shifts and working hours:** As the process of manufacturing in each of the units under study was continuous, their respective plants were working round the clock. There were, therefore, three shifts of eight hours each for workers and supervisory staff. While, in most of the plants, one general shift of nine hours was arranged for the office staff, in Unit F, there were two general shifts: one for administrative staff and the other for technical staff. There was a recess of half an hour during the shifts of eight hours each, while a recess of one hour was available to the staff working in 'general shift'.

Overtime practice was observed in a few sections of the units as per the exigencies of work. Payment for overtime was made at double the normal rate as per law in all of these units. No malpractice was noticed in this matter in any of the units.

**Other working conditions:** In most of the units, working conditions were in consonance with the provisions of the Factories Act, 1948. Arrangements for proper temperature, cleanliness, lighting, ventilation, drinking water, urinals, latrines, bathrooms, first-aid, rest-rooms, safety-measures, etc., were found to be prevailing, though in two units — F and D — they were somewhat poor and ill-maintained. In Unit F, neither a Labour Officer nor a Labour Welfare Officer was appointed, as the strength of workers therein was below 500. Consequently, inadequate attention was paid to the working conditions and their maintenance. In Unit D, the Labour Welfare Officer was observed to be helpless in taking necessary care of these
facilities, as both the management and the workers were little conscious about them.

The provision of canteen — a very important facility for workers — was quite attractive in Units R, F₁, F₂, F₃, D₁ and D₂, where workers could take their breakfast, snacks, tea, etc., at subsidised rates. Subsidised meals were also served in these units. Unit R — a very big plant divided into eleven scattered sub-plants — had an arrangement for serving tea and snacks inside the divisions, through 3/4 small mobile vans. The workers and the office staff got these items twice during a shift on producing the pre-supplied coupons. However, during the lunch break, the workers and the staff members — so informing in advance — could take their lunch in the common dining room located near the canteen.

In Unit F₃, the canteen — common for all the concerns of the group to which this unit belonged — was situated at about five minutes' walking distance. The lunch hours were adjusted suitably. Here, too, the workers were served with meals at subsidised rates. Similarly there were satisfactory arrangements of canteens in Units F₁, F₂, D₁ and D₂. But the position of canteen was miserable in Unit D₃, where tea and 'pharsan' (fried indigenous cookies) were served at comparatively higher prices, where no subsidised meals were available, where sitting and dining arrangements were poor, and where cleanliness was not taken care of properly.

A survey of the opinions of selected workers with regard to adequacy of working conditions in these units was undertaken.
Table V.2 shows that a majority of respondents felt that they had satisfactory working conditions and facilities. Unit F₃'s was reportedly an exceptional case.

**TABLE V.2**

**OPINION OF THE WORKERS REGARDING WORKING CONDITIONS**

<table>
<thead>
<tr>
<th>Response</th>
<th>Satisfactory Working Conditions</th>
<th>Working Conditions</th>
<th>No Response</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>R</td>
<td>32</td>
<td>5</td>
<td>-</td>
<td>37</td>
</tr>
<tr>
<td>F₁</td>
<td>43</td>
<td>5</td>
<td>-</td>
<td>48</td>
</tr>
<tr>
<td>F₂</td>
<td>13</td>
<td>2</td>
<td>-</td>
<td>15</td>
</tr>
<tr>
<td>F₃</td>
<td>03</td>
<td>7</td>
<td>-</td>
<td>10</td>
</tr>
<tr>
<td>D₁</td>
<td>22</td>
<td>10</td>
<td>1</td>
<td>33</td>
</tr>
<tr>
<td>D₂</td>
<td>28</td>
<td>5</td>
<td>1</td>
<td>34</td>
</tr>
<tr>
<td>D₃</td>
<td>22</td>
<td>6</td>
<td>-</td>
<td>28</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>163</strong></td>
<td><strong>40</strong></td>
<td><strong>2</strong></td>
<td><strong>205</strong></td>
</tr>
</tbody>
</table>

The reactions of nine respondents, though stray, are pointed out here as they are typical:

* Working conditions are not provided properly.
* There are difficulties in the change of shifts and the grant of leave.
* There is more work-load.
* There are old and obsolete spare parts and tools.
* Conditions are not safe; leakage of acid is heavy.
* Measures are inadequate to prevent pollution.
* Ammonia gas and dust affect health adversely.
* There are inadequate facilities of bathroom and washing rooms.
* Drivers have no separate room for them. They have to stand here and there around the garage.
Welfare amenities & Fringe Benefits: Welfare amenities promote physical, psychological, social and general well-being of the working population, divert attention and interest of workers from evils to constructive activities, eliminate risk and insecurity of job-hazards and increase morale and stability rates of the working masses. These amenities are, in many cases, extended to the family members of the workers. Fringe benefits, on the other hand, are extra benefits beyond the normal wage or salary compensation paid to the employees. In India, the fringe benefits had been gratuitous payments made by socially minded employers until the Factories Act of 1881.

The main objectives of fringe benefits are to induce better employer-employee relations, to generate good morale among the employees, to encourage loyalty to the employer, to cater to the health and safety of the employees, and so on. These welfare and/or fringe benefits may be (A) the result of management’s policy decisions taken voluntarily, or (B) those forced upon an enterprise by (i) Governmental legislation, or (ii) bargaining with labour-unions. Benefits such as provident fund, gratuity, workmen’s compensation and maturity benefits are made compulsory by progressive pieces of legislation in this country. Facilities regarding recreation, medical benefits, leave encashments, etc., are often introduced by management, while shift allowance, attendance allowance, house rent allowance, paid holidays and many more benefits are the result of trade union movement and collective bargaining.
Ily field-work showed that the welfare amenities and fringe benefits made available to the workers in the units under study include the following:

* House Rent allowance. (In all units, except F₂).
* City Compensatory Allowance. (Units R, F₁ and D₂).
* Vehicle/Conveyance Allowance. (Units R, F₁ and F₂).
* Shift Allowance. (In all units, except D₂).
* Bus transport facility. (Units R, F₁ and F₂).
* Loans for purchase of a vehicle or a house. (Units R, F₁ and F₂).
* Medical benefits — allowance or reimbursement. (In all Units except F₂).
* Leave Travel and Home Travel Concession. (Units R, F₁, F₂ and D₁).
* Leave Encashment. (In all units except F₂).

In addition, there were some special benefits made available to the employees in Units R, F₁ and F₂, as follows:

* Provident Fund Contribution at 10% by both parties.
* Housing facilities at subsidised rents.
* Group-Life-Insurance Policy for workers.
* Group Accident Insurance for workers.
* Beautiful townships established by the respective managements with all important social and family amenities like play-ground, school, club, temple, shopping centre, co-operative store, theatre, filmshows, dispensaries/hospitals, staff gymkhana, and lalitkala centre.

Some special benefits available in Unit D₂, run by the Municipal Corporation were:

* Exemption of school fees for the children (of the workers) studying in Stds. 5 to 12.
* Issue of books to the children of the workers (from the Book Bank, run by the Corporation).

* Issue of exercise note books, instruments and writing materials to the children of the employees.

With such a gesture of welfare and fringe benefits in different industrial units, it was expected that the employees would be contented and not be antagonistic to their managements. To verify this phenomenon, managements were asked two specific questions: (i) Do you feel that the workers are antagonistic to the management in spite of all these amenities? (ii) Do workers feel obliged to you for such amenities? The reactions of the managements are recorded in Table V.3.

**TABLE V.3**

**MANAGERS' REACTIONS REGARDING BENEFITS-IMPACT**

<table>
<thead>
<tr>
<th>Question</th>
<th>Response</th>
<th>Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Are the workers antagonistic in spite of such welfare amenities?</td>
<td>Do they feel obliged?</td>
<td></td>
</tr>
<tr>
<td>R</td>
<td>Generally they are not; but, at present, they are.</td>
<td>Very Few</td>
</tr>
<tr>
<td>P₁</td>
<td>Not very much.</td>
<td>Some of them</td>
</tr>
<tr>
<td>P₂</td>
<td>No, they feel contented.</td>
<td>-do-</td>
</tr>
<tr>
<td>P₃</td>
<td>No. They are not.</td>
<td>Majority</td>
</tr>
<tr>
<td>D₁</td>
<td>Yes. They are.</td>
<td>-do-</td>
</tr>
<tr>
<td>D₂</td>
<td>No. They are not.</td>
<td>-do-</td>
</tr>
<tr>
<td>D₃</td>
<td>To some extent</td>
<td>Some of them.</td>
</tr>
</tbody>
</table>

It is obvious that generally managements do not find workers antagonistic but the latter feel obliged to the former only in varying degrees.
Under this head, personnel matters like promotion, transfer, absenteeism and resignations/quits and a couple of emerging areas were studied in depth.

(a) Promotion

"Promotion is the upward reassignment of an employee in the organization's hierarchy accompanied by increased responsibility, enhanced status and usually with increased income, though not always so." It is also referred to as an upgrading of a post.

The main objectives of promotion are:

(i) Recognising a job well done by an employee.

(ii) Retaining and rewarding an employee for his period of service.

(iii) Increasing organizational and individual growth and effectiveness.

(iv) Promoting a sense of job satisfaction and belongingness in the employee.

(v) Building loyalty and morale of the employee.

(vi) Impressing upon others that they can also make progress if they perform well.

Bases of promotion: As is known, there are mainly two bases of promotion, viz., seniority and merit. However, some other matters need be — and, are being, at times — taken into consideration, viz., written test, trade tests, departmental examination, training programmes, leave and absenteeism records, warning notes, and disciplinary charges.

Promotion Policy: Such a policy is increasingly being drafted by managements due to changed awareness of employees and their

unions. Here some criteria like ratio of internal promotions
to external recruitment at each level, determination of senio-
ernity and merits, effects of other items like Confidential
Report, Performance Appraisals, examinations passed (depart-
mental or institutional), and training programmes underwent
are scientifically prescribed.

In the present study, it was found that two organisations
Unit R and F_1 had laid down their formal policies; in the
others no such policy was formulated. In the latter a wide
use of the seniority-base was made and, in the absence of a
well-laid formal promotion policy, much depended upon the
discretion of the managements and the extent of influence
the concerned persons exerted.

The main contents of the promotion policy prescribed in
the two Units deserve a special illustrative mention.

Promotion Policy for operating personnel in the Production
Department of Unit R: 5

"1.5.0: Subject to other conditions/considerations mentioned
herein, promotion of departmental candidates will take place
in two channels, viz:

(a) Promotions based on seniority, subject to the candidate
meeting the requirements of qualifications and having no
adverse confidential report (CR).

(b) Promotions based on consideration of seniority, qualifi-
cations and merits as reflected in the CRs, (Candidates
with adverse CRs will not be eligible for being considered
for promotion).

5. Personnel Manual, Unit R, Cl. 1.5.0 to 1.8.0.
Promotion in the two channels at various levels will take place in the following ratio:

<table>
<thead>
<tr>
<th>Promotion from the scale of Rs.</th>
<th>Seniority Subject to fitness</th>
<th>Merit-cum-Seniority</th>
</tr>
</thead>
<tbody>
<tr>
<td>215 - 376</td>
<td>50</td>
<td>50</td>
</tr>
<tr>
<td>245 - 440</td>
<td>40</td>
<td>60</td>
</tr>
<tr>
<td>300 - 570</td>
<td>40</td>
<td>60</td>
</tr>
<tr>
<td>355 - 633</td>
<td>35</td>
<td>65</td>
</tr>
<tr>
<td>400 - 826</td>
<td>30</td>
<td>70</td>
</tr>
<tr>
<td>460 - 995</td>
<td>30</td>
<td>70</td>
</tr>
</tbody>
</table>

Whenever posts are filled by selection of department candidates on the basis of tests or otherwise, they will continue to be so filled and the two channels referred to above will not apply.

1.6.0: Weightage for the three factors mentioned at 1.5.0 (b) above will be as under:

Seniority — 35 ; Qualification — 35 ; CRs — 30.

The seniormost candidate will be given the maximum marks for seniority, other eligible candidates being given proportionately less marks.

1.7.2: (a) Distribution of marks for various qualifications:

(i) A.H.S./B.E. — 30

(ii) B.Sc. (with Chemistry), Diploma in Chemical Engineering, or Oil & Gas — 30

(iii) Inter Science or Graduate in other than Chemistry — 25

(iv) S.S.C./Pre.Uni./Higher Secondary — 20
(b) In case of promotion from Operator grade 'D' to 'C' and of Loader-Filler as Operator 'D', marking for qualifications below S.S.C. will be:

(i) 8th to 9th Std. — 15
(ii) 5th to 7th Std. — 10

"1.7.3: Allotment of marks for CRs. will be:
  * Outstanding — 50
  * Above satisfactory — 25
  * Satisfactory — 15

"1.8.0: Such of the operators as have acquired the qualification of B.E. (Chem.), A.M.I.E. (Chem.) will be allowed to compete for selection against the 50% quota of direct recruitment of Chemical Engineers."

Criteria prescribed for promotion policy in Unit F:

Filling of vacancies at the next levels is mainly through systems of manpower promotion and development from within again through open (but within the Unit) competitions; incumbents should have put in a minimum of one year's service for open selection and for direct promotion to higher or next post, a minimum of three years' within the unit experience is required subject to clear sanctioned post and meeting fully the requirements of the posts; promotion being mainly on consideration of merits, suitability, reliability and excellent performance.

As far as possible, the unit believes in promotions from within. Recourse is taken to outside recruitment only if there is no one down the line or within the organization capable of doing the job.
Promotion in the supervisory cadres (first line supervising officers and onwards) is done when a person has put in at least 3 years service in the unit in a particular grade and meets with the requirements of job in terms of qualification and experience. In exceptional circumstances, the Company resorts to direct promotions so as to retain personnel with proven good performance and to reward them for excellent performance. The promotions through open competition is possible when there is a vacancy provided a person has completed one year service in the unit. In this case, he will be allowed to compete with outsiders subject to his meeting with the other requirements.

In regard to staff promotions, the main consideration is the performance of the employee in his present job and his seniority, suitability and ability to successfully perform the duties of the higher jobs. This policy can be termed as merit-cum-seniority. 60% of the weightage is given on merits and 40% for seniority. Merit of the candidates is assessed on the basis of Written Test (Job Knowledge and General Knowledge/Company information) and subject to availability of vacancies and meeting with the job specifications.

Unit F2 followed this promotion policy: "Employee becomes eligible for the next higher grade after every three years provided he is suitable and vacancy exists." (This is actually the seniority-cum-merit base).

In the absence of any promotion policy, Unit F3 followed the practice of arranging 'Open Interviews' for the higher posts in which existing employees could compete with outsider candidates.'
In Units $D_1$ and $D_2$, promotions were considered mainly on seniority-based merits criterion. Discretion of authorities played a vital role therein. In Unit $D_3$, promotions depended upon suitable merits and qualifications.

**Attitude of Respondents:** The matter of promotion is a difficult task to tackle. Many times it appears to be a serious cause of dissatisfaction among the employees. A survey was made through the questionnaire and personal interview methods by asking the workers of the units under study (a) whether they were satisfied with the promotion policy and practice of the company, and (b) if not, the reasons thereof. The responses received are summarised in Table V.4.

**TABLE V.4**

<table>
<thead>
<tr>
<th>ATTITUDE OF RESPONDENTS REGARDING PROMOTION POLICIES &amp; PRACTICES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Response</td>
</tr>
<tr>
<td>----------</td>
</tr>
<tr>
<td>R</td>
</tr>
<tr>
<td>$F_1$</td>
</tr>
<tr>
<td>$F_2$</td>
</tr>
<tr>
<td>$F_2$</td>
</tr>
<tr>
<td>Total: For all $F$</td>
</tr>
<tr>
<td>$D_1$</td>
</tr>
<tr>
<td>$D_2$</td>
</tr>
<tr>
<td>$D_3$</td>
</tr>
<tr>
<td>Total: For all $D$</td>
</tr>
<tr>
<td>Grand Total</td>
</tr>
</tbody>
</table>
Thus, in Unit R, over 50% of the respondents were not satisfied with the company's promotion policy and practice.

In the Units of the Fertilizer Industry, as a whole 42% of the respondents were found not to have been satisfied in this regard. Among them, the higher percentage of 'Not Satisfied' respondents was in Unit F\(_2\) (50%), followed by Unit F\(_1\) (44%), while workers appeared to be fairly satisfied in Unit F\(_2\), where out of 15 respondents 10 had reported satisfaction and only 2 (13%) were not satisfied.

In the Dairy Units, as a whole 39% were registered as not satisfied. Among them, the higher percentage of 'not satisfied' respondents was in Unit D\(_2\) (50%), followed by Unit D\(_1\) (38%), and Unit D\(_3\) (30%).

The reactions of 'Not Satisfied' respondents in the units were reflected in the following statements:

* "There is no implementation of promotion policy in real practice."
* "Less chances of promotions due to limited number of posts."
* "Regularity and capability are not counted."
* "High degree of violation of the rules of promotion."
* "There is no effect of recommendations of the immediate boss."
* "Merit is not rewarded, i.e., only seniority is counted."
* "In a small department, not many chances for promotion."
* "Promotion depends upon the discretion of management."
* "Injustice prevails in granting promotion."
* "Partiality on the basis of community."
* "'yes-men' get quicker promotion/'yes-men' are preferred for promotions."
* "Corruption, recommendation, favouritism, blood-relation, etc., affect promotion."
* "Management is bogus, there is corruption in promotion."
* "For eight years, I am doing the same job without any promotion prospect."
* "No merit-based promotion."

(b) Transfer

A transfer is a change of job-assignment. It may or may not involve change in the responsibility and/or status. Usually the employee moves to another job at approximately the same level of responsibility demanding about the same skill and at almost the same level of wages. Transfer can be distinguished from promotion and demotion, which imply an ascending and descending change respectively. A transfer may be within a department, between departments or between plants. It may be temporary or permanent.

There are mainly two causes or conditions leading to employee transfers: (i) When an individual employee requests a transfer seeking his own benefits or preferences. (ii) When management initiates a transfer for ensuring more effective operations or as a solution of some human problems.

Transfers of employees were noticed in all the units under study. The main reasons for them were:
* Urgency or exigency of work.
* Personal requests and preferences of workers.
* As token of punishment for the misconduct of workers.
* Inter-group clashes in department.
* Performance beyond the standards.
* Inter-departmental transfer of clerical staff to increase their versatility and competence and to train them for other positions.

In so far as the 'personal requests' were concerned, it was gathered that a majority of the employees sought transfers for the following purposes:

* To get themselves relieved of the monotony of their present jobs.
* To join their friends in other department/divisions.
* To avail themselves of financial gains like more overtime payment, machine allowance, etc.
* To get rid of inter-personal conflicts with some colleagues or supervisors.

In Unit A, it was learnt that, workers and clerical staff were not transferred to other refineries of I.O.C. located at long distances; only highly skilled and skilled people were so transferred. Similar was the position at Unit F2, where transfers of highly skilled and skilled people were arranged to the sister units. In all the units, inter-department transfers were common.

For assessing the attitude of workers to transfers to other departments, an inquiry was conducted through the methods of questionnaire and personal interview with 205 workers by asking them: "Would you like to do some other job in this or the other department'? A summary of their responses are presented in Table V 5.
<table>
<thead>
<tr>
<th>Response Units</th>
<th>Would like to have a change</th>
<th>Would not like to have a change</th>
<th>Indecisive</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>F</td>
<td>30</td>
<td>3</td>
<td>4</td>
<td>37</td>
</tr>
<tr>
<td>F_1</td>
<td>27</td>
<td>13</td>
<td>8</td>
<td>48</td>
</tr>
<tr>
<td>F_2</td>
<td>7</td>
<td>6</td>
<td>2</td>
<td>15</td>
</tr>
<tr>
<td>F_3</td>
<td>3</td>
<td>5</td>
<td>2</td>
<td>10</td>
</tr>
<tr>
<td>Total: For all F</td>
<td>37</td>
<td>24</td>
<td>12</td>
<td>73</td>
</tr>
<tr>
<td>D_1</td>
<td>15</td>
<td>16</td>
<td>2</td>
<td>33</td>
</tr>
<tr>
<td>D_2</td>
<td>22</td>
<td>5</td>
<td>7</td>
<td>34</td>
</tr>
<tr>
<td>D_3</td>
<td>19</td>
<td>6</td>
<td>3</td>
<td>28</td>
</tr>
<tr>
<td>Total: For all D</td>
<td>56</td>
<td>27</td>
<td>12</td>
<td>95</td>
</tr>
<tr>
<td>Grand Total</td>
<td>123</td>
<td>54</td>
<td>28</td>
<td>205</td>
</tr>
</tbody>
</table>

We can observe from the Table that a majority of the workers in these industries were anxious to have a change in their present job (assignment) for one reason or the other. In particular:

(i) in the refinery industry unit, 81% of the respondents sought to work in other departments,

(ii) in the fertilizer Units, 51% of the respondents preferred to move to other divisions,

(iii) in the dairy Units, 59% of the respondents desired to have a change over.
Absenteeism is a complex concept. It is often understood that absence is only a symptom of deeper malady. Some characterise it as an individual problem, while others consider it as a socio-economic issue. It is both.

Absence is the difference between the man-days scheduled to work and man-days actually worked in an industrial organisation. The rate of absenteeism is calculated as under:

\[
\text{Rate of Absenteeism} = \frac{\text{Man-days Lost}}{\text{Man-days Scheduled to work}} \times 100
\]

Factors responsible: For analytical convenience, the factors generally associated with absenteeism can be classified in three categories:

(i) **Organizational Factors**: Degree of strain/workload, working conditions, leave rules and procedure, helpful/uncooperative work group, quality and style of supervision, induction and placement, etc..

(ii) **Personal Factors**: Age, length of journey to reach work, family responsibility and size, personal habits, length of service, any other source for income which needs time, etc..

(iii) **External Factors**: Transport, housing, participation in religious ceremonies and festivals, etc..

Actual conditions prevailing: The following facts came to light during the field-work:

In Unit R, the rate of absenteeism was 13.47%, 14.72% and 16.21% in the year 1975-76, 1976-77 and 1977-78 respectively.
Thus, the trend of absenteeism was upward. According to the authorities, the normal rate of absenteeism should be 10 to 12%. Again, there appeared to be a seasonality about absenteeism in the unit. The period of higher absenteeism was during the Diwali Vacation (October or November) and the Summer Vacation (May–June). The prime reason for this lay in the Leave Travel Concession available in this unit. The second important reason was of availing sick leave, earned leave, extra-ordinary leave, etc.

In Unit F_2, the rate of absenteeism was 16½ during the years 1977 and 1978. Here also, the period and reasons of absenteeism were found to have been same as in Unit R. However, the management did not consider it a very high rate and said, it was manageable.

In Unit F_3, the rate of absenteeism was 10 to 14½ during the last three years. The main reason for it, according to the authorities, was the application of ESI scheme — particularly, the sickness benefits available to workers covered under the scheme. Some malpractices like the issue of bogus certificates by ESI doctors were reported.

Unit F_1 did not furnish any figures, but felt that absenteeism was not abnormal. So also, Unit D_1 and D_2 did not compute such rates, but had no complaint about any disturbing absenteeism. The rate of absenteeism in Unit D_2 was reported to be quite low at 0.5%, though the figure was an arbitrary one as no rate was compiled.
In general, therefore, it can be said that absenteeism was not a serious problem in the units under study.

(d) Resignations or Quits

A resignation or quit is a voluntary separation. Those who resign may have received extensive training and earned ample experience and, therefore, the money and efforts utilized on them go waste as they become irrecoverable (except in few specific cases governed by agreements).

People leave the organization for various reasons, which may include: better prospects elsewhere, family troubles, sickness (of self or of some family member), unfavourable climate, social reasons, and personal conflicts with supervisors or colleagues. It is not easy to know the real reasons behind particular resignations. For knowing them special techniques/efforts are necessary. One of them is an 'exit interview' while the other is an informal talk with the 'employee leaving.' The third one is to get in touch with an ex-employee. But very few bother about this. In the fast and mechanical routine of an organization, and particularly when the manpower is in large supply, nobody cares about the quits. Such a situation does affect the working of the organization and the morale of the other people therein.

Most of the managements of the units under study attributed "better prospects elsewhere" as the chief reason for resignations by their employees, as the summary of their responses shows below:

Unit F₁: Better prospects elsewhere.
Unit F₂: Better prospects elsewhere.
Unit F₃: Semi-skilled workers are absorbed in and attracted by big industries surrounding Jodhpur.
Unit D₁: Better prospects elsewhere and going abroad.
Unit D₂: Better prospects.
Unit D₃: Better prospects.

In none of the organizations any practice of 'exit interview' prevailed. However, in Unit D₂ and F₃ the practices of informal conversation with the leaving employees was claimed.

Some other causes of quits, in addition to better prospects, recorded during the course of personal interviews held with a number of well-experienced workers of the units studied in all the three industries are as under:

(i) Long-term clashes with the supervisors.
(ii) Frequent charge-sheets served for negligible defaults.
(iii) Partiality in promotion.
(iv) Very limited or no opportunities for further advance.
(v) People doing many unexpected and irrelevant jobs other than the job meant for them.

(e) Emerging Areas

1. Induction to New Entrants: It is often observed that a new recruit is placed in an unknown atmosphere of an organization, where he tries to adjust himself with certain reservations. He wants to know the organization and its working but fumbles for an objective guidance. It is in this context that an additional effort of 'induction' is essential for a fresh employee. The
principal aim of induction is to educate the new incumbent and provide him orientation on the subjects like history of the organization, its major operations, products, rules regarding shifts, hours of work, overtime, leaves, discipline, grievance procedure, fringe benefits, welfare measures, opportunities for further rise and training. A well-developed induction method helps a new employee to inculcate in him a sense of identification with the organization. Such a method can include a handbook, pamphlets, slides, film-shows, personal guidance, orientation training, comics, and cartoons.

Though essential, this aspect of personnel management has yet not found acceptance except in a few cases in India. For instance, a worker gets to know the rules of service or standing orders only when his supervisor scolds him for its illegal breach. This is not a fair way of handling human beings in an industry. There is also a need of introducing induction programmes even for the supervisors to teach them the art of supervision and induct in them a sense of belonging to the organization.

Among the units under study, it was found that only one Unit, viz., F₁ was conscious of this important aspect. F₁ has prepared an attractive handbook in Gujarati entitled 'Karmachari Mahiti Pustika', which gives ready primary essential information, in a very simple language, regarding the history and progress of the company, rules for the workers, pay scales, D.A. and other allowances, facilities and fringe benefits, promotion chances, training, etc. A copy of the handbook is issued to every new employee.
2. Employee Rating or Performance Appraisal: This is another area of personnel management emerging these days. For an effective workforce, a rational and objective appraisal system is needed. Very few organizations in India are serious about this. In my study, however, it was observed that two organizations, viz., Unit R and Unit F, had developed their own merit rating and appraisal systems on a scientific basis. In such a method, the more important characteristics of the employees are assessed by the immediate boss and reviewed by the next authority. (Specimen Appraisal Sheets are presented in Appendices V.4 and V.5).

(B) INDUSTRIAL RELATIONS

(i) Labour Unions and Their Activities

Labour unions, known as 'Trade Unions', are the organizations formed by the working people primarily to protect their interests and ameliorate their economic and working conditions. The individual worker feels helpless in a big establishment with mass production and mass movement. A union can provide them an opportunity to achieve desired objectives. To improve wage levels is the basic and common objective of every labour union in our country. After accomplishing this chief objective, a union moves a step further when it demands the amenities for civilized life, e.g., better conditions of work and living, job security, and social security. There is one more important objective for the existence of trade unions, i.e., regulating the relations between the management and the workers of an establishment. In the big
modern industries like Refinery or Fertilizers, personal relationship between the employees and the employers hardly exists. The labour unions can be a positive instrument for bridging the gap between the two sides. On the other hand, there are certain negative features of the trade union movement which impedes the progress of healthy labour-management relations in industrial organizations. Briefly stated, these are: multiplicity of labour unions, inter-union rivalry, influence of outside leadership, affiliation to political parties, and militancy. Very recently, in many parts of the country, labour unions have been indulging in unfair acts of intimidation, gherao's agitation, violence, strikes and go-slowes. In Maharashtra, West Bengal, Tamil Nadu and many of the states in Northern India, labour unions have created a very serious situation. Fortunately, the majority of industries in Gujamt are not affected by such tactics of labour unions.

Labour Unions in the Units Studied

Labour Unions were functioning in all the units under study. They were registered under the Trade Unions Act, 1926. A summary of important particulars pertaining to them including registration, affiliation to central organization, strength, membership fee and mode of subscription, composition of executive body, and outside leadership, if any, is presented in Table V.6.
The relevant major characteristics are further highlighted in the following few paragraphs:

(a) There hardly existed any inter-union rivalry in the units. There was only one labour union in all the units except $F_2$ and $J$, which had two unions each. It was only in Unit $F_2$ that the situation regarding inter-union rivalry was little severe. Though the majority of the workers — about 60% — therein were claimed to be members of the Second Union affiliated to AITUC. However, there appeared to be a lack of loyalty of workers to it. It was reported that it had a bogus membership. While in the case of Unit $J$, there was no rivalry or clash between the two unions. Despite about 60% reported membership of the Second Union, the First Union also enjoyed good respect. The Secretary of former — the main leader — was, however, more popular among the workers than that of the latter, because the former was a worker — a driver, and the latter was a white-collar employee — an Establishment Officer in the Administration Section of the Dairy Unit. The latter was also relatively more busy with the activities of the other unions of the municipal corporation as also with some work of housing societies. It was learnt that on some issues these two unions had joined hands to fight against the management in the interest of the workers.

(b) The effectiveness of any labour union depends upon the activeness of its leaders and executive body. The union leaders in all these units were quite active, alert and aware of developments. Most of them were enlightened and
democratic in their dealings, approaches and organizational activities. The decisions were taken in group meetings, after due deliberation and discussion. An exception was of Unit R in which the command of all activities of the Union was found centralised in one person, viz., its General Secretary, who was a very bold and dominating lady. (According to her, none was an active member except herself as the other members were afraid of management).

(c) The strengths of all the unions under study were fairly high. A majority of the workers/staff had joined the unions and believed in collective but orderly way of representing their cases contrary to isolated efforts leading to failure or very little success.

(d) A very important feature that has emerged from this study is that, in most of the units, there was internal leadership in the unions, which was sufficiently active in the union-management relations, negotiations, conciliation, settlement, compromise, etc.

(e) There prevailed a satisfactory atmosphere of frequent dialogue between union leaders and the management almost in all the Units even when no formal recognition was give to the unions in Units F_2, D_1, D_2 and D_3.

(f) Regular annual elections of executive committees were held by all the unions, except that in Unit R.

(g) In no case was a violent effort noted to have been initiated or instigated by the union leadership. At the most, some of the unions had organized a few peaceful agitations and
strikes to press their demands and the maximum period of any strike recorded was of nine days.

Main activities and achievements

Unit R: As mentioned earlier, the leadership of the union in this unit was quite active and bold. The General Secretary (GS) used to involve herself in both collective and individual matters of the workers. In many cases of 'refusal to work'*, go-slow and 'punishment' of the workers, the GS rushed to protect them. She was known as the 'saviour' of the workers. She had organised one strike — a lightening one, at that — which had continued for nine days (i.e., from 2.00 p.m. on 11-5-77 to 11.00 a.m. on 20-5-1977), for which the main cause — apart from other minor causes — was the demand for redrafting of promotion policy. This strike, according to her, was a 100% success, as the management agreed to call the recognised union for discussion and finalisation of the issue of promotion policy by 15-5-1979, which was done.

According to GS, the formulation of promotion policy at the instance of union was its best achievement. Since she had participated in preparing the draft of promotion policy, she insisted that their promotion policy was an ideal one among all the undertakings in the public sector. She also claimed that the entering into three settlements with management was their other important success.

No attempt of any gherao tactic by the union was noticed in the Unit.

* Some such cases of work refusal are discussed at the end of this part of the chapter (Vide: pp.190-194).
Unit F₁: According to the General Secretary of the union in this unit, about fifty members including those of the executive committee were active. This union was not affiliated to any central organization and had no outsider therein.

One strike was organized by the union, which had continued for nine days from 1-8-'77 to 9-8-'77. The reason was suspension of two employees, which it had considered as unnecessary harassment. Initially it was a 'hunger strike', followed by stoppage of work. It was called off by the union unconditionally after an assurance was given by the Chief Minister of the State, who had intervened. The union claimed it as a complete success. Two attempts of 'gherao' were made. Once, on account of violation of promotion policy by the management, the M.D. was gheraoed. On the second occasion, he was 'gheraoed' due to price rise of the items in the canteen. However none of them was serious or violent, as only slogan-shouting and presentation of their demands, resorted to. Consequently, there was a positive and quick response from the authorities, who did not make it a prestige issue.

Union members helped the management in arranging the unit-level classes to educate the workers.

So far, four settlements regarding the pay-scales, allowances, etc., and one for the pension scheme have been entered into by the union with the management.

Unit F₂:
First Union: This union was run by an advocate, who was quite active in politics. He was the President and believed that as many as twenty union members were active workers. It was this
union, which had given a notice of strike under S.22, of the I.D. Act, 1947, on 12-4-1977, after submitting their charter of 54 demands. Although conciliation proceedings were held by the Conciliation Officer on 28-4-1977, the union resorted to a Relay Hunger Strike at the main gate of the Township of the employees situated at a distance of 18 kms. from the plant, w.e.f.26-5-1977 and indulged in abusive and filthy utterances against the management, officers and their families. It culminated into a strike in the plant, too, and lasted for eight days from 14-6-77 to 21-6-77. It was gathered that a majority of employees did not support the strike. Hardly fifty workers with the insistence and instigation of outside anti-social elements had forced it. They did not allow other workers to attend their duties by threatening them. This could not continue for long and, ultimately, the strike was called off unconditionally, when eleven workers were suspended pending inquiry. One worker apologised while the cases of remaining ten workers were being dealt with under Sec.33(1) of I.D. Act, 1947. The strike had no serious effect on production of the plant, as the officers and some of the workers could manage to keep production running. The union was neither recognised nor ever invited by the management for any bipartite talk. Hence not a single settlement was entered into with it.

The President of the union believed that their union could not be bought off by the management. He maintained that the other union in the unit was easily influenced by the management and that it was a 'management union' or a 'chamcha union'. While he admitted the failure of strike, he claimed that many of the workers were his union supporters.
Second union: The failure of the strike of the first union boosted up the second union that was organized by other workers. Though registered before the strike, the membership drive was undertaken by its leaders after it had fizzled out. Management was also interested in its growth as there was absence (i) of outside and anti-social elements in it and (ii) of possibility of outside interference in the internal affairs of the enterprise and its employees. Even before its formal recognition, the management used to hold talks with the leaders of this union. However, the leaders were not successful in the matter of quarters-allotment.

In short, the existence of two unions created some tension arising out of inter-union rivalry in the unit.

Unit F_3: The only union in the unit, affiliated to AITUC, was not formally recognised by the management. But, in practice, the latter used to invite its leaders for negotiations. According to its General Secretary, four/five persons took active interest in the day-to-day activities of the union. They had not organized any strike. However, their demands were considered both at the conciliation and at the Industrial Tribunal stages since July 1977. The General Secretary, an active leader and one of the workers of the factory, used to spend considerable time before and after factory hours for the union activities. Major part of his time was used to individual problems of the workers. Their main achievement was that of securing an interim rise of Rs. 14.00 per month per worker, on an average, through a settlement.
Unit D₁: Karmachari Sangh — the only union — was affiliated at first to the HMS. Since 1978 it affiliated itself to the NLO — popularly known as Majoor Mahajan. The management of the unit used to negotiate with it even though it was not an officially recognised one. According to one of the secretaries of the union, all the members of executive committee devoted adequate time to the union activities. It had never resorted to any strike or gherao as the workers believed in Gandhian principles.

The main achievements of the union were:

(i) Payment of 100% D.A. (on the lines of the payment made to the workers of the cotton textile industry of Ahmedabad), medical allowance, house rent allowance, superannuation, attendance-cum-shift allowance, Home Town Concession and Leave Travel Concession:

(ii) Revision of pay-scales.

(iii) Reinstatement of eight workers.

(iv) Payment of minimum wages and their arrears to the cotton workers.

(v) Automatic promotion policy.

(vi) Permanency of daily-rated workers.

Unit D₂: Here also there was one union. Though it was not affiliated officially to any central organization, its inclination was towards NLO. Though not recognised by the management, its leaders were invited for negotiations. The entire leadership of the union was drawn from amongst the workers of the unit. According to its President, mostly all the members of executive body devoted adequate time to the union activities.

The union had never resorted to any strike or gherao as most of their demands were amicably negotiated on table with the
management. There had been two settlements. The main achievements of the union were:

(i) Rise in wages through revision of pay-scales.

(ii) 100% D.A. on the lines of that paid to the cotton textile workers of Ahmedabad.

(iii) Superannuation.

(iv) Settlement of cases relating promotion of a number of workers.

Unit D^: There were two unions in the unit: (i) Hokar Mandal.
(ii) Karmachari Sangh.

First Union: It was a very old organization established by Sardar Vallabhbhai Patel in 1930. Though not affiliated to any central organization, it was a very large union having membership also of other departments of the municipal corporation. Eventhen its membership was less than that of the second union. According to its President, seven persons were active in the union activities.

A one-day strike was organized by the union with the support of the second union in the year 1971, for getting an interim relief for wages and allowances as recommended by the Third Pay Commission. Slogan-shouting and relay fast in the compound of the office of the corporation were resorted to. Most of the workers had joined the strike, that proved to be successful. The union had supported a strike organized by the second union in 1977. No gherao was organized any time.

The main achievements of the union were:

(i) In 1966, the municipal corporation and the union had signed an agreement, for the first time, for payment of D.A. at par^ with that payable to the staff of the Central Government
(ii) Getting the Award of Justice I.G. Thakore and its implementation.

(iii) The recommendatory part for the officers in the award as above was also implemented by the management at the insistence of the union.

Second Union: Registered in 1967, the union was affiliated to BMS. Having a larger membership and disciplined leadership, it also was invited for talks by the management on the issues pertaining to the workers' demands and problems, though not an officially recognised union. As many as ten members devoted their time and energies adequately for the activities of the union.

The union had organised one strike for two days during 1967 when two drivers were suspended by the management. In consequence, one driver was reinstated. Thereafter the union had, as stated earlier, joined hands with the First Union for a strike in the year 1971. One more 24-hour successful strike was resorted to in 1973 by it against the management's decision of cancelling the payment of D.A. at Central Government rates. Lastly there was a strike for one day in 1977, initiated by the union and supported by the First Union. It was in protest of the management's decision of a compulsory deposit of 50% of the arrears (made available under the Thakore Award), in the Provident Fund Account of the employees. It was reported that all the workers had participated in the strike, which was followed by a lockout. The State Government had declared the strike illegal. Five workers were suspended. Ultimately, the workers did get the full amount of their arrears in cash and the strike as well as the lockout were called off.
The President of the union claimed that he used to teach his workers their duties towards the workplace. The main achievements of the union were:

(i) Permanency of 400 daily workers was ensured.
(ii) S.S.C. passed majdoors were taken up as clerks.
(iii) Payment of bonus was obtained.
(iv) D.A. at Central Government's rates was obtained.
(v) Full payment of arrears in cash, arising out of Thakore Award, was obtained.

A few typical incidents of refusal to undertake allotted jobs in Unit R

The management of the Unit R was found facing the problem of growing tendency among some of its workers to refuse doing the jobs allotted to them, which in most cases was supported by the Union. Some typical incidents* deserve a mention here, as they are reflective of a new trend of job description disputes.

Incident I: The Fire Fighting Operator-cum-Drivers (Gr. C) refused w.e.f. 1-10-1977 to do certain jobs, like control room duties, attending telephone calls and fire alarm calls, and maintenance of fire fighting equipments. The General Secretary (GS) of the Union submitted a letter to the management for the preparation of job classification of fire operators. In response, the management prepared and gave to the Union a job classification in respect of Fire Fighting Operator (Gr.A) and Fire Fighting Operator-cum-Driver (Gr.C). In spite of management's persuasion, the Fire Fighting Operators (Gr.C) did not start doing the job accordingly. The matter was discussed with GS of the union and she was requested to advise the said

* Based on personal interviews with authorities and unpublished records of the Unit-R.
operators not to discontinue the jobs as that could lead to a catastrophe in case of a fire in the Refinery. The Asst. Commissioner of Labour, Baroda, and the Commissioner of Labour, Ahmedabad, were also informed about this. After protracted deliberations for seven days between the union leaders and the management authorities, it was agreed upon that one Assistant in each shift be appointed to work after the jobs under dispute.

**Incident II:** The Sr. Testers working in the laboratory used, from the very beginning, to take the samples from the tanks of finished products. They discontinued doing so from the third shift of 1-10-77. The GS had held a meeting of Sr. Testers in the laboratory premises in the evening of 1-10-77 and a decision was taken to stop sampling of finished product tanks. The management's persuasion of the Sr. Tester and the GS in the very evening proved to be futile. It had to take recourse to constitutional means. And, the Commissioner of Labour called if and the Union for discussions on 11-10-77. After prolonged discussions with the union and the samplers, an agreement was arrived at 2.30 p.m. on 12-10-77 according to which the sampler were required to look after all the sampling work and, in consideration thereof, they were upgraded to the next higher scale of Rs. 245-440 for doing the additional jobs of sampling hitherto done by Sr. Testers.

**Incident III:** The third example of work refusal was of the shunters working in the Production Department, who had discontinued to fill oil/water in the locomotives. The management's efforts to persuade them bore no fruits. The matter was also discussed with union GS, who was provided with the job description of a shunter. She tried to be evasive and wanted that the
shunters should be upgraded rather than promoted as drivers. It was indicated to her that the management had agreed to open promotional avenues for shunters as drivers but it had no effect. The issue was discussed between the Dy. General Manager, Dy. Manager (Production) and the GS on 28-10-'77. She told them that she would discuss the matter with shunters. Meanwhile loco-operators were doing the concerned jobs not attended to by the shunters.

On having been persuaded by the G.S., the shunters had returned to their duties after the lapse of three days.

Incident IV: In the Liquid Petroleum Gas (LPG) Filling Section on the shift from 10.00 p.m. on 10-11-'77 and 6.00 a.m. on 11-11-77, the operating personnel resorted to a 'sit-in-strike' and did not fill any cylinders at all. This was supposedly to register their resentment against the Production Department's decision to work for two shifts on overtime on the weekly off-day 9-11-1977. The Chief Production Manager, Sr. Production Engineer (OM & S)* and Dy. Manager (Personnel) explained to the people in OM & S section that the decision had to be taken rather late in the evening on 8-10-1977 owing to operating exigencies and was certainly not meant to deprive any individual on the off-day, of overtime. In spite of all such explanation and assurance to rectify the situation for future, the people had been adamant.

Incident V: The Operators-D and Load Filler (L/F) in the LPG plant slowed down the filling operations of LPG cylinders w.e.f. 20-7-'76. The immediate cause appeared to be that of the withdrawal of four casual labourers who were employed in the LPG plant per shift. The operators and L/Fs indicated that those casual labourers were doing certain manual jobs like tightening security nuts and decapping, and that, since those jobs were being done by Oil Movement and Storage.
casual labour for long, they were not the jobs of Operators-D or L/Fs. They demanded that the employment of casual workers be continued.

The management's explanation was: Earlier the LPG plant was running in two shifts but, subsequently the third shift was added in January 1973. With this the requirement of manpower had increased. Since there was an urgency of starting the third shift, it was decided to employ casual labour till such time regular workers were posted and the total manpower requirement for LPG section was studied and finalised. Accordingly, certain casual labourers were employed through contractor as a temporary measure. Subsequently, as a result of the study of total manpower of this Unit in 1974 by Industrial Engineer (I.E.) and the discussions on his report in Delhi, 75 posts of L/Fs and 40 posts of Operators-D for LPG were approved. However, even then, the Production Department had felt a shortage of manpower for LPG filling operations and continued to employ four casual labour per shift as indicated earlier. Subsequently I.E. had restudied the manpower requirements of LPG and submitted his report on the basis of which H.O. had approved of three additional posts of L/F in 1977, raising the total number of L/F to 78. After the induction of 3 L/Fs and filling up other resultant vacancies of L/F (due to promotion of some to higher posts) in June/July 1978, the casual labour was discontinued from 18-7-78, 19th being the weekly off for the LPG personnel. In fact, the State Government had been raising the issue of casual labour being employed for regular jobs. Hence, by discontinuing the casual labour, the unit had switched over to a system of total employment of the people in LPG plant.
The consequence was that there was no improvement in the cylinder output. The management had been continuously negotiating with the union to bring about solutions to such issues through dialogues across the table rather than work-stoppages. However, the response was not encouraging.

**Misconduct**

In the field of labour-management relations, 'misconduct' of workers is a vital area in which action has to be taken very carefully and cautiously. Gone are the days when an employer would terminate the services of an employee by giving him a notice for misconduct. Now, an inquiry whether an employee is guilty of any misconduct or not has become absolutely necessary.

Misconduct is not defined either in the Industrial Employment (Standing Orders) Act or in the Industrial Disputes Act. Ordinarily speaking misconduct means a wrong or bad act, i.e., an act in violation of some definite rules. The term has been made a little more clear in the following statement/cases:

1. Misconduct spreads over a wide and hazy spectrum of industrial activity, the most serious subversive conducts rendering an employee wholly unfit for employment to mere technical defaults that are covered thereby.  

2. Broadly speaking, all acts which tend to destroy discipline would tentamount to acts subversive of discipline, which may include misconduct relating to duty, negligence, going on illegal strikes, go-slow, insubordination and disobedience of orders, riotous and disorderly behaviour..... the expression "acts subversive of discipline" in the Standing Orders is generally used in a narrower sense, viz., such acts of workmen which have the tendency or effect to disturb the peace and good order.

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Para 14(3) of Schedule I to the I.E. (S.O.) Central Rules, 1945, relating to the Model Standing Orders and para 21 of Schedule I to the Bombay Industrial Employment (Standing Orders) Rules, 1948, relating to the Model Standing Orders, lay down the acts and omissions on the part of a workman which shall amount to misconduct. (See: Appendix V.6).

**Procedure:** The Standing Orders set forth the rules and procedure to be followed to punish the worker in case of his misconduct. The general procedure adopted is as under:

* Chargesheeting in writing, detailing the allegations of misconduct.

* Opportunity given to the worker concerned for defence against the allegations, if he so wants.

* Holding an enquiry and giving further opportunity to the workman to adduce evidence in his favour (with a right to have his fellow workmen to represent at the enquiry).

* Approval of the manager or employer in case of dismissal of the workers.

* Serving an order of dismissal on the workman.

* Suspension, if necessary: Where, in the interest of security and discipline, stopping the delinquent workman from working is necessary, the suspension of such employee can be ordered. The order can be contained in the charge-sheet itself.

In all the units under study, it was found that the managements of the respective units had prepared their own Standing Orders. The workers were also made known about them, by displaying S.Os. on notice boards near the entrance or some other convenient place inside the factory. Mostly, the S.Os. were based upon the Model Standing Orders suggested in the I.E. (S.O.) Act, 1946.
This study has brought to light the following main causes for which workers were charge-sheeted for misconduct:

Unit R: Theft of petrol.
Absenteeism.
Use of intoxicants, while on duty.

Unit F₁: Sleeping during duty hours.
Theft.
Absenteeism.

Unit F₂: Unauthorised absence.
Wilful damage to the property.
Disorderly behaviour.
Theft.
Participation in illegal strike.

Unit F₃: Absenteeism.

Unit D₁: Absenteeism (main cause).
Quarrel and indiscipline, while on duty.
Sleeping during duty hours.
Not wearing uniform.
Consuming employer's products.
Insubordination.

Unit D₂: Absenteeism.

Unit D₃: Theft.
Negligence in duty.
Cheating customers.
Creating riots.
Going on illegal strike (once)

While a number of charge-sheets and suspension orders were issued in all the units, in very few cases were the workers dismissed or their services were terminated. In some cases the labour unions defended the workers or the workers apologised for their misconduct. In other cases, one-to-four days' suspension was excercised. The suspension and chargesheet had once become a severe issue in Unit F₁, when two of the employees were suspended because of their drunkenness, and a strike had ensured.
The managements in most of the units studied had liberalised the procedure of punishment arising out of misconduct, expecting an improvement in the behaviour of the defaulting workers. This sort of generous treatment towards workers, according to the respective authorities, had a favourable bearing in many cases.

**Grievance and its redressal**

There will hardly be any industrial organization where the employees do not have some sort of dissatisfaction, discontent or resentment in some matters relating to their jobs, e.g., supervisor's treatment, uneven distribution of work, inadequate tools and equipments, unfair promotion practices, frequent transfers, punishments for ordinary faults, and deprivation of permanent job and its benefits. Any such dissatisfaction caused to an employee can be termed as a grievance. Grievances generated — whether on real or on fancied grounds — are harmful to the organization. An unmeasurable amount of frustration, indifference and unhappiness is caused among the affected employees. A disturbed labour force is a sure sign of potential turmoil, which affects the interest of the organization and deteriorates the relations between its employer and employees. Many organizations neglect grievances assuming that they will get solved on their own after a lapse of time. However, the other take them seriously and design formal procedures for their redressal.

Some of the typical responses regarding grievances heard by me during the formal and informal interviews with the workers of the units under study were:

- "I am serving as a daily worker for the last four and half years. Still I am not taken up on the permanent roll. I am deprived of many benefits, which other permanent workers are getting."
* "Tea and snacks served in the canteen are of inferior quality. Our Welfare Officer does not care to ask for any explanation from the canteen contractor. How far shall we bear and allow this bad quality?"

* "I am placed in the grade of Rs. 150-240. My present job involves more skill and responsibility compared to those of the others in this grade. My repeated representations to promote me to the next higher grade have yet not been materialised."

* "Twelve of us work under one supervisor. When overtime work arises, he does not distribute it evenly among all of us. Instead, he allots it to four persons, who are his favourites."

* "My fellow worker Mithaji is a very careless person. Our supervisor rarely asks him to do the maintenance work. On many occasions, my supervisor asks me to do the work of Mithaji. How long should I continue to work like this?"

* "For my three days' absence from duty without prior approval, I had personally explained to my supervisor that my child was very seriously ill at my village and I had to attend to him. Despite my explanation, he got me suspended for a day for my forced emergency absence!"

Other examples of grievances — both general and specific — noted down by me during the discussions with the leaders of the labour unions of the units studied are as follows:

* The worker receives less wages than he deserves.
* The worker's job is quite hard and he is over-loaded.
* The worker has been unfairly deprived of seniority.
* The worker has been penalised severely for his reasonable absence.
* Dampness, noise and unsafe conditions disturb the workers.
* He has to lose much time in waiting for the materials.
* The company fails to penalise the superiors, where disciplinary action is necessary against them.
* Workers feel ill about this inequitable treatment vis-a-vis them.
* Foreman does not like the worker. Very often he rebukes him.
* A worker's efficiency is low because of inadequate instructions received from his boss.
* Foremen play up favourite. They ignore complaints and undermine union representatives.
Need for a procedure: Such grievances are bound to be multiple—even be serious and complex, where large number of people with different backgrounds work together. Whether genuine or imaginary, they need prompt attention for their remedy; for, an unredressed grievance deteriorates the morale and affects adversely the efficiency of the worker concerned. In a small organization, an employee can easily and directly approach his superior to get his grievance solved. But it is quite different and difficult, when the organization is sufficiently big. The concerned authorities may not often be free to see and talk to an aggrieved employee at once. Or, they may feel that the matter is too minor for their personal attention. Therefore, in big organizations a formal procedure for attending to and the settlement of the grievances is very essential.

In a well-designed grievance procedure, the following matters must be included:

(a) Scope: Complaints included and excluded in the purview of the procedure.
(b) Different stages of redressal.
(c) Time limit for decision at each stage.
(d) Constitution of a Grievance Committee and the mode of calling meetings.

In the units under study, it was noticed that most of the units did not have a well-designed grievance procedure. They followed an informal open-door policy for dealing with the grievances of their employees in which the workers were free to...
express them in writing or orally to their immediate bosses or higher authorities. Some other typical remarks of the authorities on this issue make interesting reading:

- We have practically very few and minor grievances.
- We have eliminated grievance-provoking situations in our company.
- A formalised grievance procedure may create grievances, which may not be real.

Unit R had laid down its detailed procedure for grievance handling, which was mutually agreed upon by the management and the union. It contained the scope of grievances, three stages of procedure (with necessary time limit), constitution of a Grievance Committee and other rules for the redressal of grievances. The dissatisfied workers of this unit were, from time to time, utilising this procedure for their grievance redressal and the management was acting promptly in this regard. (The Grievance Procedure of Unit R is reproduced in Appendix V.7).

Communication

Every business unit, Government organization, hospital, educational institution and military division has a common problem — that of communication. Despite the wide differences in the activities and goals of organizations, they can succeed or fail only on the basis of the quality of their communication system. A communication system can be very complex with computers, data processing equipment, hundreds of people and thousands of kinds of data; or, it can be the simple relationship between a workman and his supervisor, a supervisor and his boss (Personnel Manager/Works Manager), etc.. The important cornerstone of
organizational communication is the system of interrelationships that exist among the people. If they can communicate, using whatever means or method that works best, the organization and its people will be better able to achieve their targets.

Communication is the transmission and reception of a message that travels between two or more persons. According to Huneryagar and Heckmann: "This process of transmitting and receiving information is so fundamental to the practice of management that without it an organization could not exist." The communications are to an industrial organization, what the nerves are to a human organism. The establishment of two-way free and fair communication between labour and management can help create a better climate in the field of labour-management relations.

Channels of communication:

(i) **Downward Channels:** They are used to transmit information regarding the organizational objectives to employees and the means to accomplish them. Again, through these channels, the employees are informed about the rules and procedures to be followed regarding their personal behaviour in the organization. The communication at these channels should be clear, concise and easily transferable into action. The common means for them are: posters, notice-boards, employee handbook or manual, memos, standing orders, annual reports, etc.

(ii) Upward Channels: Upward communication channels provide an opportunity to the employees to convey their opinions, feelings and intentions to the higher management — supervisors, managers, General Manager, or even the Chairman. The latter needs them to know what is wanted and what is not wanted at the shop-floor level. Feedback on the policies, plans, rules and changes in the shop-floor arrangements are some of the areas where upward communication can be of much use. It can be of help in redressing grievances or in making midcourse corrections in plans and activities. Some common means for them are: suggestions from employees, morale and attitude surveys, grievance procedure, exit interviews, open-door policy for receiving complaints, etc..

These two channels are more or less one-way communication. The more effective channels are two-way communications, which can be developed through group meetings, discussion groups, or departmental get-together. Such communication can also be felt in the meetings of works committees, joint councils, canteen committees, safety committees, welfare committee and so on. Again, the most important channel for such communication is the local supervisor. He is available on the spot to his subordinates. To the latter, it is he that is the management and his communication with them should earn their confidence and trust. This channel can be enhanced and enriched by keeping the supervisors completely informed about the company's policies, rules, objectives, etc., so that the employees' queries can be answered satisfactorily by him. Moreover, communication through the labour union is also a common channel for two-way communication.
in an industrial organization. Further, the thoughts and impressions of the two parties can be well expressed by publishing a house journal.

An account of the different communication channels used by the different units under study is presented here, synoptically:

**Downward Channel:** In a majority of the units, a wide use of notices, circulars, memos, letters and standing orders was made. Moreover, in unit P₁, efforts were made for the induction of the new employees and orientation of the existing employees. For induction, an attractive and well-printed employee-information book was issued to every new employee.

**Upward channel:** The authorities of most of the units claimed that they invited suggestions from the workers and also rewarded them if their suggestions were quite useful. The workers were free to communicate upwards through their supervisors. But, it appeared that very few workers came forward to give their suggestions or discuss matters with their supervisors. The formal grievance procedure in Unit R, too was not widely used for upward communication.

**Two-Way Channels:** In the large-size organized units, it is difficult to communicate information or messages in two-way channels. Personal meetings between the large number of workers and the managers are very rare. But, such meetings did take place between the officers/supervisors and the managers in all these units. In case of two units, P₁ and D₂, annual get-togethers between all the employees and the managers were organized.
In Unit D₁, the divisional heads tried to meet their respective work-groups, occasionally. In Unit F₂, being a small organization, the supervisors and managers were in direct touch with the workers.

Nevertheless, in all the units, the source of union was extensively utilised for the purpose of two-way communication. For any matter — small or big, the union leaders and other representatives were free to approach the management, and the managers also exchanged their views with the union-people, whenever necessary. Moreover, there were joint committees like works committees, canteen committees, and joint councils which also served the purpose of two-way communication in all the units. Again, three units — R, P₁ and P₂ — published their House Journals in which the opinions and impressions of workers, staff, supervisors and higher level management got published from time to time.

...
APPENDIX - V. 1

Unit F

(i) GUIDELINES FOR FILLING UP MARK SHEET AND FINAL SELECTION PROCEEDINGS*

I. Mark Sheet:

The maximum marks are 50 and the distribution of the same is, as follows:-

(a) Qualifications: 7 marks - If the candidate exactly meets the qualifications, he will be awarded 3\(\frac{1}{2}\) marks and for each year of additional qualifications, he will be awarded \(\frac{1}{2}\) mark.

(b) Experience: 8 marks - Any candidate who meets the experience exactly will be awarded 4 marks and for each year of additional experience \(\frac{1}{2}\) mark.

(c) SC/ST/Ex-Servicemen: 5 marks - Any candidate belonging to SC/ST or being Ex-Servicemen will be awarded 5 marks which indicate the preference for these categories.

(d) Interview/Written Test/Trade Test: 25 marks - For interview 15 marks are fixed and the rest 10 marks are either for written test or for trade test or to be divided equally between written test and trade test, if both are held. In case no written test or trade test is held, the interview marks will be 25.

(e) Miscellaneous: 5 marks - These marks are for personality and for any achievements in the field of sports, cultural activities, etc.

NOTE: Marks for qualifications, Experience, SC/ST/Ex-S and for sporting achievements are subject to production of valid certificates by the candidate.

Any candidate who happens to secure 25 marks out of the maximum of 50 marks will qualify for selection.

II. Final Selection Proceedings:

The names of the qualified candidates are to be furnished, in order of merit. Any special recommendations, for example, in regard to Advance Increments, may also be furnished.

* For Skilled & Semiskilled workers & not for unskilled ones.
(ii) 'Mark-Sheet':

Date of Interview: ______________
Pay Scale: ______________________

Designation of the Post: __________
No. of vacancies: ________________

Members of Selection Board
1. ________________ 2. ________________ 3. ________________
4. ________________ 5. ________________ 6. ________________

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</table>
(iii) **FINAL SELECTION PROCEEDINGS**

Members of the Selection Board:
1. 
2. 
3. 
4. 
5. 
6. 
7. 

(Date of interview : ________________)

1. Pay Scale of the post : ________________
   (Grade : ________________)

2. Number of vacancies : ________________

3. No. of applications received:
   through Employment Exchange

<table>
<thead>
<tr>
<th></th>
<th>SC</th>
<th>ST</th>
<th>XS</th>
<th>OTHERS</th>
<th>TOTAL</th>
</tr>
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<td></td>
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4. No. of applications received:
   directly

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<tr>
<th></th>
<th>SC</th>
<th>ST</th>
<th>XS</th>
<th>OTHERS</th>
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5. No. of candidates called
   for interview

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<th>SC</th>
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<th>OTHERS</th>
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6. No. of candidates appeared
   for interview

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<th></th>
<th>SC</th>
<th>ST</th>
<th>XS</th>
<th>OTHERS</th>
<th>TOTAL</th>
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</tbody>
</table>

contd...2
7. Particulars of the Selected candidates (in order of merit):

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Name &amp; Father's Name</th>
<th>S.No.in particular sheet</th>
<th>Outsider/Departmental</th>
<th>SC/ST/XS</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
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</table>

8. Any special recommendations: ________________________________
(i) Recommendations for filling the vacant post of

F.W.C.to: [Name]
(Through Establishment Section)

1. Name of the Post :
2. Date of Advertisement published: in newspaper or Displayed on Notice Board.
3. Vacancy :
4. Grade :
5. Whether G.M.'s approval for filling the post received or not.
6. Date of Interview :
7. Nos. of candidates called :
8. Nos. of candidates appeared :
9. Nos. of candidates sent for Medical.
10. Names and designation of Interview Committee Members:
    1.
    2.
    3.
    4.
11. Names of the selected candidates as per ratings of the interview committee.

<table>
<thead>
<tr>
<th>Sr.No.</th>
<th>Name of candidate</th>
<th>Preliminary</th>
<th>Medically</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
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<td>1.</td>
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</table>

12. RECOMMENDATIONS:

Signature of the member of the Interviewing Committee:

1. 2.
### Evaluation Report of Interview Committee

For Shri/Dr. __________ Interview Committee members.

Nos. of candidates called on __________ for the post of __________

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Name of the candidate</th>
<th>Personality</th>
<th>Expression</th>
<th>Knowledge</th>
<th>Total marks obtained out of 100</th>
<th>Average marks</th>
<th>Remarks</th>
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<tbody>
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N.B.: If written test, I.Q.Test or Practical or Group discussion is held the subject matter or Papers of the same may please be attached herewith.

SIGNATURE OF THE MEMBER
### Unit-D

#### (iii) Summary of Rating

**SUMMARY of rating submitted by members of interview committee who have interviewed candidates for the post of [blank] on [blank] at [blank] A.M.**

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Name of Candidates</th>
<th>Shri [blank] ratings</th>
<th>Shri [blank] ratings</th>
<th>Shri [blank] ratings</th>
<th>Shri [blank] ratings</th>
<th>Total Average Ratings</th>
<th>Remarks</th>
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**Signature of Committee members:**

1. __________________ 2. __________________ 3. __________________ 4. __________________

**N.B.:** If written test, IQ. Test or Practical of Group Discussion is held the subject matter or papers of the same may be attached herewith.
APPENDIX V.3

Unit E.3

र.न. ........................ त. - - १६

नामक्रम तुल्य

बजाला र. ........................

होइ र. ........................

श्री .................................

तपस्ने कारणानां ........................

प्रातान्तर (माननी) कामतलाह वधारे द्वारांत तालुका 6. ..........................

यो ता. ............................ सुख६दी. ***हुँदू*** मात्र चक्रात "मुतु" करेक नावानां आये ह।. तमारो नामक्रमा
कामतलाह चोंच हर्षराज नाहवीया आये ह।. तमारो नामक्रमां कामतलाह डोंच हर्षराज घुडवत दोम्यान कोळम्पाल चोंचे मेडिफेक्ट तपस्ने
नात्त रोपायी छुट्टाक रा शालवे ..........................मात्र चक्रात "मुतु" पुरा हवे हूँदू तपस्ने
नाचुळे आर्योशात अङ्ग पुले तत्त्वा राखेले। हर्षराज घुडवत घाटे तपस्ने
नात्तोना दरे पार्साह भाळी।

सेरिहे श्री. ........................ तपस्ने कामना ठेवूने प्रमाणे तथा
मोड्याला हे ४२ खालु होय ते प्रमाणे।

प्रातान्तर हारी

हर्षराज शालवीया मात्रा कामतलाह नामक्रम उर्वरान आये हे ते माने
चक्रात "मुतु" हर्षराज ह।।

ता. ............................ साठे
Shri ____________________________

Due to temporary increase in the work of factory’s _______ department, you are being appointed as 'temporary' worker for three months from date _________ to _________.

Your appointment being temporary, management can relieve you at any time during the above period. It is to be noted that your services will be terminated automatically at the expiry of three months. You will get the wages at the following rates:

- Daily rate Rs._______ as per your days worked plus current rate of dearness allowance.

Head of the Department

___________________________

I accept the temporary appointment at above conditions.

Date_________ Signature ________
## APPENDIX V.4

### CONFIDENTIAL

**Unit - R**  
**Merit-Rating**  
**Un-skilled Personnel**

Confidential Report for the year ending 31st December 19

<p>| | |</p>
<table>
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<th></th>
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</thead>
<tbody>
<tr>
<td>1. Name</td>
<td></td>
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<tr>
<td>2. Ref.No.</td>
<td></td>
</tr>
<tr>
<td>3. Designation</td>
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<tr>
<td>4. Whether belongs to SC/ST</td>
<td></td>
</tr>
<tr>
<td>5. Qualification</td>
<td></td>
</tr>
<tr>
<td>6. Date of birth</td>
<td></td>
</tr>
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<td>7. Date of joining</td>
<td></td>
</tr>
<tr>
<td>8. Department</td>
<td></td>
</tr>
<tr>
<td>9. Present basic salary and basic pay</td>
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</tr>
<tr>
<td>10. Date of appointment in the present post</td>
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</tbody>
</table>

### GUIDANCE FOR ASSESSORS

This report is designed to help executives appraise each employee, his work performance and potential abilities. It helps executives in placement, transfer, promotion and salary adjustment of all employees.

To serve these important purposes the report must be prepared in a careful and thorough manner. Here are some suggestions:

1. Please complete the form on the basis of the work that the employee has been doing during the period under review.
2. Assessment should be indicated by a cross in the appropriate square.
3. Consider only one item at a time and rate only in relation to the requirements of the employee's job level.
4. Please make sure that a strong or a weak quality under one attribute does not cloud your judgement of his standing on the rest.
5. Base your assessment on direct knowledge and employee's performance on the job. If you have supplementary information pertinent to the job, use the remarks column at Page 2.
6. Have the ratings reflect typical NORMAL performance: Avoid being influenced by recent instances of success or failure which are not typical.
7. Do not rate any item which is not applicable or which you have not had the opportunity to judge. You should consult the immediate superior of the employee concerned, in case where you have no personal knowledge of employee's work, etc.
8. While assessing please check if the assessee was given any opportunity to demonstrate the potential for a given attribute.
9. Use the 'Remarks' section at Page 2 for any amplification, additions or explanations: Note any special aptitudes or qualities: record a brief summary or the job progress review with the employee including your favourable comments as well...
as your reprimands, warnings or comments on his shortcomings or failures; note any action you recommend.

10. If anything adverse has come to notice regarding integrity of the employee it may be specified in the remarks column at Page 2.

11. Name, designation and address of the reporting and reviewing authorities must be stamped clearly to avoid difficulties in future referencing.

12. The form is to be filled in ink only.

13. The form should be treated as strictly 'confidential' and should be returned in a closed envelope to the Personnel & Admin. Department.

<table>
<thead>
<tr>
<th>1. ATTENDANCE</th>
<th>2. SMARTNESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>□ Very regular</td>
<td>□ Smart.</td>
</tr>
<tr>
<td>□ and punctual</td>
<td>□ Average</td>
</tr>
<tr>
<td>□ Satisfactory</td>
<td>□ Lethargic</td>
</tr>
<tr>
<td>□ Irregular</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>3. TIDINESS</th>
<th>4. CO-OPERATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>□ Tidy, orderly</td>
<td>□ Very anxious to</td>
</tr>
<tr>
<td>□ neat and clean</td>
<td>co-operate</td>
</tr>
<tr>
<td>□ Average</td>
<td>□ Works well with</td>
</tr>
<tr>
<td>□ Untidy, shabby,</td>
<td>others</td>
</tr>
<tr>
<td>□ disorderly</td>
<td>□ Usually un-</td>
</tr>
<tr>
<td></td>
<td>co-operative</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>5. DEPENDABILITY</th>
<th>6. HONESTY AND</th>
</tr>
</thead>
<tbody>
<tr>
<td>□ Persevering and</td>
<td>□ Satisfactory</td>
</tr>
<tr>
<td>□ thorough</td>
<td>□ Not strong</td>
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<tr>
<td>□ Conscientious,</td>
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<td>□ follows instruc-</td>
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<td>□ tions.</td>
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<td>□ Requires constant</td>
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<td>□ supervision</td>
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<thead>
<tr>
<th>7. SUMMARY APPRAISAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>□ Outstanding</td>
</tr>
<tr>
<td>□ Satisfactory</td>
</tr>
<tr>
<td>□ Unsatisfactory</td>
</tr>
</tbody>
</table>

REMARKS

REPORTING AUTHORITY  
(Name and Designation)

Reviewing Authority  
(Name and Designation)
APPENDIX V.5

STRICTLY CONFIDENTIAL

Unit F2

APPRAISAL FORM FOR

MIDDLE LEVEL (UNIFUNCTIONAL)

Date ______________

Employee's Name ___________________ Department ____________

Designation_______________________ Personal File No.__________

IMPORTANT

1. Please do not appraise any employee who has worked under you for less than 3 months.

2. Base your judgement upon the entire period covered and not only upon isolated incidents.

3. Appraise each factor independently, uninfluenced by the rating on other factors.

4. Please score out the factor that is not applicable to the employee.

5. Please return this form duly filled in, within 15 days to the Personnel Department under a confidential cover.

Appraising Officer ________________ Designation ____________
Reviewing Officer ________________ Designation ____________

No. Unit F2/Pers/F.20
(Place a tick mark (✓) in the box against the most appropriate rating in each case and a cross mark (×) in the beginning, if a trait is not applicable to the employee).

<table>
<thead>
<tr>
<th>Employee's Name</th>
<th>Designation</th>
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<table>
<thead>
<tr>
<th></th>
<th>EXCELLENT</th>
<th>VERY GOOD</th>
<th>SATISFACTORY</th>
<th>FAIR</th>
<th>POOR</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. KNOWLEDGE OF WORK</strong></td>
<td>Remarkable knowledge of all phases of his own &amp; related work.</td>
<td>Through knowledge of all phases of work.</td>
<td>Knowledge satisfies ordinary requirements of job.</td>
<td>Slightly deficient in the required knowledge of work.</td>
<td>Inadequate knowledge with lack of interest.</td>
</tr>
<tr>
<td><strong>2. JOB PERFORMANCE</strong></td>
<td>Always maintains a high standard of work.</td>
<td>Maintains a good standard of work &amp; at times high standard.</td>
<td>Satisfactory work.</td>
<td>Below the Satisfactory Level.</td>
<td>Very poor, needs improvement.</td>
</tr>
<tr>
<td><strong>3. SENSE OF RESPONSIBILITY</strong></td>
<td>Possesses a high sense of responsibility.</td>
<td>Quite keen to undertake responsibility</td>
<td>Prefers to do assigned work.</td>
<td>Lacks sense of Responsibility.</td>
<td>Has no sense of responsibility.</td>
</tr>
<tr>
<td><strong>4. ABILITY TO ORGANISE WORK AND ACHIEVE RESULTS</strong></td>
<td>An efficient organiser.</td>
<td>Quite capable of organising work.</td>
<td>Can generally organise work.</td>
<td>Inadequate ability to organise work.</td>
<td>Incapable of organising work.</td>
</tr>
<tr>
<td><strong>5. INTEGRITY</strong></td>
<td>Very honest, can always be trusted.</td>
<td>Honest, can be trusted.</td>
<td>Nothing adverse has come to notice.</td>
<td>Honesty doubtful.</td>
<td>Cannot be trusted.</td>
</tr>
<tr>
<td><strong>6. EFFICIENCY AND ACCURACY</strong></td>
<td>Always maintains a high standard of efficiency &amp; accuracy</td>
<td>Maintains a good standard of efficiency and accuracy, at times high standard.</td>
<td>Efficiency and accuracy satisfactory.</td>
<td>Below the satisfactory level.</td>
<td>Very poor, needs improvement.</td>
</tr>
<tr>
<td><strong>7. MENTAL CALIBRE</strong></td>
<td>Superior ability to think clearly, creatively &amp; arrive at sound suggestions/decisions.</td>
<td>Worthwhile ideas of his own and ability to make useful suggestions/decisions.</td>
<td>Well informed in certain subjects useful in his daily work</td>
<td>Little ability to comprehend, interpret or grasp new ideas</td>
<td>Unable to reason logically.</td>
</tr>
</tbody>
</table>
### 8. COOPERATIVE ATTITUDE

<table>
<thead>
<tr>
<th>EXCELLENT</th>
<th>VERY GOOD</th>
<th>SATISFACTORY</th>
<th>FAIR</th>
<th>POOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>A genuine interest in people and extremely well liked by others.</td>
<td>A friendly person, happy in a group develops good contact.</td>
<td>Willing to be a part of a group, but makes little contribution.</td>
<td>Poorly adjusted to the group.</td>
<td>Unwilling to be a part of any group activity.</td>
</tr>
</tbody>
</table>

### 9. DEVELOPMENT OF JUNIOR COLLEAGUES

<table>
<thead>
<tr>
<th>EXCELLENT</th>
<th>VERY GOOD</th>
<th>SATISFACTORY</th>
<th>FAIR</th>
<th>POOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highly enthusiastic in training &amp; developing subordinates.</td>
<td>Guides his subordinates and shares their problems.</td>
<td>Has average interest in developing &amp; training his juniors.</td>
<td>Lacks enthusiasm in developing his subordinates.</td>
<td>Takes no interest.</td>
</tr>
</tbody>
</table>

---

**General remarks by the Appraising Officer** (Regarding potentiality for development and training needs etc., of the employee):

---

Signature of the Appraising Officer

Date

The substance of the appraisal has been communicated/will be communicated verbally within one month to the concerned employee.

Signature of the Appraising Officer

Date

**Remarks by the Reviewing Officer**

---

Signature of the Reviewing Officer

Date

**Remarks by the Reviewing Officer (Functional)**

---

Signature of the Reviewing Officer (Functional)

Date
APPENDIX V.6

Acts and omissions of a workman amounting to misconduct

(a) wilful insubordination of disobedience; whether or not in combination with another of any lawful and reasonable order of a superior;
(b) going on an illegal strike or abetting, inciting, instigating or acting in furtherance thereof;
(c) wilful slowing down in performance of work, or abetment, or instigation thereof;
(d) theft, fraud of dishonesty in connection with the employer's business or property;
(e) taking or giving bribes or any illegal gratification;
(f) habitual absence without leave, or absence without leave for more than ten consecutive days or overstaying the sanctioned leave without sufficient grounds or proper or satisfactory explanation;
(g) late attendance on not less than four occasions within a month;
(h) habitual breach of any Standing Order or any law applicable to the establishment or any rules made thereunder;
(i) collection without the permission of the Manager of any money within the premises of the establishment except as sanctioned by any law for the time being in force;
(j) engaging in trade within the premises of the establishment;
(k) drunkenness, riotous, disorderly or indecent behaviour on the premises of the establishment;
(l) habitual neglect of work, or gross or habitual negligence;
(m) habitual breach of any rules or instructions for the maintenance and running of any department, or the maintenance of the cleanliness of any portion of the establishment;
(n) frequent repetition of any act or omission for which a fine may be imposed under the Payment of Wages Act;
(c) canvassing for union membership or the collection of union dues within the premises of the establishment, except in accordance with any law or with the permission of the Manager;

(p) wilful damages to work in process or to any property of the establishment;

(q) holding meetings inside the premises of the establishment without the previous permission of the Manager of except in accordance with the provisions of any law for the time being in force;

(r) disclosing to any unauthorised person any information in regard to the processes of the establishment which may come into the possession of the workman in the course of his work;

(s) gambling within the premises of the establishment;

(t) smoking or spitting on the premises of establishment where it is prohibited by the employer;

(u) failure to observe safety instructions notified by the employer or interference with any safety device or equipment installed within the establishment;

(v) distribution or exhibiting within the premises of the establishment hand-bills, pamphlets, posters and such other things or causing to be displayed by means of signs or writing or other visible representation on any matter without previous sanction of the Manager;

(w) refusal to accept a charge-sheet order or/other communication served in accordance with these Standing Orders;

(x) unauthorised possession of any lethal weapon in the establishment;

The above enumeration is not exhaustive as from its very nature it cannot be exhaustive and every act or omission on the part of an employee is to be judged according to exigency of the situation.
APPENDIX V.7
GRIEVANCE PROCEDURE
(In Unit R)

1. Grievance-Scope:
   (a) Complaints affecting one or more individual workmen in respect of their wage payments, overtime, leave, transfer, promotion (where a person or persons possessing qualifications prescribed by the Management and adequate seniority has/have not been promoted), seniority, work assignment or working conditions, will constitute grievance which will come under the scope of the Grievance Procedure.

   (b) In the case of any grievance arising out of discharge or dismissal of a workman, the above mentioned procedure shall not apply. Instead, a discharged or dismissed workman shall have the right to appeal either to the dismissing authority or to a senior authority who shall be specified by the Management, within a week from the date of dismissal or discharge. At the time the appeal is heard the workman may, if he so desires, be accompanied by either an official of the recognised union or a fellow worker, as the case may be.

   (c) Points of disputes which are of a general applicability or of a considerable magnitude will fall outside the scope of this procedure.

2. Grievance Procedure:
   First Stage:
   The aggrieved workman shall first present his grievance verbally to his immediate supervisor. The immediate supervisor concerned shall enquire into the grievance and give his answer verbally to the aggrieved workman within a period of 4 working days (of the presentation of the complaint) after consulting his respective Division Head where necessary. The immediate supervisor will maintain a record of the grievance presented to him and the answer thereto. If, however, there be any complaint against any individual member of the staff, who is nominated by the Management to handle grievances at the lowest level, the workman may take up his grievance at the higher stage i.e., at the level of departmental head.

   Second Stage:
   If the aggrieved workman is not satisfied with the decision of his immediate supervisor or does not receive answer to his grievance within the stipulated period of 4 days, he shall present his grievance in writing in a prescribed form to the head of the department. The head of the department will examine all the facts relating to the complaint and, if necessary, hold discussion with the workman, the first line supervisor and the division head and try to find out a
satisfactory solution of the grievance. He may also seek the advice of the Personnel Officer in this regard. The aggrieved workman shall be allowed to take the assistance of a Union Official if he so desires in discussing the matter with the head of the department. The head of the department should record his finding on the grievance form and communicate his decision in writing to the workman within a period of 4 days. If there is any delay the reason for the same shall be given. The grievance shall be sent to the Personnel Department for record after communicating the decision to the workman.

Third Stage:

If the decision of the head of the department is not acceptable to the workman, the workman may request the head of the department in writing to forward the grievance to the Grievance Committee. The head of the department shall thereupon forward the grievance to the Secretary of the Grievance Committee. The Secretary of the Grievance Committee shall place the same before the committee at its meeting. The Committee shall enquire into the grievance and make the recommendations to the General Manager within 10 days of the receipt of the workman's grievance. If the recommendation cannot be made within this stipulated time, the reason of the delay should be duly recorded.

Unanimous recommendations of the Grievance Committee shall be implemented by the Management. In the event of a difference of opinion among the members of the Committee, the views of the members along with the relevant papers shall be placed before the General Manager for final decision. In either case, the final decision of the General Manager shall be communicated to the workman concerned by the Secretary of the Grievance Committee within one week from the receipt of the Committee's recommendations.

Where the workman is not satisfied with the final decision of the Management, he shall have the right to appeal to the General Manager for a revision. In making this appeal, the worker, if he so desires, shall have the right to take a Union Official along with him to facilitate discussions with the Management. The Management shall communicate the decision within a week of the workman's revision petition. If no agreement is still possible, the union and the management shall refer the grievance to an Arbitrator or Arbitration Board mutually agreed by both the parties.

3. Constitution of Grievance Committee:

The Grievance Committee shall consist of 4 members; 2 members represent the Management and 2 represent the workers. The Personnel Officer shall act as the non-member Secretary of the committee and his role will be of an advisory nature.

Contd...3
The representatives of the Management would be nominated by the Management from time to time. The representatives of the workers will be selected as follows:

In the case where the union is recognised, the workers representatives will be selected as follows:

One Union representative and the other union representative representing the department to which the worker belongs. In case where there is no recognised union, the Grievance Committee shall consist of 2 representatives of the workers on the Works Committee to be selected by the Works Committee.

If a Grievance arises out of an order given by the Management the said order shall be complied with before the workman concerned invokes the procedure laid down for the redressal of grievance. If, however, there is a time lag between the issue of order and its compliance, the grievance procedure may immediately be invoked but the order, nevertheless, must be complied with within the due date even if all the steps in grievance procedure have not been exhausted. It may, however, be advisable for the Management to await findings of the grievance procedure machinery.

Workers' representatives on the Grievance Committee shall have the right of access to any documents connected with the enquiry maintained in the department and which may be necessary to understand the merit or otherwise of the workers' grievances. The Management's representatives shall have the right, however, to refuse to show any document or give any information which they consider to be of a confidential nature. Such confidential documents shall not be used against the workman in the course of the grievance proceedings.

4. Where a workman has taken up a grievance for redressal under this procedure, intervention of the conciliation machinery shall not be sought, till all steps in the procedure are exhausted. The grievance shall be presumed to assume the form of a dispute only when the final decision of the Management in respect of the grievance is not acceptable to the workman.

5. In calculating the time intervals under the above clauses, holidays shall not be reckoned.

6. The Management shall provide the requisite clerical and other assistance for the smooth functioning of the grievance machinery.

contd...4
7. If it is necessary for a workman to leave the Department or work spot during working hours to call on any authority provided under the procedure, he shall obtain the previous permission of his supervisor to appear before the authority concerned; if the workman is absent with such a permission, he should not suffer any loss of wages for the work time lost in this nature.

8. No grievance which is more than 6 months old is taken under this procedure.

9. While either the union or the Management may move the other party for a change in the grievance procedure, the change shall not be made effective unless it is agreed to by both the parties.
UNIT R
GRIEVANCE FORM

Place:
Date: ________

1. (a) Name of the Workman: _______________________
   (b) Designation: _______________________
   (c) Department: _______________________

2. Brief description of the Grievance:

   Signature of the Workman

3. Decision of the Departmental Head.

4. Decision communicated to the Workman on ________

   Forwarded to Personnel Officer.

   Signature of Deptt. Head.